

LINKING ORGANIZATIONAL CORPORATE SOCIAL RESPONSIBILITY PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PHARMACEUTICAL INDUSTRY OF PAKISTAN

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ABSTRACT

The present study examines how Organizational Corporate Social Responsibilities (CSR) practice towards four different stakeholders of organization including employees of organization, Government agencies, customers of organization and non-governmental institutions affect employees' organizational citizenship behavior (OCB). Further moderating role of employees' perception of importance of Corporate Social Responsibility (CSR) is also examined. 357 employees working in pharmaceutical industry of Pakistan participated in the study by giving their input on self-administrated questionnaire. Using the partial least square structural equation modeling, the results reveal that dimensions of OCSR except for OCSR towards Government have significant impact on Organizational Citizenship behavior and the most significant dimension among four is CSR towards NGOs and Society. Further, Perceived Importance of CSR has no significant moderating effect on any of the 4 dimensions of CSR studied in this research. The results are useful for policy makers at national and organizational levels to craft the CSR policies at national and international levels. Further the results also help organizations to understand the importance of CSR from employees' perspective and prepare HR strategies to align OCSR goals at strategic and operational levels.

Keywords: Organizational Corporate Social Responsibility, Organizational Citizenship Behaviors, Importance of CSR, Pharmaceutical industry

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INTRODUCTION

CSR or Corporate Social Responsibility has never been in discussion this much as now it has been discussed these days. On one hand organizations are becoming more and more aware of the significance of their (CSR) Corporate Social Responsibilities and on other hand Government bodies, NGOs and other stakeholders, due to the issues like pollution, employment, discrimination etc., are continuously working hard for making organizations to become more accountable about their social responsibilities towards all the concern stakeholders and contribute as much as they can for the society they are linked with (Saha, 2018; Sarfraz, Qun, Abdullah & Alvi, 2018). In this modern era of Facebook, Twitter, WhatsApp etc., it can easily be observed that people also have now become more aware of the benefits and dangers of large organizations, corporate social responsibilities of the companies. Same is the case with companies, every organization besides being acting responsibly and beside the pressures of different institutions, are now accepting the fact of gaining great number of benefits from these CSR activities. It has no doubt become an effective tool for gaining marketing advantage and brand creation. Just for an example, children in schools are taught to take care of “Earth” by various do’s and don’ts and by CSR advertisement of companies, companies can persuade / encourage children or children can persuade parents to buy products of the socially responsibly organization that they believe to be working for good of this earth. This is just an example of that at what level this corporate social responsibility of any organization can affect. Many people believe that corporate social responsibilities (CSR) are just another way of large organizations to cover their negative contributions to the environment and other stakeholders, which are compared to be very less than what their negative effects are but our debate here in this paper is not about that.

As people and organizations both are becoming more and more aware of the role and importance of Corporate Social Responsibilities of organizations and the fact that has been proven theoretically and empirically with the help of social identity theory, that employees not only identifying themselves with their organization has increased the importance of understanding the relationship of corporate social responsibility and employees’ behaviors but also impacts their performance in many ways like work-engagement, motivation, sense of loyalty and job satisfaction too (Abane, 2016; John, Qadeer, Shahzadi & Jia, 2019). As for companies CSR practices are becoming their license of

legitimacy (Roeck & Delobbe, 2012), tools for gaining marketing advantage and more importantly gaining competitive advantage by having motivated and committed employees. Consequently, organizations are now interested to explore more about corporate social responsibilities, as besides considering it as their social and moral obligation they are interested to utilize it as a behavioral tool for employees. As companies are involved in different dimensions of corporate social responsibilities like towards internal external customers, government and non-governmental organizations etc. It is also needed to be investigated that corporate social responsibilities practices towards which stakeholder have most impact on employees' behaviors. Furthermore, the fact of employees' perception about corporate social responsibility effecting the behaviors have also been evaluated in recent studies. As Saha (2018) mentioned the comparison of managers from USA and South Africa holding different perceptions for corporate social responsibilities. Manager from USA were more inclined towards societal responsibilities of organizations compare to South African managers. Thus the moderating role of employees' perception about corporate social responsibility cannot be ignored. Several studies have been conducted to examine how CSR activities and OCB influences individual and organizational performance (Farid et al, 2019). Moreover, lot more studies are still continuing analyzing mediating role of CSR in employee related behaviors.

