



## The Impact of Employee Behavior on CSR Pursuance Motivation

Maimoona Gul KakaKhel<sup>1\*</sup>, Dr. Mobeen Shafqat<sup>2</sup>, Faryal Begum<sup>3</sup>, Aniqaz Azam<sup>4</sup>

<sup>1</sup> Manager HR, Alhamd Islamic University Islamabad, Pakistan.

<sup>2</sup> Assistant Professor, Department of Business Administration, Government College Women University Sailkot, Pakistan

<sup>3</sup> Lecturer, PhD Scholar, Department of Management Sciences, Alhamd Islamic University Islamabad, Pakistan.

<sup>4</sup>, PhD Scholar, Department of Management Sciences, Alhamd Islamic University Islamabad, Pakistan.

\*Corresponding Author (E-Mail: maimoonagul4@gmail.com)

**Paper ID: ARMJ-13**

**Volume 2 Issue 1**

**Keywords:**

Organizational culture,  
Employee behavior, CSR  
pursuance motivation and  
organizational citizenship  
behavior

### Abstract

Since a decade ago, academicians and businessmen have been increasingly interested in CSR, and CSR pursuit motivation is an integral part of CSR that is closely related to internal CSR. The employee is a significant internal social stakeholder, according to the CSR Stakeholder Theory, which also comprises primary and secondary social stakeholders. Moreover, research suggests that cooperative employee behavior and business culture support influence organizational citizenship behavior in the context of CSR-seeking motivation. The empirical goal of this study is to ascertain the influence of organizational citizenship behavior, staff conduct, and corporate culture on CSR pursuit motivation. To assess the model's empirical validity, a non-contrive cross-sectional single industry-based study approach was employed. Middle-level management employees of Pakistan Television Corporation Limited were selected as respondents. 300 respondents comprised the valid sample. The results of this study show that organizational citizenship behavior partially mediates the association between employee and CSR pursuit motivation (Model 1) as well as the relationship between organizational culture and CSR pursuit desire (Model 2). On the other hand, member behavior, company culture, and OCB all have a slightly significant influence on the incentive to pursue CSR.

## 1. Introduction:

Corporate social responsibility (CSR) is important for societal duties since it can be involved in several ways such as ethical, legal, and commercial. Where do businesses decide to contribute willingly to a better community and a cleaner environment? This notion currently focuses on the influence of how the organization operates its primary business. Some go further than others in prescribing how far companies go beyond regulating their accomplishment of social goals (Dahlsrud, 2008). The term "responsibility" refers to the act of determining whether or not a person is responsible for his or her own acts. (El Akremi et al., 2018).

The OCB can be improved by introducing CSR Pursuance Motivation. It is generally considered that corporate social responsibility (CSR) could boost organization profitability and hence most large firms are actively engaged in it. However, few executives and managers are aware of the study on this critical topic. And, as the assessment above indicates, the research suggests that it may boost earnings (He et al., 2019). Organization Citizenship conduct is described as employee spontaneous efforts in service beyond official work explanations to help customer satisfaction while task performance refers to the quality and quantity acknowledged by a formal human resource management (HRM) system (He et al., 2019).

Whereas OCB refers to employee behaviors that, while not fundamental to the task or job, aid in organizational performance. OCB is an important topic to explore since it improves employee behavior, job productivity, and employee effectiveness, allowing the organization to increase overall efficiency with the help of independent factors. Employee morale can be improved via OCB (Korankye et al., 2021). It increases people's levels of work meaningfulness.

It actually improves employee performance and productivity; studies demonstrate that OCB predicts performance positively. It improves social relationships among employees. Managers who understand the benefits and drawbacks of OCBs can assist employees in contributing maximally to the organization while avoiding burnout (Muric et al., 2022). Many of today's most effective firms focus on giving their employees with a variety of procedures that are employee ethics, as well as the organizational culture we may address and the organizational behavior of citizenship that furthers the achievement of CSR. This study has the following objectives: .To determine the mediating role of organizational citizenship behavior in the relationship of employee behavior and

CSR pursuance motivation. To determine the mediating role of organizational citizenship behavior in the relationship of organizational culture and CSR pursuance motivation. Further, literature review is presented.

## 2. Literature Review

### 2.1 CSR Pursuance Motivation

The definition of "social responsibility to an organization means, its limits and its fulfillment are not an easy task (Moir, 2001)." In line with the European Union, CSR is a concept in which a company incorporates social and environmental concerns in its areas. The performance of companies and their free communication with stakeholders (Porathe, 2016). However, in the 1950s well-known information about the impact of business on society emerged. The United States published primarily the Formal Writing, although "CSR measures" are clear worldwide (Archie B. Carroll, 1999).

