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### Impact on Job Satisfaction and Organizational Pride through Evaluation of Perceived Organizational CSR: A Structural Equation Modelling

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## Impact on Job Satisfaction and Organizational Pride through Evaluation of Perceived Organizational CSR: A Structural Equation Modelling

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**Abstract:** The purpose of current study is to identify the influence of liking of advertisement, message credibility and corporate culture fit on job satisfaction and organizational pride with evolution of organizational perceived Corporate Social Responsibility (CSR) engagement as a mediator between them in the manufacturing sector Pakistan. Total of 298 responses were picked for the final analysis. SPSS and AMOS are used to get the results regarding Structural Equation Modeling as well as Confirmatory Factor Analysis. Results demonstrated that liking of advertisement has a significant relationship with job satisfaction and organizational pride. Message credibility also influences job satisfaction, but it depicts insignificant relation with organizational pride. Moreover, corporate culture fit shows no positive relationship with job satisfaction, however, has a significant impact on organizational pride. Moreover, perceived CSR engagement mediates between all the observed variables. This research considers a broader approach in order to identify the role of perceived organizational CSR engagement as a mediator for all mentioned variables on the back of growing Pakistan economy. For studies in future other scholars can get facilitation from it. Moreover, this research represents unique evidences as well as literature which are supported with theories of observed variables.

**Keywords:** Liking of advertisement, message credibility, corporate culture fit, evolution of the perceived organizational CSR engagement, job satisfaction, organizational pride.

### Introduction

Top companies like (Proctor n gamble, Fuji Fertilizers, MCB, PTCL, Raphan, Nishat linen), have shoot up their Corporate Social Responsibility (CSR) activities to foster various initiatives and build up their competitiveness in Pakistan. CSR communication is said to be a sword which is 'double-edged' and a 'very delicate matter'. Organizations should take various initiatives, as in the absence of transmission the effect of CSR would be invalid or may be fatalistic. Few scholars consider and argue policies and procedures of CSR as instrument of managing stakeholder relationship. To convey the messages of CSR the most

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suitable tool highlighted is advertisement. Recognizing that exchanging of communal information through advertisement is more permitting to provoking unwanted reactions as well as customer skepticism with regard to various additional communication medium (Yoon, Gürhan-Canli, & Schwarz, 2006), While past studies has been paying attention upon CSR only with regard to customers specifically (Suh, 2016), external partners, but now the attention has been transferred towards the inside stakeholders i.e. incumbent worker. Companies must take cautious approaches for CSR communication as employees engage themselves in various facts and reasoning procedures to comprehend corporate messages. Companies must be careful about what to communicate and how to communicate. Culture is identified as the most essential element in ethical decision-making in business. For improving satisfaction regarding job for workers many organizations are investing in various attributes of CSR. There are two ways of performing CSR activities internally as well as externally. In external responsibility the company is involved in engaging its workers in some kind of societal project. Contrastingly, internal CSR includes exercise of human resources like training as well as worker engagement, it influence the welfare of labor. CSR done externally influence the partners externally distinguished by customers; however, inside CSR bears a societal effect on inside participants named as employees (Elfenbein, Fisman, & McManus, 2012). They are of vital importance, and they also complement one another, both are demanded which are linked with the goods and services standards.

Organization's growth is not possible without the strong dedication of its employees. There should be rotation of employee's job activates rather than sticking them to a, minimal and specified job and they must volunteer themselves into other extra activities as well. The employee's pride boost in group membership if they are working for an organization which is distinguished and have good reputation in the market. CSR activities and policies can pay attention to various different aspects, which can be arranged into 4 essential domains: (1) environment-oriented (2) customer-oriented, (3) philanthropy-oriented activities (4) employee-oriented. There has been research made on liking of advertisement and CSR involvement in European energy provider industry. Acarlar and Bilgiç (2013) have already explored the impact of message credibility and job satisfaction where credibility and satisfaction were taken as mediator, investigation was made in Turkey The third biggest sector is manufacturing of the economy, it contributes 18.5% to the Gross-Domestic Product (GDP) of economy, and accounts for 13% to the overall employment. LSM contributes 12.2 % to the GDP, which dominant among other sectors; it contributes 66% to sectoral share, accompanied with Small-Scale manufacturing that is responsible for 4.9% of complete GDP. There has been seen a decline by 2.93% in large-scale manufacturing (LSM) sector during the months March-July for the year 2019. Contrastingly the growth was 6.33% last year in the same period. It was suggested that the (LSM) development will remain under the target from a big margin. There are various factors which have caused decline in LSM growth. It includes less PSDP expenditures as compared to previous year, construction activities of private sector was muted as well as much less spending of consumer on durable products amongst others. The pandemic of COVID-19 has a much negative effect on activity during the first six months in 2020 than expected; now the healing process is expected to be much gradual as compared to previous forecast.

The global growth will be 5.4% in 2020 expectedly. It is a very difficult job to perform CSR activities. Firstly, it requires a lot of money and only large organizations can undertake such activities. Secondly, it is very difficult to build up the image of the firm on behalf of it as, sometimes the message may not be much effective that it could convey what the company wants, to its employees as well as outsiders or it is very difficult to initiate and carry on those CSR policies and procedures which are in accordance with the corporate culture. Ultimately the employees may not satisfy with respect to their job and do not feel proud regarding their company.