As pharmaceutical sector of Pakistan has always been in discussion for both positive and negative practices related to manufacturing, prices hikes, sales pressure etc. I myself being in this sector for about more than 7 years now and being employed to three difference pharmaceutical firms have observed pharmaceutical firms acknowledging the importance of CSR and involved in various CSR practices. This may be because of the fact that pharmaceutical sector is openly criticized for the reasons mentioned above and to lessen the effect of that, the pharmaceutical companies are more involved in CSR and also market their activities more than others. Being associated to such sector, employees of pharmaceutical industry must have some influence on their behaviors outcomes. Thus in line with previous study of Newman, et al., (2015) this study aims to contribute in literature by highlighting the importance of organizational corporate social responsibilities practices and examine how such practices towards four different stakeholders of organization can affect attitudes and behaviors of employee which in this study will be Organizational Citizenship

Behaviors, moreover what is role of employees' perception in effecting the relationship of corporate social responsibility and organizational citizenship behavior. The four stakeholders include employees of organization, Government agencies, customers of organization and non-governmental institutions. This study finds out the nature of relationship between employee perceptions of corporate social responsibility towards all four main stakeholders and Organizational Citizenship Behavior separately which allow us to evaluate that which specific CSR practices towards difference stakeholders contribute positively / negatively to OCBs of employees and also which practices have the strongest relationship with OCBs. Finally, conclusion of this study can help organizations who are willing to enhance the organization citizenship behavior of employees through CSR by focusing on practices which have most influence on OCBs as are identified in this study.

LITERATURE REVIEW

Social Identity Theory

Social identity theory suggests that it is natural that people like to be identified or want people to acknowledge their connection with any social group etc. especially if it has positive reputation in society (Jenkins, 2014). This connection can be of permanent or temporary nature for example a connection associated by caste of a person will remain permanent for life but a connection made from working in a specific organization will be of temporary nature as if employee left that organization the association with that organization comes to end though he or she still can associate himself with that organization as an ex-employee (Hogg & Turner, 1985). For example, in countries like Pakistan and India if people belong to higher castes they do associate their caste title with their names and feel proud to share it with others. Not only have that but if people are associated with any grouped they also try to follow the specific behaviors of that group so that their relationship with that group is considered to be true and strong. Turker (2009) indicates individuals seek for a positive social distinctiveness to create psychosomatic exceptionality for one's own group or to achieve intergroup uniqueness (Ashforth & Mael, 1989).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is the concept first realized in the decade of 70. This concept explains the discretionary behavior of an employee which cannot be explained or related to any extrinsic

rewards. This behavior leads employees to perform duties or tasks which their usual job descriptions do not require or which organizations do not usually enforce on employees (Abane, 2016). Organizational citizenship behavior of employees does not directly benefit them but they generally benefit the team and the organizations. Many Studies have correlated organizational citizenship behavior with characteristics like altruism, courtesy, and conscientiousness of the company. This behavior on an employee can also be a personality trait of an employee regardless of the any practices of organization or the employees' colleague, but studies have found high correlation between OCB and positive characteristics of the company e.g. CSR (Khan, et al., 2018; Rasool & Rajput, 2017; Abane, 2016). Thus it can take out that perceived organizations positive characteristic lead employees towards organizational citizenship behavior.

Social Identity Theory and Organizational Citizenship Behavior

The concept of social identity theory works similarly in the case of organizations (Hogg, Terry, & White, 1995). As people naturally associate themselves with any social or demographical groups, employees of any organization also associate themselves with their respective organizations (Rehmani & Khokhar, 2018). As per Turker (2009) the concept of associating oneself with its respective organization is a critical aspect of a person's identity. If employees consider their organizations is a positive contributor to the society they feel proud to be associated with that organization and they consider the contributions of the company and success of the company as their own. This feeling of oneness pushes employees to become more willing to contribute as much as they can or going extra mile for the organization. (Newman et al., 2015).