CSR may include events where there is public consultation such as payments, communal events or sponsorships, support for emerging countries, staff training and education programs and environmental issues (Deegan, 2002). Comfort plus knowledge are too factors that support explanation (Haigh, M; Jones, 2006). CSR is well-defined by a company that relies on its profits and financiers. For instance, The Body Shop CSR emphasizes poverty and social privileges as opposed to what Starbucks CSR thinks about employee well-being (Haigh, M; Jones, 2006). The European definition is the most complete definition of the Company's Public Commitment. It explores all the different aspects of CSR and themes needed to build a company that is responsible for social cohesion and integrity in the company and that may be a greater model to monitor. Its strength and its intellect clearly state the desirable abilities of those who are dedicated to CSR; although it does not provide visual pictures that make people remember and are clearly related to CSR. "We develop and maintain a public operating license". "Citizens are talking to their neighbors and they see that we are treating citizens fairly so that they can trade with us." "Internal values increase in the method you work with and your bondholders. It starts with doing for others what you want them to do for you. "Thus" the definition of a respectable neighbor is better as it encourages people and their corporation to take some action and implement the CSR because of the lasting authority of the emotional impact created "in the perspective of a respectable neighbor.

## 2.2 Organizational Citizenship Behavior

Pioneers introduced the basic concept of corporate citizenship (Bateman & Organ, 1983). General OCB-led research refers to various fields such as organizational performance, employee satisfaction, employee commitment, etc. Theater research is based on OCB scope and organizational performance but not on dynamics (Emery, 2013). Those courses recommend that it be a constructive contribution to helping subordinates and administrative and legal entities. Worthy organizations focus on providing ease and potential resources to their employees so that they feel encouraged and focused on quality workmanship. All of these inputs open the way for the OCB feature as they could not tolerate when their partners did not behave as good people by connecting to all sorts of affirmative behaviors. As the OCB has long been a major concern the organization's scholars should put pressure on the acceptance of the environment and resources (Bateman & Organ, 1983) and remain (Wren et al., 2000). Organizational capacity and efficiency will be achieved when the OCB is modified in organizations. The ethical principles of citizenship are a set of unrestricted behaviors that exceed the essential requirements of human activity. It is often referred to as quitting behavior. Alacrity develops a system for preventing problems with other employees and complying with organizational rules, and principles that no one knows, are examples of the OCB (Smith et al., 1983). Many details of the organization's wide range of Organizational Ethics include attitude of discrimination against employees (e.g., by their procedures to help guide others and distance themselves from work requirements) 'professional games' (instead of unnecessary grievances employees should do. Tolerating working conditions); and 'public service' (cross-cutting job search limits should have a significant impact on the company's progress).

## 2.3 Employee Behavior

Human behavior varies widely (Robin et al., 1996). Its rejoinder is about biodiversity and in different contexts (Cascio, 2006). Two persons are different as well as everybody is physically and emotionally dissimilar from others (Roberts, 1992). There is considerable uncertainty in the psychosomatic aspects (Porathe, 2016). The fact is that these differences require different considerations so that each operation is controlled as a result. Psychologists classify individual behavior into different categories (Longstreth et al., 2006). Another factor is the classification of skills because of their diversity inherited. Another distinction is the behavior that takes into account

different circumstances, such as the performance of people in times of pleasure, times of stress, disagreements in the work of others, and other situations. Evidence from behavioral tests in various studies shows that human responses are not the same in the same situation (Bartol et al., 2003).

The great concern to the organization is the performance of employees from now on in this paper examines human behavior in the workplace in a presentation. Bartol says performance is a combination of employees' skills, motivation, and company working conditions. Employee behavior adds to the factors mentioned above (Srivastava et al., 2006). For example, diligent employees are people who are trained for good work (Bowen, Glenn, 2009). They gain direction and improvement in the company as hope and accumulate positive profits (Wren et al., 2000) increase their profits and strive to explore and gain more knowledge. Employee behavior in promotion also differs from respect (Maslow). Psychologists and management professionals have done a good job in the field of ethics for employees and have evaluated various strategies and presented them to motivate them (Cascio, 2006).

### 2.3.1 Conscientiousness

Caution related to the many promising outcomes in all teaching, health, and psychological functions of human resources appears to be the most effective natural attribute (Barrick & Mount, 1991) and (Poropat, 2009) explain the structure of different components. The consistent effect of character books is that the conscience is a continuous prediction of the introduction of personality into all organizations & work (Barrick & Mount, 1991). The meta-analytic tests of the assessor and (Yoon et al., 2002) further clarify and clarify that reliability is a constructive factor associated with the motivation to present, which provides the preservation of grave work in the workplace. Monitoring may have a far-reaching, far-reaching significance and the level of skill required to present at a different level.

Integrity is an individual quality that is well-defined as complete or vigilant. It includes the desire to do a respectable job. Citizens have a conscience in a very efficient and orderly, slow-moving, and orderly manner. They show a tendency to show self-control, act responsibly and aim for profit. It is intended to display auto actions. They are generally organized and reliable. This is reflected in the different behaviors such as cleanliness and orderliness. And it includes elements such as alertness and precision, and rotation (the tendency to think critically before doing something). The conscience is one of the 5 elements of the model and five elements are not a part

of what is commonly called the personal. Careful people usually work hard - they are efficient and reliable. If they are considered to be very difficult, they may also be "working slaves", perfect and compulsive in their performance. Citizens, who experience low self-esteem may fall behind and become less and less motivated to achieve a goal - a focus.