CSR recognized as firm's policies and procedures that outrun lawful requirements and effect various stakeholder groupings, has developed into a work imperative globally (Grossmann & Hopkins, 2016). A fundamental credence that underlies this tremendous variation in firm's actions and thought process is that, whether, performed in proper way CSR policies and activities can produce various advantages to the organizations (Carvalho et al., 2010; Dhanesh, 2014). To the best of investigator's knowledge liking of advertisement, message credibility and corporate culture fit taken as independent variable and mediating role of organizational perceived corporate social responsibility engagement to perceive the perceptions of employees is yet not examined. Current study is going to scrutinize the issues in Pakistan. The various results and dusks drawn from this research may be able to apply on other manufacturing companies of Pakistan. This research gives contribution to literature with which future researchers can get benefit. This study will provide benefit to many manufacturing industries because of its generalizability. Provide solutions to the firm's management as to what steps should be taken to make the advertisements of CSR reliable, how to make the CSR activities in accordance with the corporate culture.

## **Theoretical Literature Review**

### **Liking of Advertising**

Advertising is an important part of marketing communication (Kelley, Sheehan, & Jugenheimer, 2015) it is an indisputable force in forming a powerful brand (Aaker & Biel, 2013). From the opinion of financial sector, more pleasant the constructive formulation of advertisement of CSR, enough likable would be the establishment of the firm. Aaker and Biel (2013) states that in order encourage a particular lifestyle advertisement can go beyond limits. Whereas, advertisement is a truth which is artificial. (Lears, 1995), advertisement cannot be particularly restricted to pedagogical grounds; perhaps it much unquestionably has foundation in the actual backdrop. Therefore, accepts that advertisement is an impersonal particularly directed and supported promotional activity. Advertising importance lies in marketing mix it is not just long-term profit but also generate growth, it is also a tool that creates awareness about goods or services to a targeted group. However, continues the whole grid of tasks including distribution, promotion and production has a powerful and notable effect on the significance of advertisement. (Heimann, 2005) says that in sixties the advertising became more smart, laughable and amusing, plus more eye

catching than before, from that spot, the commercials keep on being much complex in understanding and hence more enjoyable for customers. Internet is counted among the speedily growing medium for transmission of message ever. Internet had approximately 1.1 billion customers around the world, and advertising has become the speedily expanding internet section.

## **Message Credibility**

The credibility depends upon the source, the knowledge and the recipient. Accuracy, believability and authenticity these are found to be the best benchmark that reflect the credibility of message, specifically in an online environment (Appelman & Sundar, 2016). Investigation focused on preparing a scale to indicate the credibility found that the message credibility, particularly in the aspect news that can be estimated by questioning respondents regarding perceived reliability of a report or news, its perceived accuracy, and its authenticity. Source attractiveness is considered to have vital importance in measuring the credibility in the industry which is concentrated on the beauty of personal utterance. As shown in previous research regarding advertisement and communication that, physical attraction is an influential index in person's initial observation of each individual. It is pointed that communicators which are physically attractive are much successful in modifying the opinions other than unattractive communicators. (MCGUIRE, 1985) states that those sources are more appealing and convincing which are well known and light by the consumer. In persuasion theory the term source credibility has been very vital and necessary for research purposes. Source credibility theory proves that it becomes more popular among people, masses when the source holds trustworthiness. "An individual will accept the information to be true based on 'who have said this'. Credibility is the most major source that it has delivered scholastic research.

## **Corporate Culture Fit**

Earliest researches demonstrated that corporate culture fit is a major fundamental standard to measure success. It is elementary for both to confirm that company's culture fit is there and to assess its connection to the observed originality of engagement of Corporate Social Responsibility. Furthermore, it is considered as increasingly significant for prolonged associations as compared to short-term and considers it as an essential attribute that differentiate supply networks from other short-lived joint networks and systems. When organizational culture fit is discussed in literature the term 'similarity' is used by the researchers when they referring to compatibility (fit). Compatibility, Moreover, specify correlation among objectives, aims and compatibility while managing empirical theories at a higher administrative scale. Just now, compatibility is established as a constructive estimator regarding competence of supply network management (Rajaguru & Matanda, 2013), reliance and knowledge sharing, along with observed usefulness in deliberate unions. The organizational culture is consistent with aims and objectives, as well as operational theories, psychology disciplines at different levels. Thus, the focus is more on organizational cultural compatibility than on operational. Similarity in worth, philos-

ophy of business, aims of firm leads to more grounded relationships. It refers to increase the certainty of future relationship. Institutional and behavior culture as well as general degree of conformity is spiritual culture are needed in order to strengthen the corporate culture fitness. Developing an appropriate work environment can add to more employee commitment and retention. Anyhow, significance of fit may differ by change in culture, time, and the areas of interest. Signaling theory (Rynes, Bretz Jr, & Gerhart, 1991). Hence, we assume that communication of CSR plays a vital role as a signal in CSR development process of employee.

## **Evolution of Organizational Perceived CSR Engagement**

Traditionally, the discussion on CSR was being controlled by Multicultural Corporations (MNCs). But now in recent years many companies, local firm, NGOs, industries and government supported agencies are being curious about promote CSR activities in SMEs. Argument on CSR engagement by SMEs has ranged from whether SMEs understand the concept of CSR, why SMEs have a social responsibility, whether SMEs are willing to engage in CSR activities to what motivates SMEs to engage in CSR and if they are actually doing enough on CSR (Malesky & Schuler, 2010). SMEs are central to job creation as well as availability of products and services in abundant of developing countries, their grant and influence on social welfare should be known. CSR is a phenomenon, in the recent years it is gaining much clarity, in academic and practitioner. Even though research on CSR is gaining popularity over the years, only few academic researchers investigated the correlation among employees and CSR within the organization (Carroll & Shabana, 2010). Earlier studies show such significant ways through which employee engagement can be enhanced, which is to formulate various policies which are employee friendly in the programs of HRM, as it consists of multiple activities that will handle and engage employees for the achievement of organizational goals. CSR is considered a global phenomenon today, which has developed from interaction of thinking and its application (Carroll & Shabana, 2010) and the most significant topic which has been constantly debatable among our business leaders and world for the purpose of finding a way out for solving international problems confronted in current community. Shareholder and administration should be utilized to support Corporate Social Responsibility endeavors, which has been a major change in recent years. Presently, organizations experiences pressure on managers to consider them participating in the decision-making process, including CSR activities (Trapp, 2014). CSR brings big opportunities with itself for social positive impacts, enhanced goodwill and revenue. Well the real question is, what steps should be taken on behalf of organization to involve stakeholders profitably for gaining enhanced performance? For handling stakeholders, three textbooks have been launched with reliable information and discussion policies.