Corporate Social Responsibility

The whole concept of Corporate Social Responsibility or CSR is the product of the long-standing idea which believes that other than just maximizing profits for shareholders the organization has some social responsibilities to people, environment, society and other stakeholders around them (Carroll & Shabana, 2010). A more comprehensive definition of CSR quoted by Celik, Persson, and Tkáč (2018) from European Commission is

“CSR is a responsible approach of companies towards their impact on society. A responsible approach is characterized by compliance with the law and integration of environmental, social, ethical, human and consumer rights into their business models”

Luc (2016) state that CSR can ultimately lead to organization's victory if they are successful in handling the corporate operations in a way that can build an expectant influence on the society they operate. In its earlier form corporate social responsibility was considered to be limited to just charitable endeavors of large organizations. In last two and half decades its definition has been greatly transformed into a multi facet discipline. Now scope of corporate social responsibilities has been spread to different stakeholders, they are mainly characterized into two categories first is for the stakeholders inside the organizations referred to as Internal CSR and second is for the stakeholders present outside the environment of an organization such as government agencies, non-profit organizations working for betterment of people and societies, environment etc. (Rasool & Rajput, 2017). However, it can be argued that among all the major industries operating in a country medicine or pharmaceutical industry holds a huge accountability in terms of opting socially acceptable and ethical behaviors (Salton & Jones, 2015).

Dimensions of Corporate Social Responsibility

According to Cek and Eyupoglu (2019) CSR activities are auspiciously considered by individuals and employees in the current corporate environment and have become a crucial element especially in developing countries like Pakistan, India etc. As explained by Newman, et al. (2015) with the help of the findings of Turker (2009) analysis, the corporate social responsibility to its stakeholders can be categorized as primary stakeholder and secondary stakeholders. There are in total four groups of stakeholders in these two categories as primary group comprises of corporate social responsibility towards employees, corporate social responsibility towards customers and corporate social responsibility towards government, while the secondary groups of stakeholders are social and non-social stakeholders. Empirical studies have shown that corporate social responsibilities towards different stakeholders results differently on the outcomes of employee's behaviors (Abane, 2016; Newman, et al., 2015; Turker, 2009). As such, study of Newman, et al., (2015) concluded that organizational corporate social responsibilities practices towards secondary stakeholders was highly correlated to organizational citizenship behavior than corporate social responsibilities practices towards primary stakeholders. A comparative study of (Abane, 2016) analysis reached to the conclusion that employee perception of corporate social responsibilities with respect to government

and environment were strong compared to other stakeholders. Thus it supports the necessity of studying CSR as per its different dimensions which in this study is four dimensions.

Corporate Social Responsibility towards Employees

Corporate social responsibility towards employees refers to fair practices of organizations towards its employees. It may include setting market competitive salaries, fair treatment, respectable environment, special supports in situation of need (Malik & Nadeem, 2014). If employees working in an organization feels that their organization understands its responsibilities towards its employees then it will create a positive image of the organization both internally and external to organization (Abane, 2016). In this regards Bartels, Peters, de Jong, Pruyn and van der Molen (2010) also insisted that if the organizations are involved in CSR responsibilities employees do feel encouraged in a way that they are a part of these activities by sharing similar values and characteristics respectively.

Corporate Social Responsibility towards Customers

Corporate social responsibility towards customers is considered to be most significant in the group of three. Corporate social responsibility towards customers may include commitment fulfilling and keeping up to rights of the customers etc. (Newman, et al., 2015), as employees of a company are more located usually in one place the customers of a company are spread over around the whole country and even beyond that. So if an organization has satisfied customers who are aware of company's positive corporate social responsibilities, the customers will provide positive feedback about the organization to the people (Turker, 2009). This will help in creating and maintaining a positive image of the organization in the market and people will value the company and the employees who are working in the respective company. Thus this will again like above will enhance organizational citizenship behavior of the employees as suggested by the empirical studies of (Abane, 2016; Newman, et al., 2015; Turker, 2009).

Corporate Social Responsibility towards Government

Corporate social responsibility towards government refers to an organization's compliance of legal and regulatory bodies. An organization fulfilling the compliance to government's regulation is ultimately working for better and safer environment and betterment of employees as

government policies are meant for the same reasons and for the stability of the country. Multiple studies have evaluated the link of CSR towards government to employee outcomes (Turker, 2009; Newman, et al., 2015). Although studies establish that there is link between corporate social responsibility towards organizational citizenship behavior and employees performance but that was not comparatively significant than corporate social responsibilities to other stakeholders. However, Study of Abane (2016) found the link of corporate social responsibility towards government and society stronger in its study. In any case it can generally be realized that an organization working to become a compliant organization will have a positive image in employees, customers and in market. Thus it can be derived from social identity theory that this positive image will lead the employees towards organizational citizenship behavior.