Conscience is closely linked to student academic performance and career success between the supervisor and the work ethic. A low level of conscience is closely related to deferment. There is a plethora of study that proposes that conscience is one of the great predictors of workplace work and definitely, that afterward taking on the normal mental capacity of the mind, as well as the other four human characteristics of five adults do not help predict. This function Careful workers tend to be honest overseas, hardworking and hardworking. Fourth, with low levels of absenteeism and misconduct such as theft and fighting with new employees. In addition, the conscience is a character trait linked to performance in all stages of activity.

### 2.3.2 Counterproductive Work Behavior

“Unproductive Work ethic” (CWB) is a term that refers to the intended performance of employees who intend to harm the group or community in which they live, as well as employees and consumers. It can use a range from misconduct to inanimate objects (vandalism and theft) to deliberately misbehave without absence or delay. Individual and environmental factors are described by authors who promote the power of anti-work ethic that encompasses social divisions; job insecurity; and the perception of government injustice. Finally, the authors explain that the process of careful selection is not an adequate response to CWB's difficulties: steps should also be taken to minimize conflicts as much as possible by minimizing unnecessary stress, managing staff effectively, and resolving staff disputes.

Unproductive work ethic involves direct actions of employees who harm organizations or their shareholders. Included under operating principles that do not produce acts of violence against citizens and verbal abuse by other types of citizens. CWB also covers corporate and non-corporate actions, including vandalism and mismanagement of organizational assets, misconduct, or failure to properly report work errors and problems (e.g., equipment failures), and withdrawals (e.g., calling a sick person where I am not sick).

## 2.3.3 Machiavellianism

Psychological research has revealed Machiavellian behavior and thinking play an important role in our social organizations (Esperger & Bereczkei, 2012) and several experimental instruments known as Mach tests are designed for this type of behavior (Christ & Burritt, 2013). Recent psychological research clearly shows that Machiavellianism is a complex series of behaviors that can be distinguished by various important personality traits, ideas, intellect, and social characteristics. The division of Machiavellianism can be investigated mainly in 3 different areas (Esperger & Bereczkei, 2012). Many authors think it is a deceptive behavioral aspect of brain theory (Esperger & Bereczkei, 2012).

Machiavellian virtues are too strongly related to psychoticism and neuroticism and are strongly related to the desired social response (Sutton & Keogh, 2000). Finally, Loftus and Glenwick studied the role of teenage psychiatric patients and confirmed that Machiavellian attributes stayed fully linked with external complications, psychological difficulties, and poor performance measures of the Youth Self Report (Measures & Americans, 1999), without a scale of violent behavior. These findings suggest that Machiavellian features may add “play-out” but in a more subtle style as they are not linked to verbal and physical violence.

## 2.4 Organizational Culture

Culture is the desire to influence the professionalism and work of employees and the result (Mahal, 2009), and to influence the ability to formulate organizational policies and achieve predetermined goals (Chan et al., 2004). The culture of an organization or business is widely analyzed, based on literature that comes from a corporation and communal psychology and social anthropology (Scott et al., 2003). Currently, business culture research is at the forefront of management researchers. Exposure to organizational culture emerges from Pettigrew's (1979) study of British secret boarding schools although it is a key concept beginning to formulate previous organizational evaluation books (Scott et al., 2003).

Overall, organizational culture is an intangible or intangible element of a corporation (Carmeli & Tishler, 2004). Including various social events that include attitude, ethics and consideration are rooted in company workers (Aycan et al., 2000), (Barney, 1986), (Seuring &

Müller, 2008). It is therefore a characteristic of a group and not of individuals who have consumed the level of the individual (Hofstede, 1998).

Organizational culture can be integrated like you with the compulsory assumptions, the society has learned in dealing with the setting, as well as the complexity and problem solving of outer adjustments and internal integration, taking into account new staff and the appropriate way to solve these problems. Problems (Park et al., 2004). The culture of an organization that supports the interchange of information can be demonstrated more effectively in order to create a culture and keep the most accessible information (Islam et al., 2011) each group has its specific culture visible and invisible.

### 2.4.1 Individual Self Representation

Building on (Leary, 1990) the parallel division that links humility (“I”) with the purpose (the, I), (Siljanovska & Stojcevska, 2018) provided a magnifying glass as a symbol of how human beings express themselves logically. Previous research has shown that people prefer to go the extra mile in the business of others while doing the wrong thing (Bailenson et al., 2008). So, members need to be willing to do what is wrong. Independence involves the fact that the state of consciousness recognizes and only if we engage in it properly, so in this experiment, it is true for both regions are aware that they are aware of representation and that they are aware of representation.

One important condition is not enough to accept the essentials intended to embarrass the person and therefore may be used as a sign of self-awareness. Allowing (1PP) to integrate a multimodal pragmatic planet that guides the individual figure, hence working with a selfish self-regulatory framework (Wang et al., 2008). Performance refers to tests that define 1PP in the provision of symbolic theoretical tests and metrics for the classification of higher symbolic higher levels. Illustration and integration similar to the parallel structure in a shared structure 1 combine the ability to acquire 1PP and be able to counsel while the basic part of the young person



(Gallagher, 2000) allows us to create a subjective multimodal empirical planet centered on our body (Wang et al., 2008).

