

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON WORK MEANINGFULNESS AND EMPLOYEE ENGAGEMENT IN CORPORATE SECTOR OF PAKISTAN: THE MODERATING ROLE OF MORAL IDENTITY

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ABSTRACT

In prior literature, factors influencing employee engagement have been studied solely from HR practices perspective. This study aims to analyse the impact of Employees' Corporate Social Responsibility (CSR) perceptions and explores intervening mechanisms through which CSR perceptions may impact employee engagement. Thus, we have attempted to study the impact of CSR on work meaningfulness as intervening variable along with moderating role of moral identity on employee engagement in Pakistani organizations. It is a qualitative cross-sectional study. Data was collected from 275 employees in Pakistani organizations using structured instrument questionnaire. SPSS and Smart PLS software were used for the purpose of data analysis. The findings demonstrated that CSR practices had a direct positive impact on employee engagement. Moreover, work meaningfulness showed a partial mediation between employee CSR perceptions and employee engagement. Moral identity also showed a moderating influence as hypothesized. Moral identity strengthened the relationship between CSR and work meaningfulness. It also demonstrated moderating role in relationship between work meaningfulness and employee engagement.

Keywords: Corporate Social Responsibility; Work Meaningfulness; Employee Engagement; Moral Identity

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Introduction

Corporate Social responsibility (CSR) is defined as practices and policies which relate with an enterprise discretionary relationship with the society and stakeholders (Waddock, 2004). In recent years CSR practices have been widely adopted by enterprises. Concern for environment and community has now been viewed as significant component for planning of an organisation. CSR is a strategic practice by which an enterprise focuses on issues related to environment and undertakes a societal responsibility, such as support and contribution to local communities. The trend of recent development of CSR has shifted the focus of

enterprises away from profit and towards enhancing their corporate image (Reverte, 2012). Societal CSR practices allow organizations to explore their enterprise 'environmental, economic, social, ethical, legal, and budgetary obligations (Chia et al., 2020; Fifka & Berg, 2014).

In several studies, there has been a shift in focus from macro level impact of CSR to micro level. Researchers have attempted to study how CSR practices impact individual reactions and behaviours within the organizations (Lee & Chen, 2018; Rupp et al., 2013). According to Glavas (2016), employee satisfaction and commitment is higher in organizations involved in CSR practices focused on societal well-being. In such organizations, employees perceive organizations as concerned and caring towards the wider society. In such organizations, employees also demonstrate high work engagement and organisation citizenship behaviours.

Previous studies have linked work meaningfulness and employee engagement and their positive attitudes towards work. As per theory, job engagement is positively influenced when an individual identifies with one's job and the organization (Hirschi, 2012). Employee work engagement and satisfaction are influenced by corporate image, prestige, workplace atmosphere and company policies (Jathanna et al., 2011).

In today's organizations it is important to understand what motivates the employees and keeps them engaged with their work so that they utilize their full potential and produce innovative and creative outcomes (Knight et al., 2017). CSR strategies have been studied in the perspective of shareholder value, brand image, customer inclination towards the product or service (Manchiraju & Rajgopal, 2017). However, the implications of CSR on employee perceptions, their work engagement and the influencing mechanisms have not been studied in detail. Societal CSR activities foster a constructive and conscientious picture of an enterprise across stakeholders such as employees. Hence, it is fair to speculate that CSR can play an integral role in influencing work involvement and employees' engagement. Employees will only be involved in CSR activities if they have a strong sense of mission and appreciate what they do at work. Hence, work meaningfulness can possibly influence the relationship (Lee, 2021).

While perception of CSR practices has a significant impact on meaningfulness of work, the degree to which meaningfulness of work can be incited, varies based on perception of individual regarding the consistency of goals and aspirations (Chaudhary & Akhouri, 2019). When a condition is compatible with the interest and moral values of perceiver, it is more

likely to elicit positive emotions. Any significant association among CSR and meaningfulness of job can therefore be expected to be strengthened by workers understood beliefs of morality and personal values (Werth & Förster, 2002).

According to Fernandez-Duque and Schwartz (2016), an individual's moral character is stable since their individual attributes are predetermined by their innateness and inheritance.