Corporate Social Responsibility towards NGOs and Society

Corporate social responsibility towards social and non-social stakeholder is defined by Newman, et al. (2015) in their study as those corporate social responsibilities initiatives which are directed towards those entities which are not directly benefitted from the practice of organization such as employees, internal & external customers etc. This group may include non-governmental organization working for the betterment and stability of society and environment. These practices specially cost heavily to the organization so it also gives the message to the stakeholders that company is follows selflessly the aim of fulfilling the corporate social responsibilities even by sacrificing huge amount of profits (Newman, et al., 2015). Corporate social responsibilities towards social and non-social stakeholders are usually comes in knowledge of masses as those non - governmental organizations never fail to acknowledge the contributions of particular organizations publically. Hence the effect of corporate social responsibilities towards social and non-social stakeholders has the most effect on responsible image creation of company. Empirical studies have also confirmed this as in their study finds the corporate social responsibilities towards social and non-social stakeholders the strongest contributor in employees' organizational citizenship behavior and in their performance.

Conceptual Framework and Hypothesis Development

Based on above literature review we have developed the conceptual framework in which Organizational Corporate social responsibility (Independent Variable) has been measured by four dimensions including

CSR towards employees, customers, government and NGO. Whereas, Organizational citizenship behavior has been measured as dependent variable. Further Importance of CSR has been measured as moderator between four dimensions of OCSR and OCB.

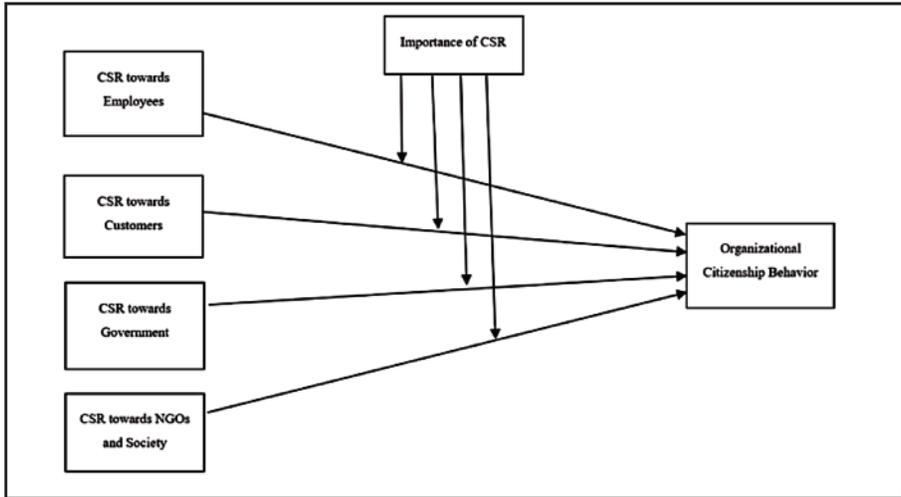


Figure 1: Conceptual Framework

Based on above literature we have developed the following hypotheses”

H₁: There is a significant impact of CSR towards employees on organizational citizenship behavior

H₂: There is a significant impact of CSR towards employees on organizational citizenship behavior

H₃: There is a significant impact of CSR towards Government on organizational citizenship behavior

H₄: There is a significant impact of CSR towards NGO and Society on organizational citizenship behavior

H_{5a}: Importance of CSR moderates the relationship between CSR towards employees and Organization citizenship behavior

H_{5b}: Importance of CSR moderates the relationship between CSR towards customers and Organization citizenship behavior

H_{5c}: Importance of CSR moderates the relationship between CSR towards Government and Organization citizenship behavior

H_{5d}: Importance of CSR moderates the relationship between CSR towards NGO & Society and Organization citizenship behavior

