



An Examination of CSR's role in Fostering Organizational Commitment and Employee Performance

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ABSTRACT

The study aims to identify the inspiration of CSR (Corporate Social Responsibility) in developing organizational commitment and employee performance. Data were collected from 281 employees of Pharmaceutical companies in Pakistan by a standardized survey questionnaire employing the random sample method. Corporate social responsibility, digitalization, organizational rewards, employee performance, and organizational commitment were the main variables of the investigation. The planned framework is examined empirically using a statistical package for the social science for demographics, reliability, descriptive, and correlation. Then confirmatory factor analysis was used to check model fit and validity, and the structural equation model was used for hypothesized model. Corporate social responsibility, digitalization, and organizational rewards positively impact employee performance by the mediating effect of organizational commitment. This examination contributes to a more profound comprehension of how employee performance can be influenced by the impact of corporate social responsibility via organizational commitment.



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1. INTRODUCTION

Enhancing employee performance will necessitate using digital technologies as a primary weapon to assist in the achievement of volunteer activities to deliver the highest Tampa et al. (2022). Availability and the importance of digital systems in the workflow have ushered in a new

period of advancement in work. Still, these innovations have yet to be matched with a rise in human capabilities, which influences the effectiveness of employee performance in a business Nasib (2020).

Employee empowerment is one of the many aspects that determine employee performance, according to Estiningtyastuti (2022). People who are qualified and capable of performing are needed to boost employee performance because these improvements are crucial for the business to reach its goals. It is possible to determine how competent an organization's employee performance is by looking at one of its resources: employee performance. If the employee's performance is very good, it will be very profitable for the company & if the company's performance is not good, then the company will not develop and grow. Business accomplishment or job (output) of quantity and quality produced by human resources in performing their given tasks under the authority delegated to them is called performance (Mangkunegara, 2016).

The commitment element to the business, or in a broader sense, organizational commitments, is appropriate for examining employee performance improvement. According to Imam Ghozali and Setiawan (2006), both business commitment to employees and employees' commitment to the firm are included in commitment intensity and required because these will establish an atmosphere of competent working. While defining commitment as a continuous pattern of engagement in behavioral approach, therefore employee's commitment can increase employee performance of an organization "Wright (1992) argued that the more a person is dedicated to their job, the better the performance will be, resulting in a greater degree of judgment." the conditions in which employees connect with a certain organization's goal and want to remain a part of the company is known as organizational commitment (Robbins et al., 2013).

The present study is being made to make a significant contribution to corporate social responsibility, digitalization, and organizational rewards as independent variables to analyze their effect on employee performance. This study also examines the relationship between organizational commitment as a mediator.

2. LITERATURE REVIEW

2.1 Corporate Social Responsibility

In numerous ways in academia, ranging from a requirement, CSR has been characterized (Bowen, 2013) to consumers' aspirations of participation in triple PPP (Profit, People, and Planet) referring to triple bottom line (Economics, social, and environmental). CSR is a significant concept studied in business and communication connections. Researchers have extensively investigated CSR and its dimensions over the last three decades (Berens et al., 2005; Iglesias et al., 2020). (Berens et al, 2005; Gelbmann, 2010; Jamali & Sidani, 2008., Arena et al., 2019;). Latif Perez and others have coded in their study CSR as the widely discussed topic in business, finance (Schulz & Bergius, 2014), strategic management (Avram & Kühne, 2008), and social studies. According to Jamali and Sidani 2008, The contemporary definition of CSR "conveys a viewpoint in which a firm finds economic benefit in servicing a vast range of community expectations and requirements and seeing net advantages to flow from socially responsible activity." Over 500 Fortune organizations are particularly concerned with Corporate Social Responsibilities; to that end, they employ industry experts specializing in CSR reputation

management and dissemination methods (Lii & Lee, 2012).