Hence, individuals may find that positive CSR impacts are compatible with their own principles, and that being a member of the organization, work meaningfulness becomes significant. The intensity of work's meaning, on the other hand, is influenced to some extent by moral traits that are important to each worker's personality, namely moral identity (Fan et al., 2021; Kammrath & Peetz, 2012).

Hence, moral values and moral identity can play a moderating role in influencing relationship between CSR and engagement of employees as well as CSR and work meaningfulness. The aim of this study is to analyse the impact of employee perceptions of CSR practices on work meaningfulness and employee engagement along with the role of employees' moral identity in influencing the aforementioned relationships. CSR related research on internal stakeholders i.e. employees has received less attention. Moreover, a number of studies have been conducted to analyse the antecedents of work meaningfulness and employee engagement (Farndale & Murrer, 2015). However, the impact of CSR practices on these constructs and the moderating role of individuals' moral identity have been underexplored specifically in South Asian organizational context.

Our study attempts to fill the gaps in the literature on CSR practices by studying the aforementioned phenomenon in the context of Pakistan. The study focuses on the perceptions and attitudes of employees in Pakistani organizations. Employees can also recognize the long term implications of CSR programs as they are actively involved in designing and executing these programs. Therefore, we attempt to explore whether the employees perceptions of CSR, their individual moral identity have a significant impact in shaping their perceptions about their work and their engagement with their role and organization respectively.

Literature Review

Recently, the idea of employees' engagement has got a lot of consideration. Employee engagement has positive outcomes both at individual and hierarchal levels as it leads to employee commitment, organizational identification and fulfilment(Saks, 2006). Moreover, employee engagement is also linked with employee innovation, better performance, lower

rate of absentees, burnout and turnover rates in organizations (Afsar et al., 2018; Schaufeli et al., 2009).

According to Zhou et al. (2018), it is a challenge for managers to develop adequate strategies for employee engagement and maintaining and retaining degree of engagement among employees is crucial for organisational performance. According to Schaufeli et al. (2009), employees' engagement is not specifically centred on an object, occasion, individual or conduct. Saks (2006), defines engagement as the degree to which an individual is mindful about his/her job and is focused towards high performance. The emphasis of employee engagement is on the proper execution of their job rather than extra work or discretionary activities.

The relationship among CSR and employee engagement can be explored with respect to Social Exchange Theory. When workers perceive that the employer company plan and carry out various monetary, lawful, moral, and charitable practices, they feel obliged to reimburse through elevated hierarchical citizenship practices and demonstrate commitment (Michailides & Lipsett, 2013). Employee's psychological association with company allows them to participate more deeply in their work and hierarchical roles.

According to Ferreira and de Oliveira (2014), CSR activities are focused towards improving community, environment, clients and other partners. CSR practices allow the organizations to demonstrate that it focuses on the well-being and prosperity of the society as a whole. In this case, the standard of reciprocity encourages workers to contribute their part towards achievement of organisational goals. Employees' degree of commitment and trust in organization increases significantly because they perceive that they need to contribute towards the fulfilment of aggregate objectives (Lee, 2021; Saks, 2006).

Employees are enthusiastic, energetic, and devoted towards achieving organization's mission and goals when they perceive an alignment between their altruistic selves and company policies (Harter et al., 2002). Employees are more likely to associate with an organization when they perceive that it cares about the environment and community. This sense of pride, reputation and value alignment can encourage employees to be energetic and to participate in activities that align with organisational objectives. Thus we can hypothesize that:

According to De Roeck et al. (2016), being stakeholders, employees have the ability to influence organisational functioning and critical decisions. At many instances, employee satisfaction and motivation is influenced by CSR policies and initiatives. Moreover,

organizations in favour of CSR demonstrate higher employee and organizational performance as compared to organizations which are not CSR oriented (Afsar et al., 2018).