METHODOLOGY

In this research ontological stand is taken as there is single reality as this research seeks to study the single reality of relationship between Corporate Social Responsibility and Organizational Citizenship Behavior (opposite to interpretivist where reality can be multiple). The variables which are studied here have objective characteristics and tangible realities; they also exist separate or independent of the subject (opposite to interpretivism where reality is claimed to be socially constructed and researcher and research are one). As this research is quantitative in nature (Interpretivist is used for qualitative researches) and to fulfill the objective of this research which is to investigate the relationship of corporate social responsibility practices and organizational citizenship behavior, hypotheses are made and tested (scientific method) and the data is collected through self-administrated questionnaire. Further the data is statistically analyzed for the relationships and its validity will also be check statistically (in interpretivist the data is validated thru interviews). This research also aims to generalize it finding to other pharmaceutical companies (in qualitative researches one cannot easily generalize or compare the research). Thus this research best suits to positivist paradigm. This study is based on Social Identity Theory; hypotheses are developed on the basis of SIT that corporate social responsibility practices of a company leads employees to organizational citizenship behavior. So this study is using Deductive approach.

Sample and instrument

The size of the sample determines the statistical precision of the findings. The size of the sample is a function of change in the population parameters under study and the estimation of the quality that is needed by the researcher. Generally, larger samples result in more precise statistical findings (Abane, 2016). Three pharmaceutical companies of Karachi, the required sample size was calculated. Total no. of employees of all three companies: 3400 sample size calculated: 357. Convenience sampling technique is used for both selection of companies and employees. Structured questionnaire is used to collect primary data. Questionnaire has been adopted from the study of (Newman, et al., 2015; Abane, 2016). Questionnaire is also validated through pilot testing.

DATA ANALYSIS

SmartPLS3 (PLS-SEM) (Ringle, Wende, & Will, 2005) is used to analyze the questionnaire and hypothesis testing. PLS-SEM is most

suitable technique (Hair et al, 2014) for studying path model. Internal consistency reliability is tested by rational Cronbach’s alpha and then it will also be tested through composite reliability which will overcome the limitations of Cronbach’s alpha while distinguishing between variable indicators on the basis of outer loadings. Convergent validity is one of the way to ensure that all the variables and their items correlates with the other items of the same variable. There are mainly three ways to establish the convergent validity, one is by average variance extracted also knows as AVE, second is Outer Loadings and third is composite reliability. As mention in below table that in all of the three directions values appears in the acceptable range and came out significant for conducting further analysis. Later Regression analysis is used to test the relationship between employee perceptions of CSR practices towards all 4 major stakeholders and Organizational Citizenship Behavior.

Measurement Model

Convergent Validity and Item Reliability

Table 1 shows the outer loading statistics of all the items of this research and we can see that value of outer loadings are all in the acceptable range which is above. 0.60. Thus, it is established that convergent validity is present. Further, the table shows the composite reliability statistics of all the variables, and since all are having values in acceptable range i.e. 0.70, thus it can be assumed that all the items of all the variables have internal consistency and they are towards same idea. Finally, An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more error remains in the items than the variance explained by the construct. The table shows the all the variables have AVE of higher than 0.5.

Table 1: Outer loadings, Alpha, CR and AVE

	Measure- ments	Outer loading values	Cronbach’s Alpha	Composite Reliability	Average Variance Extracted (AVE)
CSR towards Customer	CSR1_1	0.736	0.824	0.894	0.738
	CSR1_2	0.894			
	CSR1_3	0.800			
	CSR1_6	0.834			
CSR towards Employee	CSR2_1	0.848	0.835	0.889	0.669
	CSR2_2	0.839			
	CSR2_3	0.889			

CSR towards Government	CSR3_1	1.000	1.000	1.000	1.000
CSR towards NGOs and Society	CSR4_1	0.839	0.823	0.882	0.652
	CSR4_2	0.823			
	CSR4_3	0.815			
	CSR4_6	0.751			
Importance of CSR	ICSR2	0.778	0.767	0.850	0.587
	ICSR3	0.730			
	ICSR4	0.774			
	ICSR5	0.782			
Organizational Citizenship Behavior	OCB_1	0.756	0.857	0.897	0.637
	OCB_4	0.792			
	OCB_6	0.743			
	OCB_7	0.864			
	OCB_8	0.829			

Discriminant Validity

An indicator's outer loadings on a construct should be higher than all its cross loadings with other constructs. It is used to establish the discriminant validity which explains that the variable is only measuring what it is meant for measuring. Above table shows that all loadings to respective variable is higher than the other cross loading thus successfully establishing discriminant validity. One more conservative way to analyze the discriminant validity is the Fornell – Larcker criterion. The logic of this method is based on the idea that a construct shares more variance with its associated indicators than with any other construct. Table 3 shows that all constructs does have high value of variance with their own construct then other variables.