### 2.4.2 Relational Self Representation

Relationships are achieved through greater flexibility (i.e., relationship personality includes aspects of a person's perspective that are shared by colleagues and define a person's work or status, larger affiliated organizations). The following promises include parent-child relationships, friendships, and meaningful relationships and many other relationships such as teacher-student relationships. This type of self-expression lies in the pattern of self-expression and is associated with the monitoring or addition of other important and consolidated self-association (Sedikides & Brewer, 2015).

As the specific stages of a relationship, it is the level at which one defines oneself in the context of a particular role - a relationship. Thus, one may have a clear idea of what it means to be a visa's personal facilitator (i.e., a related physical character) but to refrain from practicing "that relationship ownership" as it stands alone (i.e., limited acquisition of a relationship). Note that the characters are equally related ("What is the nature of our relationship?") And the discovery of the relationship ("How much do I include that character as part of self-expression?") Involves the character. We develop a character-related perspective on this part and divide the relationship afterward that part. We do not agree on the type of a relationship that contains four portions: the part of the individual and the uniqueness of the individual that they admit the part of the connection and the role of the individual identity based on the other person as they admit the role of the role. Participation is based on individual objectives, principles, assumptions, rules, and communication methods, and period prospects are often related to the role (Ashforth, 2001) that (what type of person) can be years of work to satisfy. For instance, a personality founded on the role of administrator of the tasks of handover tasks, checking the performance of the existing response, communicating with the fresh division, and developing a strategic plan may involve. The related

character, though, emphasizes this part of the character based on the role directly related to the role of the personal relationship.

## 2.4.3 Group Value

Involvement is gained by adding to the larger community and deviating from the group connected to each other. A collected or shared person contains those self-centered traits that distinguish group members from other members. Combined identity is based on direct links to others due to the common and sometimes representative division of the herd.

Standard values may be tough to define, when a set of individuals grabs and realizes, then the participants' goals are carefully evaluated. In the United States, in professional and educational institutions, arrests are often valued. The teacher wants all the students to come to class regularly. A certain amount is not allowed by each American, but arriving late is typically unacceptable and takes along penalties. The similar is true with a plane if you arrive late-night and lose your ticket. Arriving late for a meeting creates a negative image for everyone on the panel and damages your leadership and skills level.

People who work within community or cultural structures learn significant standards of that group. If they confess also living by individuals values most of the time, they will be able to be in that group and rely on team association while following responsible assets. If they do not agree or do not show most of these values, they are in danger of being fired and cannot rely on team support when they wish. In order to preserve the values of a social group, this important set of values essential to be passed on to upcoming age group and new allies. Cultural status and communal contact have a significant influence on group levels.

**H<sub>1</sub>:** Organizational citizenship behavior mediates the employee behavior on CSR pursuance motivation.

**H<sub>2</sub>:** Organizational citizenship behavior mediates the organizational culture on CSR pursuance motivation.

## 3. Research Methodology

All Pakistani TV channels are considered as a population in which PTV is selected for the data collection. The self-administrative questionnaire was used for data collection. 300 respondents

## Alhamd Multidisciplinary Research Journal

were targeted in which 270 respondents responded. The response rate was almost 90%. A regression was employed for analyzing the results by the use of SPSS.

### 4. Results

This study uses a list of data collection questions for PTV employees. Various questionnaire statements may be taken from earlier findings with the support of expert recommendations and are good for forthcoming studies in this field. In this case, the researcher will look at the respondents, including age, gender, Qualification, Salary, Status, Department of Experience; level of management. Table 1 provides information on the men and women of PTV Corporation Ltd. Of a total 270 respondents, 200 are males and 70 are Females demonstrating 71% male and 29% female.

Table 1 provides information on age. Respondents aged 20 - 30 are 80 out of 270 which is 29.63% of the total. The other age group is 31 - 40 years 60 representing 22.22% of the entire sample. Following years 41-50, 75 respondents showed 27.78%. Table 1 signifies the eligibility of respondents. 8 out of 270 Ph.D. graduates represent 2.96% of the sample and 32 MS / MPhil graduates represent 11.85% of the sample, 160 out of 270 have a master's degree representing 59.26 % of the samples, 55 graduates represented 20.37% of the sample, 11 had an average rating representing 4.07% of the samples and 4 had no education representing 1.45% of the total sample.

Table 1 shows the income of the respondents. 30 out of 270 respondents had less than 20000 revenues representing 11.11% of the sample, 50 had 21000 - 35000 revenues representing 18.52% of the sample, 60 respondents had 36000 - 50000 revenues representing 22.22%. 80 had 51000 - 100000 revenues representing 29.63 % of the sample. 50 had more than 100000 revenues representing 18.52 % of the sample. Table 1 shows the married status of the respondents. 120 out of 270 respondents who were single represented 44.44% of the entire sample, 150 were married which means 55.56% of the sample.