## **Job Satisfaction**

Job satisfaction is one of the most unpredictable regions confronting establishments to deal with their employee's job satisfaction (JS) has been characterized by different au-

thors in various approaches; it is characterized as emotional direction of people toward their work. Other authors characterized JS as abstract prosperity grinding away, and the way how individuals feel about employments and its different angles. Job satisfaction can majorly affect the nature of work performed so that representatives can have a positive or negative feeling towards that work. The previous feeling is portrayed as job satisfaction and the latter feeling as employment disappointment. Individuals' degree of JS can run from extraordinary satisfaction to extreme dissatisfaction. In contrast, Employee satisfaction cause increase in work rate, reduction of workers turnover behavior, increase creativity and engagement. In consequence, job satisfaction cannot be prevented, but very few companies take job satisfaction as a serious matter. Several factors can impact job satisfaction which can go about as motivators for representatives, this frequently incorporate; monetary, rewards, working conditions, content of the job, Co-workers, and advancement, as numerous components, can impact and lead to work dissatisfaction, which has been found significantly impact absenteeism, mishaps, strikes, and turnover of workers. In addition, working conditions and rewards leads workers towards job satisfaction.

## **Organizational Pride**

Earlier exact examinations have demonstrated that when employees, as inside partners, see their association's CSR exercises, it makes a feeling of organizational pride (S.-Y. Lee & Seo, 2017; De Roeck, El Akremi, & Swaen, 2016). For example, employees in Korea can change in community direction regardless of living in a collectivistic culture. We expect that workers high in community direction will understanding organizational pride more strongly considering their CSR recognition. Organizational ethics build organizational pride and encourage workers to have a positive impact on their work. There are more two important things which influence job behavior of worker in a positive manner are business ethics and gratification. This is clarified by social character hypothesis, which places that people characterize themselves as far as the social gatherings that they have a place with. On the off chance that their gathering or association appreciates a great notoriety and lofty status, it extends to one's confidence and realizes sentiments of pride. It is considered negative thinking because it causes aggressiveness and anti-disruptive behavior towards society. In the latest research a lot of stress was laid on the impact of pride of organization on the motivation of workers done at Facebook which helps the identification of OP as highly significant predictor for worker's involvement in a job. Employee' who feel glad for being a member of an association, feel increasingly dedicated and show consistency in their work may encounter inventiveness. According to Ashforth and Mael (1989) the social identity theory proposes that human beings categorize their selves within communal groups on the bases of different elements, like the firm for which services are being rendered by them, and that associate-ship in these social groups effect a person's self-concept. With reference to CSR-assessment result settings, workers look to identify among the organization for which they are performing their duties. This clearly shows that employees consider and experience the successes and failures of the company as their own and will embrace those attitudes and behaviors that may aid to achieve the goals of the company.

## **Liking of Advertisement, Job Satisfaction and Organizational Pride**

Heimann (2005) states that in order to encourage a particular lifestyle advertisement can go beyond limits. It is a valuable information while considering advertisement online, because advertisement which release at cyberspace primary reach to the people of this group. All the activities and actions start from communication, organizational communication and correspondence is essential in order to achieve required targets efficiently and effectively. When there is no communication, it's obvious that there will be no motivations, inspirations and directions by employers towards workers. Every firm and business owner want to hold their customers in terms of lifetime value and high esteem. Firms and employers couldn't dream of their success without support of employees so, it is important to keep workers happy. Thus, knowing how workers assess the organization's CSR promotion is important for any organization. This knowing will make the employees satisfied with their job as they can see that things are going in a right way. So, Liking of Advertisement regarding CSR engagement among employees leads to competitive organizational environment and organizational pride as well. Organizations use advertisement to motivate workers in order to perform CSR activities more effectively than past, and it's obvious that advertising leads to the worker's inspiration and motivation which influence their compatibility with the firm and also impact their feel of pride towards the organization.

*Hypothesis H1: Liking of advertisement exerts significant and positive effect on job satisfaction.*

*Hypothesis H2: Liking of advertisement exerts significant and positive impact on organizational pride.*

## **Message Credibility, job satisfaction and Organizational Pride**

Message credibility source is a multiple time hold out variable in the work of communication and advertising. Trueness and objectivity are such hazy concepts that are impossible to attain. Commitment of truth is not endorsement of announcement that news shows actual events. Credibility is an attribute of crucial importance of information sources, because message source plays a crucial role in making perceptions regarding public trust. Credibility is a component of "multilocational relationship" so, the receiver accept that someone or a thing (e.g. a person, a firm or their conversational products) is credible in association to a thing (e.g. a situation or issue) in response to a communicative process (e.g. a picture or a clip of video). Every time trust is directed to an unintimated future and a prior adjustment, on the other hand credibility is directed towards presence (or the past) and which can be assessed immediately. Normally, socially responsible activities do not include business morals only but also the pleasure of employees. Organizational Credibility is considered as an essential to build the confidence among employees. Therefore, to create credibility an organization's focus needs to be more on customer-oriented CSR activities. Past studies derive that organizational pride inspires identification how-



ever we assume on the opposite that identification inspires and leads to pride. Pride also leads to the advancement of social status. From social aspect nowadays people want to be respected, honored, and prioritized their self as compared to others, whether they are employees to any organization or an individual.