According to Aguinis (2011), CSR practices are often aligned with the expectations of stakeholders and organizations' financial, social and ecological orientation. Social Exchange Theory (SET) and Social Identity Theory (SIT) may be used to explain how discretionary CSR practices are linked to employee satisfaction, performance orientation and engagement (Ashforth & Mael, 1989). According to the social identity theory (SIT), an individual's behaviour is based on personal characteristics and motivations as well as an individual's membership with a particular group such as an organization. Individuals tend to maintain the image of the group to which they are associated with (Hogg & Terry, 2014). Thus, an individuals' social behaviour is product of both mental and societal cycles. Thus, it can be inferred that employees engagement is may be result of his/her identification with CSR practices of the organization. CSR activities may promote a sense of connection and employees connection in the organization because these activities reflect a favourable image of the organization they are associated with (Brammer et al., 2007).

According to Klimkiewicz and Oltra (2017), employees perception of CSR activities as a means to foster social well-being, result in discretionary efforts and commitment at work. Thus, social identity theory provides a rational interpretation of the association among perceived CSR and employee's engagement and work meaningfulness. According to Social Exchange Theory (SET), social behaviour is the outcome of an exchange process in which an individual weighs the costs and rewards of social interactions (Blau, 1964; de Souza Meira & Hancer, 2021).

Employees are likely to engage in a reciprocal exchange if they believe that their company is socially responsible. Sense of satisfaction with society oriented CSR activities results in employee citizenship conduct (Afsar et al., 2018). According to Saks (2006), employees demonstrate reciprocity through increased level of work engagement. Thus, employee engagement is often portrayed as a two-way connection between employees and the organization.

According to Blau (1964), individuals who make charitable donations are not beneficiary focused but seek to accomplish endorsement within their social groups. In light of SET, workers demonstrate energy, passion and commitment as a social exchange as a result of CSR activities (Afsar et al., 2018; Low & Spong, 2021). After examining the point of view of different researchers, it can be inferred that there is an association between employees'

perception on CSR practices and employees' engagement as well as positive relation between perception of CSR and work meaningfulness.

Work meaningfulness refers to an employees' perception that he/she is an integral part of an organization, identifies with goals and perceives that his/her accomplished tasks can make a significant difference for individual and organizational performance (Kahn, 1990). Meaningfulness is often associated with a feeling of personal accomplishment and satisfaction. Employees who believe that they are essential part of an organization, demonstrate social responsible and voluntary citizenship behaviours as they find a sense of purpose with their work and an integration between personal and organizational goals (Rosso et al., 2010). Employees who value their work have a sense of pride on the organizations which think beyond the pursuit of profitability. CSR programs also boost employee self-esteem which increases the sense of job meaningfulness (Aquino et al., 2009).

Stakeholder perspective also reflects that CSR activities are linked with a positive corporate external image and employees' feeling of purposefulness at work (Michaelson et al., 2014). Employees feel a sense of belongingness and experience enthusiastic connection and pride to an entity that strives to serve all the stakeholders. De Roeck et al. (2016), likewise affirmed that stakeholders have a sense of trust, pride and self-esteem on organization which is responsible in tackling social and environmental challenges.

Employees attempt to seek structure, order and meaningfulness in their jobs (Michaelson et al., 2014). CSR perceptions allow employees to identify positive aspects of their jobs. CSR activities are perceived as altruistic and honest attempts for collective benefit and societal well-being, thus increase employee mindfulness, commitment and meaningfulness at work (Bauman & Skitka, 2012; Michaelson et al., 2014). Moreover, alignment of organizations mission, vision and values with individual goals are identified as antecedents to work meaningfulness (Anitha, 2014). According to Seligman (2002), meaningful employment harnesses interpersonal relationships at work and satisfaction with one's job (van Schie et al., 2019).

H1: Employees perception on CSR practices positively impact employees' engagement.

H2: Employees perception on CSR practices positively impacts work meaningfulness.

H3: Work Meaningfulness positively impacts employees' engagement.

H4: Work Meaningfulness mediates the relation between employees perception on CSR practices and employees engagement.