Table 1 describes the operating experience. 20 out of 270 respondents had less than 1 year experience representing 7.41%, 30 had 1 - 2 years' experience representing 11.11 %, 60 respondents were less than 3 - 5 years of working practice signifies 22.22%, 90 with experience of 6 - 10 years representing 33.33%. And 70 were 10 years and older the experience represented 25.93%. Table 1 shows the respondent door. 80 of the Admin & HR staff out of 270 respondents represented 29.63%, 100 were financial representatives representing 37.04%, 60 respondents

## Alhamd Multidisciplinary Research Journal

represented the marketing department showing 22.22% of the entire sample and 30 from the engineering represented 11.11%. Table 1 displays the administrative level of the respondents. 50 out of 270 high scores represented 18.52% of the total sample and 220 intermediates represented 81.48%.

<b>Table No 1: Demographic Analysis</b>		
<b>Gender</b>	<b>Male (200 - 71%)</b>	<b>Female (70 - 29%)</b>
<b>Age</b>	<b>20 - 30</b> (80–29.63%)	<b>31 - 40</b> (60–22.22%)
	<b>41 - 50</b> (75–27.78%)	<b>51 - above</b> (55–20.37%)
<b>51 - above (55–20.37%)</b>	<b>PhD</b> (8–2.96%)	<b>MS-MPhil</b> (35 - 11.67%)
	<b>Master</b> (160– 59.26%)	<b>Bachelors</b> (71 - 23.67%)
	<b>Intermediate</b> (11-4.02%)	<b>No formal education</b> (4 - 1.45%)
<b>Income</b>	<b>Below Rs 20000</b> (30–11.11%)	Rs 21000 - 35000 (50–18.52%)
	<b>Rs 36000 - 50000</b> (60–22.22%)	Rs 51000 - 100000 (80–29.63%)
	<b>Above Rs 100000</b> (50–18.52%)	
<b>Marital Status</b>	<b>Single (120–44.44%)</b>	<b>Married (150 –55.56%)</b>
<b>Experience</b>	<b>Less than 1 year</b> (20 7.41%)	<b>1 - 2</b> (30– 11.11%)
	<b>3 - 5</b> (60–22.22%)	<b>6 - 10</b> (90– 33.33%)
	<b>11 above</b> (70–25.93%)	
<b>Departments</b>	<b>Admin and HR</b> (80–29.63%)	<b>Finance</b> (100–37.04%)
	<b>Marketing</b> (60–22.22%)	<b>Engineering</b> (30-11.11%)
<b>Managerial level</b>	<b>Top level (50– 18.52%)</b>	<b>Middle-level (220-81.48%)</b>

**N = 270, Percentage = 100%**

### Descriptive Statistics

Descriptive analysis of variables presenting average values and the typical deviation from the center. Indicates descriptive and standard deviations of variables. The table below shows the values before each variation, indicating the normality of the data, and it does not contain any uncommon cases.

## Alhamd Multidisciplinary Research Journal

The table below shows the descriptive statistical values of the given model. Median values for all five variables are between 3.15 and 3.71. The standard deviation values are between 0.502 and 0.578. The mean values of an OCB are 3.715 and the standard deviation value is .0.578. CSRPM is 3.654 plus the standard deviation value is 0.571. The mean value of the worker is 3.15 and your standard deviation is 0.502. The average cultural value of an organization is 3.67 and its standard deviation value is 0.576.

The Mean of all variables is over 3.00 and the standard deviation values are between + (-) 0.5 and + (-) 0.7. And the generalization of the data has also been discussed at the beginning of this chapter.

<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
OCB	3.715	.578	299
CSRPM	3.654	.571	300
EPB	3.1587	.50291	298
ORGC	3.6720	.57640	300

### **Cronbach Alpha Test**

The table below shows Cronbach's Alpha values and Cronbach's Alpha in general terms. Item statistics are too listed. Cronbach Alpha is calculated as Alpha Activity and also the value range is from (0- 1). Although testing for Quality Co - Efficient, less than 0.5 reliability has been used very little; fidelity between (0.6 \_ 0.8) is considered significant (Sekaran, 2003). The table below describes the reliability of all variables within (0.5 \_ 0.8) which are generally considered to be the result of improved quality reliability. Table 3 shows all Cronbach alpha 0.912 questions. The ORGC (Organization Organization) contains 12 items and is valued at 0.809 while the OCB (Organizational Citizens Code) weighs 10 items with a value of 0.833. Although CSRM have nine items and the value is 0.807.

<b>Table 3: Cronbach Alpha</b>			
<b>Sr</b>	<b>Variables</b>	<b>Cronbach Alpha</b>	<b>No. of items</b>
<b>1</b>	EPB	0.837	25
<b>2</b>	ORGC	0.809	12
<b>3</b>	OCB	0.833	10
<b>4</b>	CSRPM	0.807	9
	Overall	0.912	65

**Correlation Analysis**

Pearson correlation was applied to check the multicollinearity. Results are not attached due to the lack of space. A serious multicollinearity was not detected.

**Durbin-Watson Test**

Complete sample responses should represent individually. There is no auto-correlation between the responses of different responders. The range varies from 0-4 and its value is less than 2 represents a positive relationship and its value greater than 2 represents a negative relationship (Saunders, Thornhill, & Lewis, 2011). The acceptable range is between 1 and 3 and the most acceptable range is from 1.5 to 2.5 (Ahsan Abdullah, Fie & Alam, 2009; Alam & Yasin, 2010).