Due to the theoretical and practical significance of the OC notion, numerous academics have offered a variety of definitions. OC is defined as a worker's psychological connection to and determination to succeed for their company. Meyer and Allen (1990); Mathieu and Zajac (1990) (1997). According to Meyer and Herscovitch (2001), OC is "a factor that ties a person to a path of action relevant to one or more aims." Workers typically experience emotional, procedural, and continuous commitment attitudes as they progress through the company, by Allen and Meyer's organizational commitment paradigm from 1990 (Allen and Meyer (1990); Meyer et al., 2002). Affective commitment refers to a worker's feelings based on expressive connections with their employer. Normative commitment is based on workers' sense of duty to their company. Last but not least, the motivation for continued engagement comes from the financial and emotional penalties that departing employees experience, according to numerous studies (Cohen 2017; Meyer and Allen (1997); Cooper-Hakim and Viswesvaran (2005); Meyer et al., (2002), the OC model is strongly associated with several significant organizational results, such as turnover, absenteeism, work satisfaction, citizenship behavior, and performance. The OC of workers is significantly elevated by various organizational contexts, including management, corporate cultures, human resource management systems, and different organizational practices, according to earlier publications on OC. Meyer and Allen (1997); Mathieu and Zajac (1990); Cooper-Hakim and Viswesvaran (2005). CSR will affect employee OC, given that it might serve as a key corporate environment. According to numerous earlier studies (Brammer et al., (2007); Stites and Michael (2011); Turker (2009), CSR is a significant antecedent of OC. Social identity rationale has been increasingly utilized in prior studies examining the link between CSR and OC to explain how CSR influences OC. Ashforth and Mael; Turker (2009); (1989). According to SIT (Social Identity Theory), CSR is likely to boost individuals' social selves and self-concepts (Ashforth and Mael (1989); Pratt (1998). Workers taking part in CSR practices would believe that they are not only making a positive contribution to society but also a part of the desired firm (Farooq et al., 2007; Kim et al., 2010). The views would help them develop a beneficial interpersonal identity, improving their perspective of themselves. Participants are, therefore, likely to experience a close relationship with and identification with their organization (Pratt (1998); Dutton et al., (1994).

H1: Corporate social responsibility influences organizational commitment favorably.

2.2 Digitalization

Digitalization is improving supplier and client relationships, adjusting how these companies interact across company boundaries upstream or downstream and converting industrial companies' ecosystems and value chains. It is also trying to improve information gathering, storage of goods, big data analytics, and integration (Porter & Heppelmann, 2015). Digitalization expenses might be substantial, with difficult installation and interaction with many subsystems, such as different decision-making processes and visualization techniques. Front-end data usage should be enhanced by IT expenditures, and ultimately the back-end value chain processes will also be increased (Porter, 2001; Porter & Heppelmann, 2015). By automating information gathering, warehousing, and monitoring, production organizations invest in digitalization to reduce the expense of information processing (Wamba et al., 2017).

According to Duan et al. (2017), organizations must adapt by increasing their capabilities' sophistication as information technology progresses. The digitalization of HRM can be a firm's advantage and improve results. According to Boudreau and Jesuthasan (2017), the flexibility of HRM Digitalization to adapt to technological developments allows it to improve business results. Additionally, Oyewobi et al. (2019) assert that worker dedication is crucial for an organization to succeed and achieve its objectives. Workers can therefore enhance their performance.

H2: There is a positive impact of Digitalization on organizational commitment.

2.3 Organizational Rewards

The reward is a perk offered by the company in the shape of money/cash, bonuses, or advancement that fosters feelings of job pleasure, such as confidence in one's function, a sense of success, and/or the ability to perform well with others. Rewarding employees leads to greater satisfaction, and rewarding them makes it possible for them to complete their duties (Bintoro & Daryanto, 2017). Chepkemoi and Bett (2018) performed a study in a manufacturing business. The study sought to comprehend work engagement and incentive approach. It was discovered that the organization gives thanks every six months.

Additionally, the staff is given training, yearly rewards, and club memberships, all of which help them become more involved in the business and increase their motivation and job satisfaction. Similarly, Arokiasamy et al. (2013) investigated employee motivation in academic settings. It was discovered that employee motivation and satisfaction correlate directly with an efficient reward system. This shows that the reward system has a variety of influences on the organization and that effective management can produce beneficial results as long as the organization's goals are achieved.

