

**THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY
INITIATIVES ON EMPLOYEES PERFORMANCE DURING COVID 19:
THE CASE OF PAKISTAN**



By:

Hashim Khan Khattak

01-222191-006

MBA (Human resource management)

Supervisor:

Dr. Aftab Haider

**Department of Business Studies
Bahria University Islamabad**

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Names of Student: Hashim Khan Khattak. , Enroll # 01-22191-006.

Class: MBA 2 years.

Approved by:

Dr Aftab Haider

Supervisor

Dr Asif Khurshid

Examiner-I

Ms Saman Javed

Examiner-II

Dr Syed Haider Ali Shah

Research Coordinator

Dr Muhammad Ali Saeed

Head of Department

Business Studies

Declaration

I therefore proclaim that this investigation is my own work and has not submitted published and printed as thesis, article or research work in any structure in any institution in Pakistan or abroad.

Hashim Khan Khattak

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Abstract

This study investigated the relationship between CSR and employee performance during COVID 19 pandemic in the context of a developing country i.e. Pakistan. A quantitative research method is used in this study. A survey research design is employed in this thesis. The sample consists of 170 employees. Cronbach's alpha value is 0.953; hence greater than 0.70, this means that the instrument is reliable. Employee Performance is the dependent variable while CSR is the independent variable which has four sub-indices i.e. Product and Service, Environmental, Employee Information, and Community Involvement. The Stepwise regression results show that the R-square value is 0.743 when only Community Involvement is used as an independent variable, suggesting that Community Involvement explain 74% variation in Employee Performance. However, when Employee Information is used in the model the R-square value reaches to 0.79 i.e. 79% variation in Employee Performance. The results indicate that Community Involvement results in higher Employee Performance. The result is statistically significant at the 5% level. More specifically, an improvement of one unit in Community Involvement results in an increase of 0.44 in Employee Performance. The results further show that Employee Information positively affects Employee Performance and the result is statistically significant as p-value is less than 0.05. More specifically, an improvement of one unit in Employee Information results in an increase of 0.35 in Employee Performance. However, Product and Service, Environmental as well as control variables have insignificant association with Employee Performance.

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List of Symbols and Notation

CSR: Corporate Social Responsibility

WBCSD: World Business Council for Sustainable Development

NGOs: non-government organizations

SECP: Security and Exchange Commission of Pakistan

CHAPTER 1

INTRODUCTION

1.1 Background

Corporate Social Responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social, and environmental benefits for all stakeholders i.e. a movement aimed at encouraging companies to be more aware of their business on the rest of society, including their own stakeholders and the environment¹. Over the years, one of the most important issues that corporates are focusing is to improve employees' performance (Hamid & Zubair 2016). Due to every corporate aim to achieve higher performance, it has received wide attention in literature and previous studies. Despite there are many researches and literatures gave contributions on how to improve employee performance, there is little researches which reflected in the business environment that employee performance is affected in term of CSR. Furthermore, some previous studies on CSR practices inclined to focus on external stakeholders and outcomes. However, the influence of CSR practices on internal stakeholders which include employee performance remains largely unfocused. Hence, this study investigated the relationship among CSR and employee performance during COVID 19 pandemic.

Employees who feel that the actions of their organization match their own values, beliefs, and morals are more likely to identify with their organization and perform better because of it. The significant growth of CSR is important to determine how CSR can influence various stakeholders such as employees, consumers, investors, suppliers, and the government (Aguinis dan Glavas, 2012). CSR will produce professional development of employees and become an important part of the needs of employees (Maurer et al., 2002). Employees have an important role in the organization, their performance forms an important force for the organization and that maintains the survival and well-being of the organization (Jones, 2010). The subjective perception of an employee towards his organization seems to be very important for positive employee performance. CSR activities in the organization, as well as employee performance, as internal stakeholders are significant main capital for an organization (Williams, Siegel, 2001).

Ample research works are performed to reveal the association between CSR and company performance dimensions. Some research shows that CSR results in high firm performance (Jo & Harjoto, 2011), Lower financial risk (Bouslah et al., 2013), Lower information asymmetry (Cho et al., 2013), and Lower cost of equity (El Ghoul et al., 2011). Other research results show negative or no relationship between CSR and company performance dimensions i.e. sources of conflict between different stakeholder (Kruger, 2015), due to unnecessary costs decrease a company's resources (Vance, 1975), correlated with low socially responsible companies there is more chance to generate a competitive disadvantage (Aupperle et al., 1985). However, the impact of CSR on employee performance is still rarely discussed in many studies.