*Hypothesis H3: Message credibility exerts significant and positive impact on job satisfaction.*

*Hypothesis H4: Message credibility exerts significant and positive impact on organizational pride.*

### **Corporate Culture Fit, Job Satisfaction and Organizational Pride**

Corporate culture fit is considered as more essential for long lasting relationships as compared to short-term and consider it the basic attribute that differentiate supply chains among other short-lived cumulative systems. Company's culture is considered as a method through which a firm and its employees exercise to cop up with the external difficulties and acquire internal integration (E. M. Lee, Park, & Lee, 2013). It empowers a sense of satisfaction towards employees. An actual and first hand investigation demonstrated that view point and conduct of workers are highly affected by how firm's CSR activities are perceived by them. There is demanded to establish a reliable environment for workers and also recognize the hard work of everyone for the purpose of establishing satisfaction among job (Garlick, 2010). Internal organization and ordering to generate job pleasure as motivating, attracting, improving, and retaining skilled and certified employees by fulfilling their wants through job-products. There is demanded to establish a reliable environment for workers and also recognize the hard work of everyone for the purpose of establishing satisfaction among job. For our convenience we can say this slogan as: "CSR must be encoded inside the DNA of all corporate culture of the organizations". In a work place, two main types are recognized regarding pride. Individual pride is inspired from singular accomplishments, for example, a feeling of one's an incentive from a decent deed. Aggregate pride will happen when workers see bunch accomplishments and undergo a feeling of connection furthermore.

*Hypothesis H5: Corporate culture fit exerts significant and positive impact on job satisfaction.*

*Hypothesis H6: Corporate culture fit exerts significant and positive impact on organizational pride.*

### **Perceived Organizational CSR Engagement Mediates Between Liking of Advertisement and Job Satisfaction**

Promoting messages are conveyed through various media such as print, TV, radio, and the web. Two types of advertising are normally utilized: institutional advertising the intends to develop the picture of an organization and product promotion which plans to

upgrade the turnover of a product or service. Here the development of perceived organizational CSR engagement intercedes between Liking ads and job satisfaction. Adequately conveying the exercises of CSR doesn't refer to a piece of cake. All the activities and actions start from communication, organizational communication and correspondence is essential in order to achieve required targets efficiently and effectively. When there is no communication, it's obvious that there will be no motivations, inspirations and directions by employers towards workers. As expressed in past research, communication critically affects workers' assessments and reactions to CSR attempts. The reason behind this is communication gives data about what was done and the focus behind organizational CSR effort.

Every firm and business owner want to hold their customers in terms of lifetime value and high esteem. Firms couldn't dream of their success without support of employees so, it is important to keep workers happy. Work efficiency difference among satisfied and dissatisfied workers can be experienced easily by determining their workplace behavior. A huge number of these advertising exercises also reach workers, in any event, when different stakeholders might be the central objective batch of organization's promoting commitment. Workers are more than just being inside stakeholders' selected category of CSR correspondence; they are likewise the essence of organization for which they work and contribute as an essential part in forming external parties perception and assessment of organization's CSR.

*Hypothesis H7: The mediating role of perceived organizational CSR engagement exerts significant impact on liking of advertisement and job satisfaction.*

## **Perceived Organizational CSR Engagement Mediates Between Message Credibility and Job Satisfaction**

It is important for effective communication either among two persons, organization communication or in mass media, credibility is understood as one of the most important features recipients can attribute to a communicative process. In the knowledge of current authors, Scholars have made contribution by paying greater attention to the communication of corporate sustainability. At the exact time, as CSR had positive impact on the behavior of a consumer, the calls for managers were growing in order to learn how to improvise the efficiency of CSR messages. There is very tiny research made on the topic of effectively communicating CSR initiatives, in spite of its need and challenging nature according to the recent authors. Due to this, intellectuals (Menon & Kahn, 2003) have advised that a company selects CSR practices and policies which are in accordance with the company's target category's business, likes and dislikes and product type. CSR could be a significant technique for efficiently holding conscientious employees by improvising company identification and job contentment. Social exchange theory (social behavior due to the process of exchange) and social identity theory (an individual's sense of what are they on the bases of their group belongings), past examination explains, relation among socially responsible activities and employee's behavior. Research find out suchlike company can generate much optimism for job and motivate larger potency among customer

interconnection by satisfying worker's expectations regarding CSR practices.

*Hypothesis H8: Evolution of perceived organizational CSR engagement is positively associated with message credibility and job satisfaction.*

### **Perceived Organizational CSR Engagement Mediates Between Corporate Culture Fit and Job Satisfaction**

However, the most supreme tasks of corporate administrative is supervising for all partners, involving corporate shareholders (Freeman, Harrison, & Wicks, 2007), currently another aspect has been associated for taking such measures so, that the natural environment along with local community growth does not harm, neither discarding the employees nor the customers at that time. As the CSR engagement mediate between company's culture and job satisfaction so, if the CSR activities of the company are in accordance with the company's culture then the employees would be more satisfied while working with that company. The workers will perform their duties deliberately and wholeheartedly as they knew that their organization is going in the right direction to earn recognition. Some investigators have explained the corporate culture (CC) and CSR relationship. They proposed the CSR importance in the field of marketing and argued on the appropriateness of culture in terms of "corporate norms" but didn't specify corporate culture (CC).

The importance of Coordination of organizational culture (OC) and expectations in terms of society, environment, and stakeholders is specified. Advantages of socially responsible activities to the workers are associated with wide scope of angles, involving retention, self-esteem, recruitment as well as productivity. Only small amount of research inspects the intellectual mechanisms that underlie this optimistic relationship of CSR estimation on employee output, that lead towards a limited interpretation of employee response to CSR. Research explained that worker's job demands are time and again multi-faceted that signify employees demand a particular percentage of significance of their job or career growth chances to cater such range of needs which they long for.