According to Lincoln and Kalleberg (1990), how people feel about their jobs and the business they perform for, the firm's rewards may significantly impact them. Understanding the difference between intrinsic and extrinsic rewards in this situation is crucial. Rewards from inside the profession, such as diversity, difficulty, and independence, are known as intrinsic rewards. On the other hand, extrinsic rewards include income and supplementary advantages, internal prospects for development or growth, community factors, and physical working environments. According to O'Reilly & Chatman 1986, and associates, extrinsic rewards are more likely to be significant toward an ongoing commitment to the organization.

In contrast, intrinsic rewards are likely more relevant to affective commitment (and, we argue, job involvement). According to this logic, we predicted that satisfaction with intrinsic rewards would have a high correlation with job engagement and affective commitment but little to no correlation with continuation commitment. Contrarily, it was predicted that satisfaction with extrinsic rewards would have a minor impact on the forecast of work participation and affective commitment but would be crucial for continuous commitment.

H3: Organizational rewards have a positive impact on organizational commitment.

2.4 Organizational Commitment

As defined by Baird et al. (2019), organizational commitment is the circumstance in which

workers exhibit loyalty to the company. Consequently, to attain corporate objectives, dedication to the organization is crucial. (Siengthai et al., 2019; Aguiar-Quintana et al., 2020). Jawaad et al. (2019) study that organizational commitment refers to how strongly employees experience connected to and recognizes their company. According to Chan & Ao 2019, there are three dimensions of organizational commitment, 1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment.

Undoubtedly, one of the elements that may result in improved employee performance is employees' commitment to the firm. Individuals who are dedicated to the company are more likely to be the best players than less dedicated ones because they put out additional actions to achieve the company's performance and work to achieve its objectives (Jafri and Lhamo, 2013). It is believed that employees who commit more fully will be more concentrated and do exceptional jobs (Berberoglu and Secim, 2015). According to Sutanto (1999), there is a strong and consistent link between corporate commitment and employee performance. He made it clear that motivated employees desire to contribute significantly in this environment. According to Sutanto (1999), organizational commitment is a vital element that is especially relevant since it can dramatically affect employee performance.

H4: Employee performance is positively impacted by organizational commitment

2.5 Employee Performance

The word "performance" is obtained from "job performance" or "real performance" (accomplishments in work or real achievements made by someone). "The working amount and quality attained by an individual in doing their tasks by the obligations assigned to him" is what is referred to as performance (work performance) Mangkunegara and Prabu (2005). According to McCloy et al. (1994), performance is a behavior or action that is connected to the organization. Wherein the choice of organization is made by the management. Performance is not described as a conclusion, a result, a behavior output, or an activity. Performance, however, is an activity or an act in and of itself. Therefore, for some particular books, performance is multifunctional. It has a performance element built into the interaction with other factors within the range of variation. Performance is how someone's labor is manifested. Performance is a major factor in influencing employee behavior since it serves as a foundation for research, assessments, and system evaluation (Robbins and Judge, 2006).

2.6 Framework



Figure 1: Theoretical Framework

3. RESEARCH METHODOLOGY

3.1 Sample and Sampling Technique

The Sample size of respondents was determined using 300 respondents from different Pharmaceutical organizations, out of which only 281 questionnaire responses were received. The researcher chose employees of these organizations to gather data. Because of its benefits, the researchers applied a random sampling technique to the 300 individuals.

3.2 Data Collection

Data was collected from operational and tactical managers of different pharmaceutical managers randomly from other companies, and a sample of 300 was chosen, and a self-administrate digital questionnaire via Google forms was used to collect data from respondents randomly. Out of 300 respondents, the valid questionnaires are about 281, representing a 93.66% response rate.

Cronbach's Alpha test was later employed to assess the internal consistency of demographic data, and descriptive statistics such as correlations, regression, confirmatory factor analysis, and structural equation modeling were applied. Data collection involved using a digital questionnaire form created and distributed using Google Forms. The sample was drawn using random sampling methods.