Therefore, after reviewing the literature it's obvious that there is limited research work performed on the association between Corporate Social Responsibility and employee

performance, especially in Pakistan. Thus, our research focuses on the association between CSR along with employee performance during COVID 19 in the context of a developing country i.e. Pakistan.

1.2 Meaning of CSR

Corporate Social Responsibility has many other names recognition. They are known as corporate ethics, corporate accountability, corporate citizenship and corporate responsibility. CSR has no identical definition yet; though CSR means to conduct fair business according to ethical codes and legal requirements and consideration for economic values. CSR has wide scope than profit making in fact it also involves the best practices of managers to avoid any negative impact of business on masses and our homeland planet earth. A company management should be more conscious socially and environmentally while conducting business activities. The World Business Council for Sustainable Development (WBCSD) (1999) defines CSR “Business’s long-term commitment to perform morally in addition to progressing economically along with the advancement in the lives of employees and local society at height”. While other defined CSR differently according to their own perspective and area of concerns. The fundamental duty and obligation of the company management is to perform for the satisfaction of company’s stakeholders and shareholders (Sacconi, 2004). It is defined by Gossling (2008) in the instrumental theories as “a strategic device to attain economic ends and creation of wealth is CSR”. The only obligation of the company is the profit expansion within the formally permitted framework and ethical convention of the state towards the public (Friedman, 1970).

1.3 CSR in Pakistan

Firstly, Pakistan became aware of CSR when child labor in football industry in Sialkot caught worldwide attention (Winstanley, Clark, & Leeson, 2002; Rafique, Kamal, Awan, & Khan, 2012). This widespread and sensitive dispute provoked and caught the attention of non-government organizations (NGOs) working domestically or internationally and especially the (NGOs) engaged in the issue pertaining Corporate Social Responsibility (Security Exchange Commission of Pakistan, 2005). Past researches shows that CSR was not included in the curriculum of most universities degree programs (Yunis, 2009). Research work on CSR in Pakistan has been continuing for more than the last ten years, the work of (Ray, 2004) is considered as the first endeavor in this context. His research is focused on the issue of child labor in Pakistan and Peru (Yunis, Durrani & Khan, 2017).

CSR awareness and considerations are at their primary stage in Pakistan where firms are becoming familiar with CSR practices. In Pakistan more than 60% firm's contributions are made in the forms of charity, community development, and donation on humanitarian and religious grounds (Yawar, 2009). But different companies have different perception about CSR in Pakistan; moreover CSR is not prioritized in their practices. In Pakistan there are more opportunities to develop new businesses working with CSR: the tremendous population of Pakistan is the asset having greater demand for product and services. Awareness and knowledge about ethical behavior among these organizations can be created by employing different CSR strategies. Lack of awareness about CSR is one of the reasons of bad condition of Pakistani markets. This also creates bad reputation of Pakistani product and services in international markets. It is the necessity of time to create awareness about CSR and ethical behavior in order to conduct business in a sustainable way (Hameed, 2010).

In 2005 a survey based report presented by Security and Exchange Commission of Pakistan (SECP), a government regulatory authority. The findings of this report state that firms in Pakistan are primarily engaged on philanthropic work and legal compliance. Limited focus is on initial policy development phases of CSR. Instead of focusing on continuous strategic process, company's plans are short-term and efforts are more situational. CSR is not taken as core value creation. Another survey report of Pakistan Centre of Philanthropy revealed in 2005 stated that firms performed most philanthropic activities by the means of donations. It is inferred from the discussion that broader scope of CSR has not been fully understood.

Janda and Wilson (2006) studied Pakistani firms from social investment perspective. They find out that Pakistani firms should adopt the CSR practices of MNEs and follow procedures of Social Responsible Investment (SRI) funds. According to this study MNEs are the pioneers in practicing CSR activities. It also claims that Pakistani based local firms are not active members of global reporting initiatives and guide that more refined CSR activities can be practiced by Pakistani firms through joining and becoming active member of those global bodies.