<b>Table 4. Durbin-Watson Test</b>	
<b>Variables</b>	<b>Durbin- Watson Values</b>
EPB	1.541
ORGC	1.437
OCB	1.712

**Mediation Analysis (Model 1)**

Path A shows the effect of an independent variable (EPB) which affects the dependent variable (CSRPM) its value is (0.3888). Path B shows the direct effect of the mediator (OCB) on dependent variables (CSR Pursuance Motivation) with a value of (0.4489). (CSR Pursuance Motivation) value is (0.2225) and significance level (0.004). Path C and C' shows the direct effect

## Alhamd Multidisciplinary Research Journal

on (EPB) independent variables (CSRPM) and the significance level (0.4292) which indicates that the value is significant and that its value is greater than 0.05.

The outcomes were obtained with the help of Preacher and Hayes (2008) SPSS Macro for Multiple Mediation by Andrew F. Hayes). One shows a direct relationship and the other is a reflection of meditation. This diagram 5 of the direct correlation shows method C which describes the direct result of the independent variation of the DV and its values (0.222). Also, another figure shows the meditative effect of the three variables showing the independent effect on the dynamic correlation and the effect of the DV interventions shown in the figure below with method names a, b, c 'method values A (0.3888) method values B is (0.4489) and method values C'is (0.1901). The partial mediation is used in this research because all the results are significant and the C' effect is also significant and the direct relation and meditational relation are significant. And partial mediation occurs when path X to Y is reduced to absolute size when the mediator is introduced but it still remains different from zero. In this mediation, the value of c' prime is reduced from the value of path C, because in c' prime path, the direct effect of I.V on D.V while controlling M.V

Mediation Analysis Model (1)				
Table 5: Mediation Analysis (Model 1)				
Model	Path A	Path B	Path C	Path C
EB → OCB	0.388 (.000**)			
OCB → CSR PM		0.448 (.000**)		
EB → CSR PM			0.222 (.004**)	
EB → OCB → CSR PM				0.190 (.042*)
* Sig < 0.05, ** Sig < 0.01				

### Mediation Analysis (Model 2)

Path A shows the effect of an independent variable (ORC) on the mediator (OCB) with a value (0.3817). Path B shows the direct effect of the mediator (OCB) on dependent variables (CSRPM) with a value of (0.4268). The value of CSRPM is (0.2714). The path c or c prime shows the direct effect of the independent variable (ORC) on the dependent variable (CSRPM) and the

## Alhamd Multidisciplinary Research Journal

value is (0.1084) and the value is (0.0427) which determines the value is less than 0.05. These results were obtained with the help of Preacher and Hayes, (2008) SPSS Macro for Multiple Mediation by Andrew F. Hayes). With the help of this figure, one shows a direct relationship and the other one shows a mediating relationship. These statistical relationship statistics 6 in which path C shows the direct effect on a dependent variable and its value is (0.2714).

<b>Table 6: Mediation Analysis (Model 2)</b>				
<b>Model</b>	Path A	Path B	Path C	Path C
OC → OCB	.381 (.000**)			
OCB → CSR PM		.426 (.000**)		
OC → CSR PM			.271 (.004**)	
OC → OCB → CSR PM				0.108 (.0427*)
* Sig < 0.05, ** Sig < 0.01				

### 5. Discussion

This study consists of the EPB, CSRPM and OCB. The direct and indirect effect has been observed by the use of regression. Results described that employee behavior has a positive impact on CSRPM. It means that changes in employee behavior have also changed the CSRPM. If the employee has good behavior then CSRPM will also increase. If the employee has not good behavior then CSRPM will automatically decline.

These results are in line with the previous studies. The second aspect of the study observed the OCB as a mediating relationship between employee behavior and CSRPM. The results are indicating that OCB has partial mediation between EPB and CSRPM; it means that positive changes in employee behavior increase the CSRPM via OCB. The results are in line with the previous studies.

### 6. Conclusion

This study evaluated the effect of CSR Pursuance Motivation with three additional variables. The findings suggested that the CEO of PTV stated in his statement that the OCB (Organizational



## Alhamd Multidisciplinary Research Journal

Ethics) also has a significant impact in CSR Pursuance Motivation, with the two independent factors being the most prominent. There is a significant positive relationship between OCB and CSRPM, EPB and ORGC, however there is a little variation.. The CEO of PTV stated in his statement that the OCB (Organizational Ethics) also has a significant impact in CSR Pursuance Motivation, with the two independent factors being the most prominent. Theories suggest that predictions and DV have a strong relationship. There is a significant positive relationship between OCB and CSRPM, EPB and ORGC, however there is a little variation.

The CSRPM (0.506) has a strong relationship with the organization's citizenship behavior yet a comparatively small relationship is found in the organization's culture (0.342) and employee morals (0.308). On the other hand, the EPB displays extra motivation. Employee ethics, ORGC, and the promotion of CSR Pursuance have a positive correlation with Employee conduct (0.645). A total of 1.5 to 2.5 Durbin-Watson values indicate that findings are common in data. The reversal results are important and the independent values of the work are also important and the final variable values of ORC are also important.