Table 1: Respondent information

	Frequency	Percentage (%)
Age of Respondents		
18 - 27	110	39.2
28 - 37	108	38.5
38 - 47	40	14.2
48 & above	23	8.1
Total	281	100
Gender		
Female	113	40.2
Male	168	59.8
Total	281	100
Job of Respondents		
Area Manager	44	15.6

Head of Sales	18	6.4
Sales manager	13	4.6
Territory Manager	206	73.4
Total	281	100

Experience of Respondents

Below 1 year	39	13.8
1 - 3	104	37.2
4 - 5	38	13.5
6 or above	100	35.5
Total	281	100

Pharmaceutical Companies of Respondents

Glaxo Smith Kline	50	17.9
Novartis	90	32.1
Bayer	58	20.6
Martin Dow	21	7.4
Pfizer Pakistan Limited	62	22
Total	281	100

3.3 Instrument development

Items and metrics from previous studies were adjusted for this investigation. The Corporate Social Responsibility issues were evaluated on a 05-point Likert scale, with 01 denoting strongly disagree and 05 denoting strongly agree. The investigator modified five items for corporate social responsibility from Klein and Dawar (2004) and Brown and Dacin's (1997) studies. The digitalization scale was adapted from Su et al. (2020) study's two components. The three items from Lee and Kim's (2012) list served as the basis for the organizational rewards scale. Singh et al. (1996) are three objects that were modified to evaluate organizational commitment. The three items from Bishop (1987)'s scale for measuring employee performance were used.

4. EMPIRICAL RESULTS

4.1 Reliability and Descriptive Analysis

Corporate Social Responsibility, digitalization, organizational rewards, and organizational commitment were the five factors that the present study examined. It was interesting to learn that corporate social responsibility has 05 components and a Cronbach's

Alpha value of 0.907 in this study. With 02 items, digitalization has a Cronbach's Alpha value of 0.852. Cronbach Alpha values for three organizational rewards items were 0.852, 0.863 for three organizational commitment measures, and 0.870 for three employee performance items. All of the Alpha (α) values were higher than 0.60. It was acceptable to conclude that all measurement tools were extremely dependable as an outcome and that additional trials might be carried out. . The mean of corporate social responsibility was (Mean= 3.72, Standard Deviation=1.10), Digitalization (Mean= 3.52, Standard Deviation = 1.28), organizational rewards (Mean= 3.64, Standard Deviation = 1.16), organizational commitment (Mean= 3.84, Standard Deviation = 1.10) and employee performance (M= 3.62, SD= 1.17).

Table 2: Reliability and Descriptive

Variables	No. of Item	Cronbach 's Alpha	Mean s	SD
Corporate Social Responsibility	05	.907	3.72	1.10
Digitalization	02	.852	3.52	1.28
Organizational Rewards	03	.858	3.64	1.16
Organizational Commitment	03	.863	3.84	1.10
Employee Performance	03	.870	3.62	1.17

4.2 Correlation Matrix

The correlation matrix showed that all the null hypotheses can be rejected and illustrates the close link between a company's social responsibility and employee performance. Studies represent those correlations higher than .10 represent positive and at $p < .05$ are significant. According the extracted values of bivariate correlation means that corporate social responsibility has strong positive correlation to digitalization ($r=.89, p<.01$), corporate social responsibility had strong positive correlation to organizational rewards ($r=.96, p<.01$), corporate social responsibility had strong positive correlation to organizational commitment ($r=.96, p<.01$) and corporate social responsibility had strong positive correlation to employee performance ($r=.94, p<.01$). Likewise, Digitalization was positively correlated with organizational rewards ($r=.92, p<.01$), positively correlated with organizational commitment ($r=.78, p<.01$) also had strong positive correlation with employee performance ($r=.97, p<.01$). Meanwhile, organizational rewards had strong positive correlation to organizational commitment ($r=.88, p<.01$) also had strong positive correlation to employee performance ($r=.86, p<.01$). Likewise, organizational commitment is positively correlated with employee performance ($r=.86, p<.01$).

Table 3: Correlation Matrix

Variable	1	2	3	4	5
CSR	1				
D	.892**	1			
OR	.968**	.925**	1		
OC	.965**	.782**	.884**	1	
EP	.942**	.971**	.972**	.865**	1

a. Confirmatory Factor Analysis

The results of the five-factor model ($\chi^2 = 71.3$; $df = 132$; $\chi^2/df = 1.85$; $P = .000$; $CFI = 0.92$; $GFI = 0.91$; $NFI = 0.92$; $TLI = 0.91$; $RMSEA = 0.41$) were more accurately fit than those of the one-factor model ($\chi^2 = 1260.22$; $df = 213$; $p.000$; $CFI = 0.54$; $GFI = 0.71$; $NFI = 0.48$; T The results of the proposed five-factor model thus indicate that it was a better model fit and more *suitable*, as shown by the results.