*Hypothesis H9: The mediating role of perceived organizational CSR engagement exerts significant impact on corporate culture fit and job satisfaction.*

### **Perceived Organizational CSR Engagement Mediates Between Liking of Advertisement and Organizational Pride**

Organizations use advertising as an essential to impact their public profile. Organizations with huge levels of CSR might need to advertise more vigorously toward buyers in order to signal organization's 'goodwill' credentials and increment their reputation in general. In this clarification, CSR exercises and promoting are integral and complementary activities. Before publicity the organizations must evaluate all sources according to its environment, norms and culture, because each source of advertisement has its advantages and disadvantages. Furthermore, consideration should be kept that selected advertising

medium must be able to reach many workers with clarity and understanding. Organizations use advertisement to motivate workers in order to perform CSR activities more effectively than past, and it's obvious that advertising leads to the worker's inspiration and motivation which influence their compatibility with the firm and also impact their feel of pride towards the organization. The examination shows that advertising, own-firm CSR, and industry-level CSR are commonly positively associated with reputation. Like CSR activities, firms have numerous reasons for consuming cash on advertising, for example, to increase sales, to grant firms to charge a higher price, to extend a specific image, and to build brand loyalty. Among sport fans, the feeling which has been most often observed is pride regarding sports (Swanson & Kent, 2017).

*Hypothesis H10: The mediating role of perceived organizational CSR engagement exerts significant impact on liking of advertisement and organizational pride.*

### **Perceived Organizational CSR Engagement Mediates Between Message Credibility and Organizational Pride**

Individual's trust and confidence on firms can lead towards the measurement of company's credibility, veracity of the information provided, the accuracy and competence of the organization. The performance of the firm helps in building stakeholders and worker's faith and trust, on the organizations which enhance the credibility of the organization. As a result, it motivates and inspires to involve in CSR activities by mean of message and advertisements regarding CSR. Consequently, Organizational Inspirations and motivations ultimately leads towards the organization pride. A company's reputation is easily affected by the behavior it initiates. Past studies derive that organizational pride inspires identification however we assume on the opposite that identification inspires and leads to pride. Our hypothesis is more logical than past studies due to the reason that first workers are identified with an organization, after that they will be proud to be a part of it. Individuals impressed from a company that communicate CSR messages. Organizations frequently generate ads suchlike embody messages of CSR as they (a) develop optimistic emotions, (b) maintain brand goodwill, (c) generate productive growth (Brown & Dacin, 1997), and (d) enhance local attachment. Specifically, people consider themselves superior to others while making comparisons with other people, assess themselves depending on the standards and measurements they live by and measurements, recognize and accept their own success and achievements, and talk about their success stories with others.

*Hypothesis H11: Evolution of perceived organizational CSR engagement mediates the relationship among message credibility and organizational pride.*

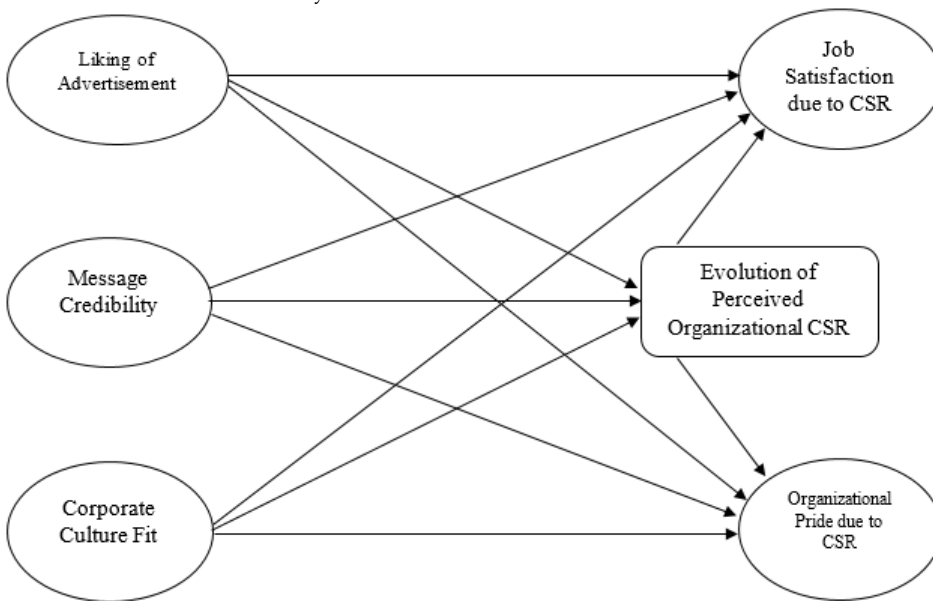
### **Perceived Organizational CSR Engagement Mediates Between Corporate Culture Fit and Organizational Pride**

It appears that the CSR schemes which are applied into the firm must be treated by taking necessary changes into account which occur in the company's culture level. With the

help of these solutions various potential benefits can be earned by both the recipients and the firm itself internally. There is another worth mentioning element called sustainable reporting, that is very critical for consolidating the CSR exercises in the business environment of an organization. The factor which strengthens the relationship with the firm is pride, because the firm is appreciated and admired in the society. Employees should do their all for contributing positively in the firm because it helps them gain respect as well as self-worth (Tyler & Blader, 2002). Beside the organization's accomplishments, the organization's market position, picture, corporate notoriety, the executives' administration style, and making of a difficult workplace are completely viewed as potential wellsprings of organizational pride. The employees of the organization feel affiliated with the firm, being a part of it makes them satisfied and accomplished. Pride of employees of the firm is highly important component in propelling workers' feeling of responsibility and it helps them remain with association for longer haul. The present examination has attempted to cover the perceived holes by considering the job of authoritative ethical quality in setting of publicizing organizations in Pakistan, and how these virtues impart pride in their workers by inherently persuading them to support imagination of the employee. These virtues will likewise help in molding workers' perspectives by ingraining a feeling of fulfillment in them by establishing communal character of an association as well as of the employees.