Moderating role of Moral Identity

Moral identity refers to the degree to which morality or being moral is integral to a individual's self-concept (May et al., 2015). According to research, if an individual perceives that his/her moral concerns align with the organization's concern for the society, then that individual also identifies with the organization's goals (Carroll, 2000). According to Rupp et al. (2013), individuals who are high on moral identity tend to develop strong emotional connections with the organization. Moreover, Kolodinsky et al. (2010), posited that individuals having solid moral concerns demonstrated positive disposition about CSR than those with low moral concerns. Relationship between CSR and organizational identity becomes significant when workers express higher degree of moral identity (Al-Ghazali & Sohail, 2021; Wang et al., 2017). Employees participate in activities that align with their ethical character and moral concerns (Aquino et al., 2007). According to McFerran et al. (2010), people who hold moral values demonstrate interest in their work and voluntary citizenship behaviours. Individuals with high moral identity also have a propensity to expend extra efforts to meet their objectives (Han et al., 2018).

According to Xu and Ma (2015), employees with strong core moral identity are inclined towards ethical decision making and focus on fulfilling the company's expectations in an effective manner. Their actions are voluntary i.e. they do not need constant reminders to fulfil their deadlines (Aquino et al., 2009). CSR programs inspire employees with high moral identities so that they demonstrate interest towards their work. Such individuals are highly responsive to CSR practices, strategies and programs and consider those as a means of wider well-being of the society and community.

H5: Moral Identity moderates the relation between work meaningfulness and employees perception on CSR practices.

H6: Moral identity moderates the relation between work meaningfulness and employees engagement.

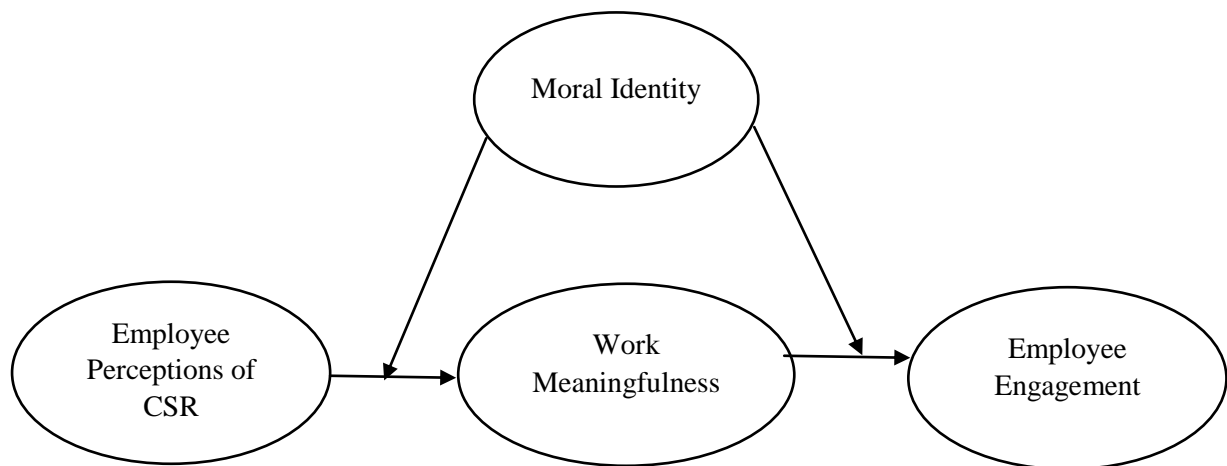


Figure 1 Conceptual Framework

Research Methodology

This study is cross sectional and quantitative in nature. Data was collected using a self-administered questionnaire. Due to COVID-19 restrictions and limitations of accessibility, the authors used convenient sampling technique to collect data from organizations in different business sectors. The sample was chosen due to its accessibility and proximity to the researchers. The authors used both physical and online modes to collect data. Data was collected from employees' at all hierarchical levels i.e. first line, middle and top management. A total of 300 responses were collected initially out of which 25 were discarded under the process of data screening leaving behind 275 responses. The questionnaire consisted of five demographic variables which included age, gender, firm size, tenure in current organisation and position. Furthermore, 20 items were adapted from previous studies to measure independent, dependent, mediator and moderator variables. All items were measured using a seven-point Likert Scale which ranges from strongly disagrees to strongly agree.