Table 2: Cross Loadings

Cross loadings	CSR towards Employee	CSR towards Customer	CSR towards Government	CSR towards NGOs and Society	Importance of CSR	Organizational Citizenship Behaviour
CSR1_1	0.736	0.347	0.716	0.554	0.246	0.492
CSR1_2	0.894	0.394	0.494	0.619	0.390	0.735
CSR1_3	0.800	0.493	0.569	0.698	0.284	0.571
CSR1_6	0.834	0.408	0.501	0.595	0.354	0.704
CSR2_1	0.414	0.848	0.432	0.523	0.266	0.482
CSR2_2	0.412	0.839	0.344	0.307	0.262	0.455
CSR2_3	0.455	0.889	0.565	0.481	0.318	0.613
CSR3_1	0.676	0.532	1.000	0.672	0.315	0.655
CSR4_1	0.638	0.413	0.581	0.839	0.344	0.741

CSR4_2	0.670	0.426	0.437	0.823	0.350	0.635
CSR4_3	0.567	0.449	0.718	0.815	0.353	0.566
CSR4_6	0.531	0.377	0.437	0.751	0.346	0.522
ICSR2	0.317	0.374	0.257	0.396	0.778	0.442
ICSR3	0.240	0.207	0.199	0.285	0.730	0.315
ICSR4	0.360	0.129	0.235	0.316	0.774	0.363
ICSR5	0.292	0.273	0.264	0.304	0.782	0.404
OCB_1	0.655	0.356	0.628	0.677	0.329	0.756
OCB_4	0.554	0.671	0.449	0.552	0.437	0.792
OCB_6	0.529	0.516	0.509	0.536	0.368	0.743
OCB_7	0.762	0.366	0.571	0.662	0.444	0.864
OCB_8	0.592	0.540	0.458	0.654	0.427	0.829

Table 3: Fornell-Larcker Criterion

	I	II	III	IV	V	VI
(I) CSR towards Customer	0.859					
(II) CSR towards Employee	0.499	0.818				
(III) CSR towards Government	0.532	0.676	1.000			
(IV) CSR towards NGOs and Society	0.514	0.749	0.672	0.808		
(V) Importance of CSR	0.331	0.397	0.315	0.429	0.766	
(VI) Organizational Citizenship Behaviour	0.610	0.778	0.655	0.774	0.504	0.798

Structural Model

Evaluation of R² Value

Table 4 shows that the R² is significant based on the standard recommendations by (Cohen, 1988) where he suggests that 0.02 -0.12 is weak, 0.13 -0.25 is moderate and 0.26 is considerable. The value of R square in above table is 0.762 which means that variance in Organizational Citizenship Behavior the independent variable is explained by 76.3% by the Dependent variables of perception of CSR.

Table 4: R² Value

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.762	0.752

Hypothesis Testing

Table 5 and Table 6 provide the results of hypotheses. We applied bootstrapping technique with 5000 samples to test the relation and later moderating variables were also tested to find the moderating role of importance of CSR. Detail discussions on result is provided in separate section below.

Table 5. Hypothesis Testing (Direct Effect)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))
CSR towards Customer -> Organizational Citizenship Behaviour	0.202	0.053	3.828
CSR towards Employee -> Organizational Citizenship Behaviour	0.325	0.062	5.210
CSR towards Government -> Organizational Citizenship Behaviour	0.054	0.063	0.851
CSR towards NGOs and Society -> Organizational Citizenship Behaviour	0.331	0.055	6.036