*Hypothesis H12: Evolution of perceived organizational CSR mediates the relation among corporate culture fit and organizational pride.*

**Figure 1**  
Theoretical Model of the study



## **Research Methodology**

Population is a bunch of observations by which a researcher chooses a sample for inspection. In current research, targeted population is the employees of manufacturing industry of Pakistan. Furthermore, evolution of the CSR advertising, perceived corporate culture fit, perceived underlying CSR motive1: selfish vs non-selfish, perceived underlying CSR motive 2: economic vs non-economic, perceived authenticity of CSR engagement and involvement of CSR on Korean firms. Secondly, the complete contribution of manufacturing sector in Pakistan is one and a half to the total growth. By 1990 this percentage was dropped to 0.8%. Thirdly, the researcher is certain after conducting a survey, evolution of perceived organizational CSR engagement was not empirically examined in Pakistan. So, the analysts select manufacturing industry to identify the influence of liking of advertisement, message credibility and perceived corporate culture fit on job satisfaction and organizational pride with CSR engagement as mediator. The total population in the manufacturing industry is unknown because of large diversified sector.

## **Data Collection Procedure**

The data was collected through a questionnaire and opinions of our candidates were measured through five-point Likert scale. The questionnaire consists of 13 items, it was a close ended questionnaire. Through survey at various manufacturing companies the data was gathered companies like Kohinoor Hi-Tech (PVT) LTD (Boss Home Appliances), Minhas Pipes & Fittings, Super Asia etc.

## **Measurement**

For operationalization, 2 items scale establish are used to measure liking of advertisement. The sample item for liking of advertisement is "The ads of the organizational CSR engagement are likeable". Message credibility is assessed through a scale of 2 items. An item as a sample for this variable is "The messages of the organizational CSR engagement are believable". For the purpose of measuring corporate culture fit 2 items scale is used which is developed by [E. M. Lee et al. \(2013\)](#). The sample item for perceived corporate culture fit is "Our Company's CSR engagement reflects our corporate culture". For measuring organizational CSR engagement, a scale of 3 items established by [Valentine and Fleischman \(2008\)](#) will be assessed on a Likert scale having five points on which the respondents will give their opinion and it is considered the most suitable instrument to evaluate CSR engagement. An item for this variable is "I work for a socially responsible (company) that services the greater community". In order to measure job satisfaction 2 items scale is formulated by [Valentine and Fleischman \(2008\)](#) is used. The scale item for job satisfaction is "I am satisfied with my job due to the organizational CSR engagement". To calculate organizational pride 2 items scale is utilized. The scale item for organizational pride is "I am proud to be associated with (company)".

## Data Analysis Technique

The collected data is analyzed with the help of IBM SPSS and Amos 21 software. Various tests are applied on the data which are namely Confirmatory factor analysis, structural equation modeling, correlation, KMO, Cronbach alpha and descriptive statistics.

## Empirical Findings

Roughly 316 questionnaires were spread to the managing staff of various manufacturing firms through meetings in person, and 23 questionnaires were mailed to our targeted respondents through various socially communicating websites like Facebook accounts and others with the help of collected email IDs. Out of these 23 questionnaires 17 responses are collected through online sources, among which 1 was incomplete so, I deleted it. On the contrary, 282 questionnaires are manually received. Among which 7 questionnaires were incomplete or not in a good position to be used. Finally, the total usable and complete were 298. There were total 38 female respondents and 260 were male. Most of them were youngsters aged between 25-29 and large ration among them was graduated. Majority of respondents had experience from 1-5 years some also had experience above 10 years, but they were very few.

## Descriptive of Study Variables

In the table below the value of mean for LA, MC, CF, CSR, JS and OP are 3.7, 3.7, 3.6, 3.7, 3.5 and 3.8 correspondingly. By having a look at the skewness values it can be seen that the data is normal, and it is equally distributed as almost all values take place between -1 and +1 except one value of OP which is -1.059 and does not lie between -1 and +1. The above table also shows that no outlier exists in the data.

**Table 1**  
Descriptive of Study Variables (N=298)

Constructs	Min	Max	Mean	SD	Skewness
LA	1	5	3.6896	1.02254	-0.964
JS	1	5	3.7416	1.01852	-0.915
OP	1	5	3.651	1.00956	-0.766
CSR	1	5	3.726	1.00198	-0.904
MC	1	5	3.5201	1.04104	-0.480
CF	1	5	3.8456	1.04752	-1.059

## KMO and Bartlett's Test

This table shows the suitability of data. The threshold value of KMO test is .6. if the value comes above 6 it means the data is suitable. Here the value is .915 which means the data is excellent in terms of suitability.

**Table 2**  
KMO and Bartlett's test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.915
Bartlett's Test of Sphericity	Approx. Chi-Square	2677.392
	Df	78
	Sig	0.000

## Discriminant Validity

This validity table displays that every variable is discriminant from the other. With the help of this table we can see that all constructs are totally different from each other with regard to association and data.