Description of items on the questionnaire and reliability of questionnaire items is given below:

Table 1 *Measurement Scales*

Variables	No. of Items	Adapted from
<i>Employees Engagement</i>	5	(Kahn, 1990)
<i>Employees Perception on CSR practices</i>	5	(Turker, 2009)
<i>Work Meaningfulness</i>	5	(Kahn, 1990)
<i>Moral Identity</i>	5	(Aquino et al., 2007)

Data Analysis

Partial least squares-structural equation modelling (PLS-SEM) was used for model evaluation and hypothesis testing. PLS-SEM is considered to be a robust method which does not require stringent pre-requisites of data normality. Four steps of the measurement model namely internal consistency reliability, indicator reliability, convergent validity and discriminant validity are used for the purpose of analysis (Samar, 2018). This technique is also applicable on small sample sizes (Hair et al., 2012). The data was checked for normality using P-P plots, Q-Q plots, box plots and histograms. Since data did not demonstrate normality, it was decided to use PLS-SEM for evaluation of our model.

In order to analyse the quality of the model, construct reliability and validity of the model should be attained. Construct reliability can be achieved if composite reliability (CR) value of each construct is greater or equal to 0.70 (Bagozzi & Yi, 1988). It was analysed that values of CR were greater than threshold value which indicates that our model is reliable. For convergent validity, the value of Average Variance Explained (AVE) is suggested to be greater than 0.50 for each construct (Bagozzi & Yi, 1988). The given table indicates that the AVE values for construct are greater than 0.50. Hence, all the constructs in the model were valid. The results of composite reliability, AVE and Cronbach's Alpha are summarized below:

Table 2 Composite Reliability, Average Variance Explained and Cronbach Alpha

Variable	CR (>0.70)	AVE (>0.50)	Cronbach's Alpha
<i>Employee Engagement (EE)</i>	0.8649	0.5616	0.8073
<i>Employees Perception on CSR</i>	0.8600	0.5525	0.7966

practices (EPCSR)

<i>Moral Identity (MI)</i>	0.8553	0.5420	0.7894
<i>Work meaningfulness (WM)</i>	0.8622	0.6759	0.7609

Square root of AVE values was calculated to establish discriminant validity of the model. According to Fornell and Larcker (1981), discriminant validity is established if the square root of AVE in each latent variable is greater than other correlation values among other latent variables. The tables below summarize the results of discriminant validity:

Table 3

Discriminant validity using Square Root of AVE

Variable	AVE	$\sqrt{\text{AVE}}$
<i>Employees Engagement (EE)</i>	0.5616	0.7493
<i>Employees Perception on CSR Practices (EPCSR)</i>	0.5525	0.7433
<i>Moral Identity (MI)</i>	0.5420	0.7362
<i>Work Meaningfulness (WM)</i>	0.6759	0.8221

Table 4

Square Root of AVE replaced on diagonal

	EE	EPCSR	MI	WM
<i>EE</i>	0.7493	0.0000	0.0000	0.0000
<i>EPCSR</i>	0.5198	0.7433	0.0000	0.0000
<i>MI</i>	0.5970	0.5401	0.7362	0.0000
<i>WM</i>	0.3140	0.3599	0.4099	0.8221

As per criteria the item loading estimates should be greater than 0.5 (Hair et al., 2012). The item loadings of all constructs are greater than 0.5. Moreover, the item loadings of all constructs are greater than the other constructs. The table below presents a summary of item loadings and cross loadings:

Table 5 *Item loadings and cross loadings*

	EE	EPCSR	MI	WM
<i>EE1</i>	0.7377	0.4299	0.5152	0.1770

<i>EE2</i>	0.7809	0.4553	0.5299	0.2024
<i>EE3</i>	0.7306	0.3070	0.3991	0.2842
<i>EE4</i>	0.7628	0.3024	0.3698	0.2647
<i>EE5</i>	0.7335	0.4136	0.3772	0.2770
<i>EPCSR1</i>	0.3221	0.6484	0.3178	0.2491
<i>EPCSR2</i>	0.3547	0.7252	0.3953	0.2197
<i>EPCSR3</i>	0.4157	0.7585	0.4117	0.2436
<i>EPCSR4</i>	0.4017	0.8008	0.4181	0.2761
<i>EPCSR5</i>	0.4256	0.7742	0.4501	0.3382
<i>MI1</i>	0.3095	0.4302	0.7323	0.3283
<i>MI2</i>	0.3807	0.3629	0.7531	0.3467
<i>MI3</i>	0.3950	0.3612	0.7158	0.2999
<i>MI4</i>	0.5415	0.4446	0.7653	0.3187
<i>MI5</i>	0.5370	0.3818	0.7132	0.2209
<i>WM1</i>	0.2851	0.2794	0.3861	0.8240
<i>WM2</i>	0.2686	0.2985	0.2968	0.8358
<i>WM3</i>	0.2164	0.3123	0.3217	0.8063

Hypothesis testing

When direct relationship between EPCSR and EE was checked, the overall R^2 value of the model was 0.413 which means that 41.3% variance in the dependent variable EE can be explained by EPCSR. We included the variable work meaningfulness as a mediator in the model. After the addition of mediator, we can see the direct effect of EPCSR on employee engagement reduced as demonstrated by R^2 value which was 19.5%. The value indicated mediation effect of work meaningfulness. Moral Identity was added in model as a moderator. After the addition of moderator, direct effect of EPCSR on employee engagement was checked. The R^2 value increased to 29.2%, demonstrating the effect of moderator in the model. The results are summarized below:

Table 6 Relationship between EPCSR and EE in the presence of mediator and moderator

<i>Overall R^2 Value</i>	0.413 (41.3%)
<i>Mediator R^2 Value</i>	0.195 (19.5%)
<i>Moderator R^2 Value</i>	0.292 (29.2%)

Bootstrapping technique was further applied to test the hypothesis. The results of hypothesis testing revealed that EPCSR and employee engagement EE are positively related. However, direct relationship between WM and EE were not significant based on t-values and p-values. Mediation effect of work meaningfulness was also checked. The results demonstrated partial mediation effect of WM in relationship between EPCSR and EE.

The moderating impact of moral identity (MI) on relationship between EPCSR and EE and WM and EE was re-checked using Hayes Process Macro in SPSS. Looking at the conditional effect of predictor at values of moderator, it was observed that when MI was 2.00, the effect on independent EPCSR on dependent variable EE was 0.7684. If we look at the second value 2.6754, the effect of EPCSR on EE was 0.8867 which demonstrated the moderating impact of Moral Identity on aforementioned relationship. Thus, the results indicate that as the value of moderator MI increased the value of effect size or Beta (β) between Employees Perception on CSR Practices and Employees Engagement. With the presence of moderator moral identity, effect of the relationship between independent variable EPCSR and EE also indicated that the moderator positively strengthened the relationship.

The results are summarized in the tables below:

Table 7 Results of hypothesis testing

Independent Variable	Dependent Variable	Effect size Beta(β)	t-value	Significance p-value	Result
<i>H1: EPCSR</i>	EE	0.271	3.663	0.000	Supported
<i>H2: EPCSR</i>	WM	0.352	4.652	0000	Supported
<i>H3: WM</i>	EE	0.038	0.611	0.000	Not – Supported
<i>H4: EPCSR</i>	WM-EE	0.196	2.946	0.000	Supported (<i>Partial Mediation</i>)

Table 8 Results of Moderation: Conditional effect of the focal predictor at the values of moderator

Moral Identity	Effect	T-Values	P-Values	LLCI	ULCI
2.0045	0.7684	10.5674	0.0000	0.6145	0.6678
2.6754	0.8867	15.6654	0.0000	0.7756	1.4321

3.6579 1.2453 17.5667 0.0000 0.9941 1.6788

*LLCI and ULCI refer to Lower Limit Confidence Interval and Upper Limit Confidence Interval respectively

Discussion

The purpose of this study was to analyse the role of employees' perception of CSR practices on employee engagement, moderating role of moral identity and mediating role of work meaningfulness in influencing the aforementioned relationship. According to research, CSR practices influence job satisfaction, organisational commitment, organisational citizenship behaviours, innovation and job engagement (Glavas, 2016). The present study verifies the impact of employees' perception on CSR practices on employees' engagement as consistent with the findings of literature. According to the Ferreira and de Oliveira (2014), CSR harnesses corporate image. In such circumstances, the standard of reciprocity encourages workers who became more involved and engaged in their work (Saks, 2006).