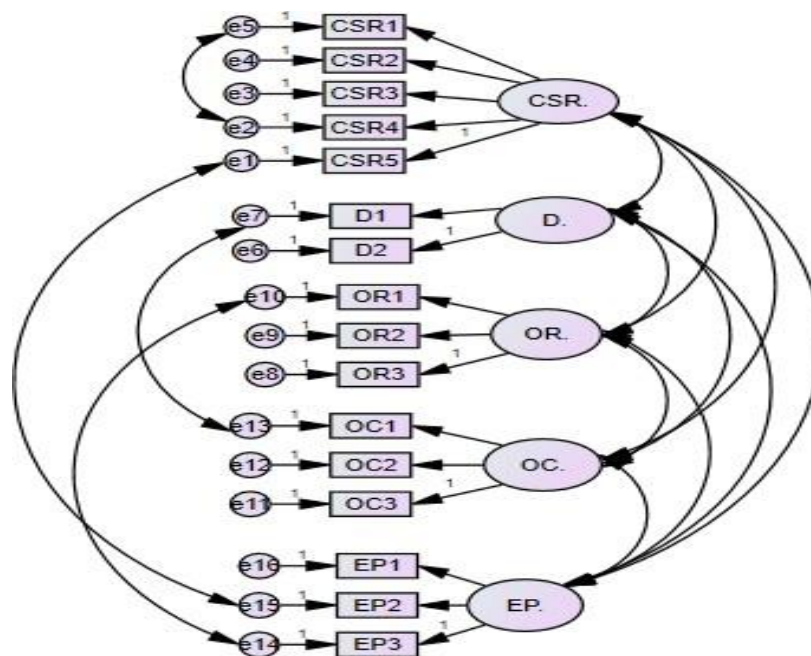


Figure 2: Confirmatory Factor Analysis

b. Structural Model Results

Basic and Mediating effects are shown with the help of the Full Structural Model. The builder of AMOS paths in the shape of a chart is shown in the figure above. The signs represent values of importance, and standardized regression represents trial values. Model Fit: fit $\chi^2 = 724.645$; $df = 312$; $p < .000$; $\chi^2/df = 2.32$; CFI = .93; GFI=.94; NFI=.94; TLI=.95and RMSEA= 0.42.