**Table 3**  
Discriminant Validity (N=298)

Constructs	LA	JS	OP	CSR	MC	CF
LA	0.859					
JS	0.565	0.796				
OP	0.684	0.586	0.896			
CSR	0.72	0.584	0.872	0.863		
MC	0.713	0.626	0.688	0.756	0.846	
CF	0.676	0.482	0.688	0.718	0.794	0.833

Notes: \*\* LA= Liking of advertisement; JS= Job Satisfaction; OP= Organizational Pride; CSR= Corporate Social Responsibility; MC= Message Credibility; CF= Corporate Culture Fit, Correlation is significant at the 0.01 level (2-tailed).

## Convergent Validity

The table below shows the reliability of the items in our investigation through Cronbach alpha test. This test depicts that all items used in this research work are reliable.

**Table 4**  
Reliability and Convergent Validity (N=298)

Constructs	Items	Reliability		Convergent Validity
		Cronbach alpha Coefficients	Composite Reliabilities (CR)	Average Variance Extracted (AVE)
LA	2	0.848	0.849	0.738
JS	2	0.895	0.776	0.634
OP	2	0.769	0.89	0.802
CSR	3	0.819	0.897	0.745
MC	2	0.848	0.834	0.715
CF	2	0.832	0.819	0.693

Notes: \*\* LA= Liking of advertisement; JS= Job Satisfaction; OP= Organizational Pride; CSR= Corporate Social Responsibility; MC= Message Credibility; CF= Corporate Culture Fit

## Confirmatory Factor Analysis

CFA is basically a method used to relinquish an estimation theory. In the below table, well-adjusted indexes of the estimated models have reached almost the cut-off range. As a standard  $\chi^2 / df$  value is less than 3; for GFI, NFI, and CFI is  $\geq .90$ ; and RMSEA is  $\leq .08$



(Brown & Dacin, 1997). The figures in above demonstrated model represents CFI=0.912; GFI=0.929; NFI=0.96; and RMSEA=.057. it is depicting by these fit indexes that its fine model and the factors under the study demonstrate an outstanding relation to each other.

The investigator primarily generates a hypothesis regarding what factors are underlying the estimates used and could require controls on the model depending on these established hypotheses. By including these restraints (control), the analyst forces the model to be authentic with theory. CFA is the procedure to check the theories, where we can identify an accuracy of factor model. Therefore, constructs should only be loaded with specified factors and should be established to assess the suitability of specific model. This enables the researcher to test the hypothesis that occurrence of relationship among the mentioned constructs and their pertinent latent variable(s). Analyst utilizes significant study, hypothesizes the relationship model, information from theory, and then tests the hypothesis analytically. The figures of the CFA model demonstrate that this model is good fit and admissible, so, we can conduct SEM.

**Table 5**  
Nested Confirmatory Factor Analysis (N=298)

Statistics	Fit Indices	Acceptable Threshold value	Measurement Model Results
Absolute Fit	$\chi^2$	-	99.098
	DF	-	50
	CMIN/ DF	Less than 3 or 5	1.982
	GFI	>.95	0.929
	RMR	<.05	0.030
Incremental Fit	RMSEA	<.08	0.057
	NFI	>.90	0.964
	TLI	>.90	0.971
	CFI	>.95	0.981
Parsimony Fit	AGFI	>.90	0.912

DF= Degree of Freedom; CMIN= Minimum Chi-square;  
GFI= Goodness of fit index; RMR= Root Mean Square Residual; RMSEA= Root Mean Square Error of Approximation; NFI= Normed Fit Index; TLI= Tucker Lewis Index; CFI= Comparative Fit Index; AGFI= Adjusted Goodness of Fit Index;  $\chi^2$ =Chi-square.

## Structural Equation Modeling

The table mentioned below demonstrates that hypothesis 1,2 3 and 6 are accepted but hypothesis 4 and 5 are rejected. This shows that message credibility carries no influence on organizational pride and corporate culture fit also have no impact on job satisfaction.

**Table 6**  
Structural Model Results (N=298)

Effects	Hypothesized Path	B	S.E	P value	Conclusion
Linear Effects					
Hypothesis 1 (+)	LA → JS	0.166	0.083	0.029	Accepted
Hypothesis 2 (+)	LA → OP	0.128	0.066	0.040	Accepted
Hypothesis 3 (+)	MC → JS	0.287	0.087	0.020	Accepted
Hypothesis 4 (+)	MC → OP	0.059	0.064	0.330	Rejected
Hypothesis 5 (+)	CF → JS	-0.022	0.076	0.595	Rejected
Hypothesis 6 (+)	CF → OP	0.107	0.063	0.093	Accepted

In this table all hypotheses are accepted which means that the mediator has impact on all the dependent and independent variables. In case of hypothesis 10 and 11 the mediator shows full mediation with JS and OP because MC and CF have no influence on OP and JS respectively.

For describing a model firstly, the researcher measures it. Path model is developed in order to present projected paths. With the help of path tracing the impact of constructs is checked. For drawing conclusion that how good exhibits the gathered information, evaluation of accuracy of planned models is very important. It is the basic obligation in SEM approach for example establishment the footing in order to accept or reject model and helping one resisting model over one another. The consequence of SEM technique requires matrix of a predicted relationships among models. How identical the predicted data are to matrices encompasses the relationship in the actual data is determined by assessing the accuracy primarily. For these purposes statistical examination and fit indicators have been made. He wanted to make sure the accuracy of hypothesized construct with related theory. SEM values proven the perfection and acceptability of hypothesized model.