Although Rosso et al. (2010), demonstrated that there is a positive and significant relationship between work meaningfulness and employees' engagement, our study presented opposing findings. The findings of our study did not verify the direct impact of work meaningfulness on employee engagement of employees. However, the mediation effect of work meaningfulness on employees' perception on CSR practices and employees engagement was supported by our study. According to Bauman and Skitka (2012), CSR activities can influence employees' sense of work meaning. This is because CSR activities are perceived as collective interest of employees, society and the organization and that CSR activities can benefit everyone. Thus, our results also support this proposition that employees find meaningfulness in their work as they perceive CSR activities as collective interest of all stakeholders involved.

The moderating impact of moral identity with engagement of employees was also checked. The positive association between moral identity and engagement of employees was also consistent with the literature review findings. According to Wang et al. (2017), the connection among perceived CSR and organisational identity improves when employees express higher degree of moral concerns. Thus, moral identity strengthens the relationship between CSR perceptions and work meaningfulness and also between work meaningfulness and employee engagement.

Theoretical Implications

The findings of the study revealed that there is an association between employee's perception on CSR practices and employee engagement. Furthermore, our study reveals the significant role of incremental theory in explaining the role of moral identity in the relationship between employees' perception on CSR practices and engagement of employees. Given the versatility of our model, it can be potential foundation for future research in the area of CSR for instance employees perspective towards CSR practices adopted by an enterprise and underlying factors which can enhance employees perception towards these voluntary practices adopted by an organisation and how it can increase their engagement.

Managerial Implications

According to our findings, it is integral for organizations to focus on corporate social responsibility activities for employee engagement. In Pakistani context, organizations may need to increase their CSR investment keeping in light its positive impact on desirable work attitudes and behaviours. Moreover, corporations are being scrutinized for ethics and CSR agendas. Therefore, organisations are continuously designing and executing CSR plans that may be beneficial for their employees and general public. If employees recognise significance and worth of their work stemming from firms activities, they are more likely to demonstrate positive work behaviours. Employee's engagement is boosted by CSR initiatives that increase the perceived value of their work. Managers should devote more time to creating meaningful work by implementing programs aimed at developing and implementing CSR initiatives that address social and environmental challenges. Our study makes important theoretical contributions by studying variables such as work meaningfulness and moral identity in the context of stakeholder perspective to CSR practices in organizations of Pakistan.

Conclusion

The aim of this study was to study the perception of CSR at micro level focusing on how CSR affects the attitudes and work behaviours of employees. Empirical evidence from this study confirms that CSR enhances work meaningfulness and employees' engagement which can result in positive job and performance outcomes. The study also analysed intervening role of individual's moral identity on employees' work meaningfulness and engagement. This paper focused on eliminating the gap in the literature by testing a model that explains employees' perception on CSR practices and engagement of employees, work meaningfulness and role of moral identity in the aforementioned relationships with regards to

corporate sector of Pakistan. The findings of this study can help managers to think beyond the bottom line impact of CSR and analyse its positive outcomes from the lens of employees' attitudes and behaviours as a result of CSR activities.

Limitations and Future Directions

Like all other studies, our research also faced several limitations. The study was cross sectional in nature. All of our constructs were evaluated by limited number of items because of space and time constraints. A longitudinal method of data collection would provide clearer foundation for temporal causality between variables. Secondly, while the concept of CSR is universal, cultural disparities may exist in the perception of CSR as every culture holds different assumptions towards it. Thus, future research can take into account cross-cultural differences in CSR perceptions of employees. The research model may be studied in organizations of different scales and sizes and different contexts to extend the scope of this study. Moreover, our investigation did not separate particular elements of CSR. Future examination may recognize impact of the specific measurements of CSR, for example, the financial, legal, moral, and philanthropic aspects to widen the scope of the study.

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