## References

- Archie B. Carroll. (1999). Evolution of a Definitional Construct of Corporate Social Responsibility. *Business & Society*, 38(3), 268–295.
- Aycan, Z., Kanungo, R. N., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: A 10-country comparison. *Applied Psychology*, 49(1), 192–221. <https://doi.org/10.1111/1464-0597.00010>
- Bailenson, J. N., Blascovich, J., & Guadagno, R. E. (2008). Self-representations in immersive virtual environments. *Journal of Applied Social Psychology*, 38(11), 2673–2690. <https://doi.org/10.1111/j.1559-1816.2008.00409.x>
- Barney, J. B. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *Academy of Management Review*, 11(3), 656–665. <https://doi.org/10.5465/amr.1986.4306261>
- Barrick, M. R., & Mount, M. K. (1991). Personnel Psychology the Big Five Personality

## Alhamd Multidisciplinary Research Journal

Dimensions and Job Performance: a Meta-Analysis. *Personnel Psychology*.

- Bartol, K. M., Martin, D. C., & Kromkowski, J. A. (2003). Leadership and the Glass Ceiling: Gender and Ethnic Group Influences on Leader Behaviors at Middle and Executive Managerial Levels. *Journal of Leadership & Organizational Studies*, 9(3), 8–19. <https://doi.org/10.1177/107179190300900303>
- Bateman, T. S., & Organ, D. W. (1983). Job Satisfaction and the Good Soldier: The Relationship Between Affect and Employee “Citizenship.” *Academy of Management Journal*, 26(4), 587–595. <https://doi.org/10.5465/255908>
- Bowen, Glenn, A. (2009). Document Analysis as a Qualitative Research Method. In *Qualitative Research Journal* (Vol. 9, Issue 2).
- Carmeli, A., & Tishler, A. (2004). The relationships between intangible organizational elements and organizational performance. *Strategic Management Journal*, 25(13), 1257–1278. <https://doi.org/10.1002/smj.428>
- Cascio, W. F. (2006). Managing Human Resources: productivity, quality of work life, profits 7th Edition Tata McGraw-Hill. *Abnormal and Social Psychology*, 62, 401–407. [https://s3.amazonaws.com/academia.edu.documents/6473908/583915094.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1553144068&Signature=IMuRJz7nAsTdmbELlzIloy3%2FEAM%3D&response-content-disposition=inline%3Bfilename%3DManaging\\_human\\_resources.pdf](https://s3.amazonaws.com/academia.edu.documents/6473908/583915094.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1553144068&Signature=IMuRJz7nAsTdmbELlzIloy3%2FEAM%3D&response-content-disposition=inline%3Bfilename%3DManaging_human_resources.pdf)
- Chan, L. L. M., Shaffer, M. A., & Snape, E. (2004). In search of sustained competitive advantage: The impact of organizational culture, competitive strategy and human resource management practices on firm performance. *International Journal of Human Resource Management*, 15(1), 17–35. <https://doi.org/10.1080/0958519032000157320>
- Christ, K. L., & Burritt, R. L. (2013). Environmental management accounting: The significance of contingent variables for adoption. *Journal of Cleaner Production*, 41, 163–173. <https://doi.org/10.1016/j.jclepro.2012.10.007>
- Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions.

- Corporate Social Responsibility and Environmental Management*, 15(1), 1–13.  
<https://doi.org/10.1002/csr.132>
- Deegan, C. (2002). Introduction: The legitimising effect of social and environmental disclosures – a theoretical foundation. *Accounting, Auditing & Accountability Journal*, 15(3), 282–311.  
<https://doi.org/10.1108/09513570210435852>
- El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How Do Employees Perceive Corporate Responsibility? Development and Validation of a Multidimensional Corporate Stakeholder Responsibility Scale. *Journal of Management*, 44(2), 619–657.  
<https://doi.org/10.1177/0149206315569311>
- Emery, R. (2013). Job Performance. *Cultural Sociology of Divorce: An Encyclopedia*, September.  
<https://doi.org/10.4135/9781452274447.n222>
- Esperger, Z., & Bereczkei, T. (2012). Machiavellianism and Spontaneous Mentalization: One Step Ahead of Others. *European Journal of Personality*, 26(6), 580–587.  
<https://doi.org/10.1002/per.859>
- Gallagher, S. (2000). Philosophical conceptions of the self: Implications for cognitive science. *Trends in Cognitive Sciences*, 4(1), 14–21. [https://doi.org/10.1016/S1364-6613\(99\)01417-5](https://doi.org/10.1016/S1364-6613(99)01417-5)
- Haigh, M; Jones, M. (2006). The drivers of corporate social responsibility: a critical review. *The Business Review*, 5(2), 1–8.
- He, J., Zhang, H., & Morrison, A. M. (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model. *International Journal of Contemporary Hospitality Management*, 31(6), 2582–2598.  
<https://doi.org/10.1108/IJCHM-05-2018-0378>
- Hofstede, G. (1998). Attitudes, values and organizational culture: Disentangling the concepts. *Organization Studies*, 19(3), 477–492. <https://doi.org/10.1177/017084069801900305>
- Islam, M. Z., Ahmed, S. M., Hasan, I., & Ahmed, S. U. (2011). Organizational culture and knowledge sharing: Empirical evidence from service organizations. *African Journal of Business Management*, 5(14), 5900–5909. <https://doi.org/10.5897/AJBM11.073>