**Table 7**  
Structural Model Results (N=298)

Effects	Hypothesized Path	B	S.E	P value	Conclusion
Mediation Effects					
Hypothesis 8 (+)	LA → CSR → JS	0.061	0.028	0.010	Accepted
Hypothesis 9 (+)	LA → CSR → OP	0.183	0.058	0.010	Accepted
Hypothesis10(+)	MC → CSR → JS	0.061	0.035	0.010	Accepted
Hypothesis11(+)	MC → CSR → OP	0.185	0.063	0.010	Accepted
Hypothesis12(+)	CF → CSR → JS	0.048	0.027	0.014	Accepted
Hypothesis13(+)	CF → CSR → OP	0.144	0.049	0.014	Accepted

## Discussion and Conclusion

### Recapitulation of the Study

In the recent years, working style and surroundings of manufacturing industries are being influenced by the corporate social responsibility, credibility of the message being conveyed, and working behaviors. The researcher came to know that theories of CSR and changes in employee's perception have been modified due to changing styles of performing CSR activities and behaviors of workers. In this research, the investigator came to know that whether the past studies which has been scrutinized in various other countries has generalizability and can be applied with some contextual changes. In this research, the investigator explored an emerging problem of CSR engagement, advertisement and credibility regarding CSR messages with the manufacturing industry in Pakistan. To attain the objectives, the researcher made a definite model and formulated 12 hypotheses as well as research questions. The analyst paid attention to the methodological, latest contextual and theoretical gap by looking over the impact of liking of advertisement, message credibility and corporate culture fit on job satisfaction and organizational pride with mediation of perceived organizational CSR engagement. Quantitative technique has been utilized to

test these variables and through questionnaire data has been collected from manufacturing firms. Roughly 316 questionnaires were spread to the managing staff of various manufacturing firms through meetings in person, and 23 questionnaires were mailed to our targeted respondents through various socially communicating websites such as Facebook accounts and others with the help of collected email IDs. Out of these 23 questionnaires 17 responses are collected through online sources, among which 1 was incomplete so, I deleted it. On the contrary, 282 questionnaires are manually received. Among which 7 questionnaires were incomplete or not in a good position to be used. Finally, the total usable and complete were 298. For the authentication of constructs, the researcher has utilized (CFA) confirmatory factor analysis on AMOS 21. Moreover, the researcher made comparison of every model by utilizing chi square and other various tests and with the help of results the researcher made use of single factor model which is best fit for this study. The results showed that liking of advertisement and message credibility have impact on job satisfaction whereas corporate culture fit has no impact on job satisfaction. Furthermore, liking of advertisement and corporate culture fit have impact on organizational pride but message credibility has no impact on organizational pride the reasons behind these insignificant results could be instability in political conditions or law and order condition of Pakistan or contextual factors. Whereas the results signify that CSR has impact on all observed variables and it plays significant mediating role among all. However, CSR plays full mediating role between message credibility and organizational pride, corporate culture fit and job satisfaction. Additionally, demographic variables impact has not been investigated.

## **Conclusion**

The managers should pay their keen attention towards what CSR activities should be formulated, with proper and suitable adds, credibility must be attained, and they must not observe as odd from the objectives of the firm. Moreover, management must arrange seminars, conferences, training sessions etc. to improve the capabilities of their employees and communicate them about the operations of the organization properly. Government can play a crucial role in instructing companies to perform CSR schemes. The government should give incentives to the organizations that engage themselves in CSR activities through providing help and assistance to self-governing organizations (enterprises). In order to make a coordinate effort "hands-off" as well as "hand-on" ways are applied. The government may issue various policies regarding the consumer and labor rights, health and security etc. to regulate corporate activities. Such policies should be employed that involve both compulsory as well as voluntary tools, that enable implementation of CSR moving forward within Pakistan. Governments in their particular institutional structures should work and behave as an agent to implant CSR concerns expressively within these frameworks.

## **Limitations and Future Directions**

Firstly, because of time limitation sample size chosen for research is limited. Only six months were provided to the researcher which is absolutely not enough for detailed procedure of research. Secondly, cross-sectional method was utilized for collection of the data. Thirdly, this research is performed within Pakistan where information is collected from manufacturing industry only, which means the scope of study is limited. Coming to fourth limitation, it was realized that some out of various factors were utilized as effecting factors for job satisfaction and organizational pride. Fifth limitation is the area being bounded due to which the rate of response was not much appropriate, adding to this the size of organization was restricted as some organizations are developed to the maximum level while others are at the stage of developing. As corporate social responsibility engagement alignment and job satisfaction is an emerging concept for businesses in developing as well as underdeveloped countries. It is comparatively latest issue which could be studied farther to eradicate the limitations plus adding more contribution to current literature. The researchers in near future are suggested that they may increase this study. Few suggestions are, the researcher can increase sample size, sectors can be increased for the purpose of collecting data for this research. For the sake of giving satisfaction to the generalizability of results the researcher can utilize qualitative and longitudinal approach as collection method. This study is replicable to other areas as well like choosing a different area instead of Pakistan. This research can be increased by changing or adding independent variable. Current research could be further expanded by adding a moderator like government involvement to this study. The current study is performed to provide addition to existing knowledge with regard to CSR activities and perception as well as job satisfaction of employees, specifically this study is conducted to have understanding regarding the barriers and difficulties that a firm had to face for achieving worker's satisfaction regarding job and organizational pride. The current research is performed with the ambition that some contribution will be made to the literature which exist currently on job satisfaction by identifying and exploring organizational CSR engagement role, different CSR schemes are bringing changes to the employee's job satisfaction. Signaling, legitimacy and social identity theory are utilized to provide support to our study. Total 298 questionnaires were collected for the purpose of analysis. The tests were undertaken on SPSS and Amos 21. The researcher identifies that liking of advertisement has a significant relationship with job satisfaction and organizational pride. Message credibility also influences job satisfaction, but it depicts insignificant relation with organizational pride. Moreover, corporate culture fit shows no positive relationship with job satisfaction, however, has a significant impact on organizational pride. Moreover, organizational perceived CSR engagement mediates between all the observed variables. So, it's the responsibility of higher-level management to make credible messages and create connection between CSR activities and culture of the firm.

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