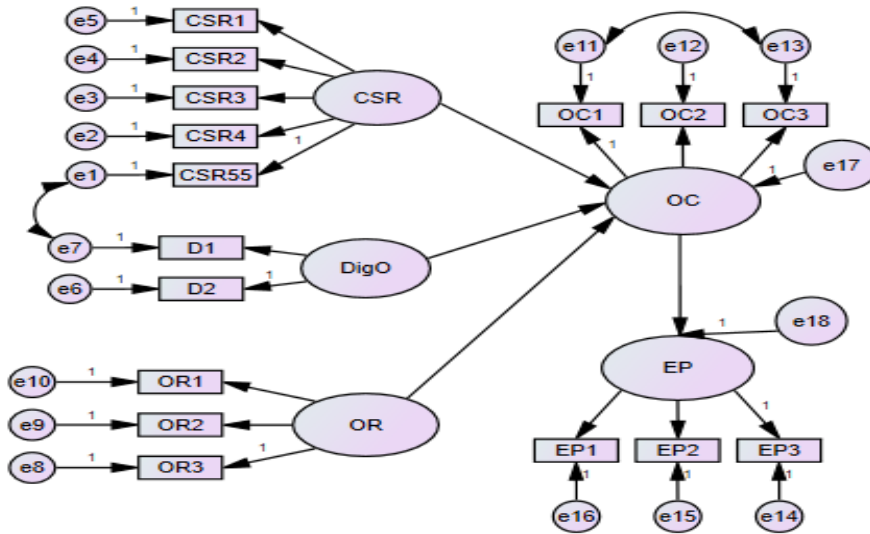


Figure 3: Structural Equation Model

c. Regression Analysis

A straightforward linear regression inquiry was carried out to ascertain the association between the variables. H1: The standardized path coefficient disclosed a major connection between self-reported corporate social responsibility and organizational commitment ($\beta = .96$; $R^2 = .93$; $p < .000$) and explained 93% variance in self-reported organizational commitment. Thus, hypothesis 1 was fully supported. H2: The standardized path coefficient disclosed significant linking among self-reported digitalization and organizational commitment ($\beta = .78$; $R^2 = .61$; $p < .000$) and explained 61% variance in self-reported organizational commitment. Thus, hypothesis 2 was supported. H3: The standardized path coefficient disclosed a significant association between self-reported organizational rewards and organizational commitment ($\beta = .88$; $R^2 = .78$; $p < .000$) and explained 78% variance in self-reported organizational commitment. Thus, hypothesis 3 was supported. H4: The standardized path coefficient disclosed a significant connection between self-reported organizational commitment and employee performance ($\beta = .86$; $R^2 = .74$; $p < .000$) and explained 74% variance in self-reported employee performance. Thus, hypothesis 4 was supported.

Table 4: Hypothesis Results

Predictor		Outcome	Beta	R2	Results
CSR	<-	OC	0.96	.93	Accepted
D	<-	OC	0.78	.61	Accepted
OR	<-	OC	0.88	.78	Accepted
OC	<-	EP	0.86	.74	Accepted

5. DISCUSSIONS

The outcomes of this research show that organizational commitment is significantly positively impacted by corporate social responsibility. Earlier studies, including those by Nejati and Ghasemi (2013), have consistently found a beneficial influence of corporate social responsibility on organizational commitment. Findings indicated that organizational commitment was significantly positively impacted by digitization as well. The main conclusions of this study demonstrate that organizational rewards have a beneficial effect on organizational commitment. In previous research, Koh et al. (2007) discovered that rewards significantly improved commitment. According to the study of Barreda et al. (2020), the psychological rewards of social media are positively associated with commitment to the tourism industry. The results of the study display that organizational commitment has a positive impact on employee performance. According to previous findings of Astuti and Soliha (2021), organizational commitment has a positive effect on the performance of employees. Results of the research show that organizational commitment has a positive impact on employee performance.

6. CONCLUSIONS

The investigation, on the other hand, demonstrates the impact of corporate social responsibility in the advancement of organizational commitment and employee performance. The connection between social responsibility, digitalization, organizational rewards, organizational commitment, and employee performance was determined by facts through this study. Data from managers and staff members of various pharmaceutical companies in Pakistan were gathered using a questionnaire. A quantitative research design was permitted for this persistence. The investigation results show a significant and positive association between the

factors, and corporate social responsibility has a role in how employees become committed to their work and perform effectively. It is stated that the pharmaceutical industry must combine corporate social responsibility, digitization, and organizational rewards to improve employee performance. To clean and screen the information and perform reliability analysis, descriptive statistics, correlation matrix, and regression, the Statistical Package for the Social Sciences (SPSS) was first employed. Validity and model fitness was checked using AMOS via Confirmatory Factor Analysis (CFA). For the postulated model, the structural equation model was used. The current study promotes a new basis for analyzing organizational commitment exhibiting systems in corporate social responsibility, which aids businesses in identifying their flaws and disadvantages in this area and improving employee performance.

7. PRACTICAL CONTRIBUTIONS

There are several useful results and commitments found in this research study. First, the study confirms that corporate social responsibility positively affects organizational commitment. By using corporate social responsibility activities, managers may strengthen organizational commitment and swiftly impact employee performance. Managers may give good work to the proper person, make the task of work easy, and help their employees in a position to make them loyal. Second, The findings demonstrate a significant positive connection between digitalization and organizational commitment. Through digitalization, managers give the best services related to information about job tasks and employee records for promotion activities, and digitalization is also helpful for employees in work activities. Managers provide employees with electronic devices and give training related to the company's software and work activities. Third, there is strong evidence that organizational rewards positively impact organizational commitment. Practically, managers may use organizational rewards to enhance organizational commitment and positively create increased employee performance. Managers may reward those employees who have done their targets properly and on time. The study's findings indicate that organizational commitment positively impacts employee performance. Managers will use proper strategies and policies in companies and make job appraisals monthly based on targets and give benefits to those employees who achieve their targets.

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