## Alhamd Multidisciplinary Research Journal

- Korankye, B., Ahakwa, I., Anaman, A. E., & Dartey, S. (2021). The influence of Personality Traits on Organizational Commitment: Evidence from GCB Bank in Ghana. *Journal of Research in Business and Management*, 9(1), 01–15.
- Leary, D. E. (1990). William James on the self and personality: Clearing the ground for subsequent theorists, researchers, and practitioners. *Reflections on The Principles of Psychology: William James after a Century*, 101–137.
- Longstreth, G. F., Thompson, W. G., Chey, W. D., Houghton, L. A., Mearin, F., & Spiller, R. C. (2006). Functional Bowel Disorders. *Gastroenterology*, 130(5), 1480–1491. <https://doi.org/10.1053/j.gastro.2005.11.061>
- Measures, P., & Americans, A. (1999). Name of Measure: Youth Self Report (YSR). *Practice*, 16–18.
- Moir, L. (2001). What do we mean by corporate social responsibility? *Corporate Governance: The International Journal of Business in Society*, 1(2), 16–22. <https://doi.org/10.1108/EUM0000000005486>
- Muric, A., Soriano, A., Zappala, S., & Peiró, J. M. (2022). Can Activity Worthwhileness Explain OCB-I Change? The Mediating Role of Positive Emotions. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 38(2), 93–100. <https://doi.org/10.5093/jwop2022a8>
- Park, H., Ribière, V., & Schulte, W. D. (2004). Critical attributes of organizational culture that promote knowledge management technology implementation success. *Journal of Knowledge Management*, 8(3), 106–117. <https://doi.org/10.1108/13673270410541079>
- Porathe, T. (2016). A Navigating Navigator Onboard or a Monitoring Operator Ashore? Towards Safe, Effective, and Sustainable Maritime Transportation: Findings from Five Recent EU Projects. *Transportation Research Procedia*, 14(December 2016), 233–242. <https://doi.org/10.1016/j.trpro.2016.05.060>
- Poropat, A. E. (2009). A Meta-Analysis of the Five-Factor Model of Personality and Academic Performance. *Psychological Bulletin*, 135(2), 322–338. <https://doi.org/10.1037/a0014996>
- Roberts, R. W. (1992). Determinants of corporate social responsibility disclosure: An application

## Alhamd Multidisciplinary Research Journal

- of stakeholder theory. *Accounting, Organizations and Society*, 17(6), 595–612. [https://doi.org/10.1016/0361-3682\(92\)90015-K](https://doi.org/10.1016/0361-3682(92)90015-K)
- Robin, D. P., Reidenbach, R. E., & Forrest, P. J. (1996). The perceived importance of an ethical issue as an influence on the ethical decision-making of ad managers. *Journal of Business Research*, 35(1), 17–28. [https://doi.org/10.1016/0148-2963\(94\)00080-8](https://doi.org/10.1016/0148-2963(94)00080-8)
- Scott, T., Mannion, R., Davies, H., & Marshall, M. (2003). The quantitative measurement of organizational culture in health care: A review of the available instruments. *Health Services Research*, 38(3), 923–945. <https://doi.org/10.1111/1475-6773.00154>
- Sedikides, C., & Brewer, M. B. (2015). Individual Self, Relational Self, Collective Self. *Individual Self, Relational Self, Collective Self*, 1–4. <https://doi.org/10.4324/9781315783024>
- Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710. <https://doi.org/10.1016/j.jclepro.2008.04.020>
- Siljanovska, L., & Stojcevska, S. (2018). A Critical Analysis of Interpersonal Communication in Modern Times of the Concept “ Looking Glass Self (1902) ” By Charles Horton Cooley. *SEEU Review*, 13(1), 62–74. <https://doi.org/10.2478/seeur-2018-0007>
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653–663. <https://doi.org/10.1037/0021-9010.68.4.653>
- Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. *Academy of Management Journal*, 49(6), 1239–1251. <https://doi.org/10.5465/AMJ.2006.23478718>
- Sutton, J., & Keogh, E. (2000). Social competition in school: Relationships with bullying, Machiavellianism and personality. *British Journal of Educational Psychology*, 70(3), 443–456. <https://doi.org/10.1348/000709900158227>
- Wang, Q., Fink, E. L., & Cai, D. A. (2008). Loneliness, gender, and parasocial interaction: A uses and gratifications approach. *Communication Quarterly*, 56(1), 87–109.

## Alhamd Multidisciplinary Research Journal

<https://doi.org/10.1080/01463370701839057>

Wren, B. M., Souder, W. E., & Berkowitz, D. (2000). Market orientation and new product development in global industrial firms. *Industrial Marketing Management*, 29(6), 601–611.

[https://doi.org/10.1016/S0019-8501\(00\)00120-6](https://doi.org/10.1016/S0019-8501(00)00120-6)

Yoon, K., Schmidt, F., & Ilies, R. (2002). Cross-cultural construct validity of the five-factor model of personality among Korean employees. *Journal of Cross-Cultural Psychology*, 33(3), 217–

235. <https://doi.org/10.1177/0022022102033003001>