Table 6: Hypothesis Testing (Moderating)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))
Moderating Effect 1 -> Organizational Citizenship Behaviour	0.135	0.093	1.461
Moderating Effect 2 -> Organizational Citizenship Behaviour	0.036	0.081	0.446
Moderating Effect 3 -> Organizational Citizenship Behaviour	0.086	0.074	1.161
Moderating Effect 4 -> Organizational Citizenship Behaviour	-0.172	0.091	1.887

DISCUSSION

CSR or Corporate Social Responsibility has never been in discussion this much as now it has been discussed these days. On one hand organizations are becoming more and more aware of the significance of their (CSR) Corporate Social Responsibilities and on other hand Government bodies, NGOs and other stakeholders, due to the issues like pollution, employment, discrimination etc., are continuously working hard for making organizations to become more accountable about their social responsibilities towards all the concern stakeholders and contribute as much as they can for the society they are linked with. As pharmaceutical sector of Pakistan has always been in discussion for both positive and negative practices related to manufacturing, prices hikes, sales pressure etc. Being associated to such sector, employees of pharmaceutical industry must have some influence on their behaviors outcomes. This study is based on Social Identity Theory, hypotheses are developed on the basis of SIT that corporate social responsibility practices of a company leads employees to organizational citizenship behavior. So this study is using Deductive approach.

The above results of Smart PLS shows that T-Statistics value of hypothesis 1 i.e. employees' perception of CSR towards employee has significant correlation with organizational citizenship behavior having T value of 5.210, which urges and exhibits consistency to the extant literature that employee do feel proud and does impact their social identity by associating to such an organization which contributes to their immediate society well-being (De Roeck & Delobbe 2012; Bartels et al. 2010). Hypothesis 2 i.e. Employees' perception of CSR towards Customers leads to organizational citizenship behavior, although an excessive studies has been conducted in similar domain highlighting a strong relation between CSR activities (Riketta, 2005) and other discretionary behaviors of employees but less on the factors like OCB and performance factors (Turker, 2009; Hofman & Newman, 2014). The above analysis is evident that organizations CSR activities do impact its immediate customers and their loyalty exhibiting significant results with the T value of 3.828. This may indicate that from social perspective aspect that receiving positive word-of-mouth from customers regarding their organizational practices in relation to CSR activities employees do feel pride, superior and acknowledged on personal-level (Turker, 2009). Moreover especially in the context of pharma industry employee are in direct contact with the customers, therefore hearing positive views about their companies can result as a motivation source and wish for staying with their current organization for longer term.

Considering hypothesis 3 i.e. Employees' perception of CSR towards Government leads to organizational citizenship behavior has comparatively less significant T- value of 0.851 as compare to other stakeholder dimensions used in our study. The low t-values in Pakistani context may be due to the fact that general public their trust on regulatory bodies due to increase numbers of corruptions scandals involving politicians and high ranking government officials, therefore, according to the this study employees do not feel a sense of pride by participating in any of corporate social activities directed towards government (Gong & Wu, 2012). Hypothesis 4 i.e. Employees' perception of CSR towards NGO's and Society exhibits the most favorable behavior towards enhancing organizational citizenship behavior exhibiting T- value of 6.036, as insisted by Lu (2009). In such a context, a firm's CSR directed toward meeting legal and regulatory obligations is unlikely to engender higher levels of organizational identification and subsequently impact on employee behavior.

These results show that CSR plays a significant role in boosting employee loyalty and can also result as of vital importance in terms of gaining sustainable competitive advantage (Porter and Kramer, 2006; John, Qadeer, Shahzadi & Jia, 2019). Almost all dimensions of CSR except for CSR towards Government all are significantly correlated to Organizational Citizenship behavior and the strongest correlation is among CSR towards NGOs and Society with Organizational citizenship behavior. It can also be observed from above results that moderating variable of Perceived Importance of CSR has no significant moderating effect on any of the 4 dimensions of CSR studied in this research.

CONCLUSIONS AND SUGGESTIONS FOR FUTURE RESEARCH

This study successfully established its hypothesis that CSR towards different stakeholders of organization leads to organizational citizenship behavior of an employee. However as per previous studies it was unsuccessful in establishing the fact that perceived importance of CSR will play an enhancing role in the correlation of CSR and OCB but we found that this is not the case. There were few limitations to the study as this study only took three companies in research as there are more than 100 pharmaceutical companies present in the same city. So future researches should take more organizations into account.

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