Ali, Rehman, Yilmaz, Nazir, and Ali (2010) examined the effect of CSR on customer loyalty. They likewise considered the link between CSR and customer satisfaction, customer purchase intention, product and services quality. Their study found no significant relationship between CSR performance and customer purchase intention in cellular industry of Pakistan. The findings suggest that in order to attain competitive advantage over other industry firms should build stakeholder relationship.

1.4 Research Question

The research will attempt to find out the answer to the following research question:

- 1- Does CSR enhance employee performance during COVID 19 pandemic?

1.5 Research Objective

The main research objective is to investigate the impacts of corporate social responsibility on employee performance during COVID 19 pandemic in Pakistani context.

Therefore, the research objectives are as follows:

1. To identify the impact of corporate social responsibility on employee performance during COVID 19 pandemic.

1.6 Research Gap

Abundant empirical evidence exists to support a significant positive relation between CSR and a company's financial performance. Many studies (e.g., Beurden and Gosslin, 2008; Byus, Deis, & Ouyang, 2010; Griffin and Mahon, 1997; Roman et al., 1999) form a consensus that a positive relation exists between CSR and financial performance, suggesting firms that care about their social responsibilities may perform well in today's society. Some studies examine the impact of CSR on stakeholders, such as customers and employees. For example, Luo and Bhattacharya (2006) find CSR activities increase customer satisfaction, and customer satisfaction also plays an important role in the relationship between CSR and firm market value.

Studies have generally tested the impact that CSR has on different stakeholders. For example, as it concerns stockholders, CSR has been linked to organization reputation (Hur, Kim,

& Woo, 2014). As it concerns customers, CSR has been linked to consumer satisfaction (Bhattacharya & Sen, 2004) and customer extra-role behavior (Lii & Lee, 2012; Hur, Kim & Kim, 2018). More recently, studies have looked at the impact of CSR on employees by looking at many organizational behavior variables, for example, organization identification (De Roeck & Delobbe, 2012; Ghosh, 2018), engagement (Rupp et al., 2018), job satisfaction (Zhou, Luo, & Tang, 2017), team performance (Lin, Baruch, & Shih, 2012), turnover (Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Ng, Yam, & Aguinis, 2018), general satisfaction (Valentine & Fleischman, 2008), organizational citizenship behaviors (Ong, Mayer, Tost, & Wellman, 2018), organizational commitment (Bourauoi, Bensemmane, Ohana, & Russo, 2018) and employee-company identification (McShane & Cunningham, 2012).

However, little empirical research has focused on the impact of CSR on employees, an important group of stakeholders. Only handful of research efforts have been made to examine the effect of CSR on existing employees (Rupp & Mallory, 2015). Though some studies have started coming up slowly in the recent years (Lin, Lyau, Tsai, Chen, & Chiu, 2010; Fu, Ye, & Law, 2014; Zhang, Fan, & Zhu, 2014; Newman, Nielsen, & Miao, 2015; Shen, Dumont, & Deng, 2016), yet there exists a scarcity of empirical evidence in this area. Understanding the relation between CSR and employee performance is important because the success of a company largely depends on its employees. Our study attempts to fill this gap in the literature.

Besides, the extant CSR literature is dominated by studies ingrained in the institutional and business systems of developed countries such as USA and Europe (Jamali & Karam, 2018; Raman, 2006). CSR in developing countries is less aligned with the corporate strategy and is chiefly driven by socio-economic and development priorities. It has its roots in philanthropy and is less formalized in terms of CSR codes, standards and appeals systems (Visser, 2008). Feeble

institutional architecture and peculiarity of national business systems that differentiate the expressions of CSR in developing countries from that in the developed countries (Jamali & Karam, 2018) can significantly reorient the nature of relationship between CSR and behavioral outcomes.

This study contributes to the CSR literature because, to our knowledge, this is the first study that performs a direct test on the link between CSR and employee performance during COVID 19 pandemic. Our also contributes to the management literature because employee performance is also important topic in management. Finally, from a practical perspective, the results will interest managers who contemplate engaging in socially responsible activities, investors and financial analysts who assess firm performance, and policy makers who design and implement guidelines on CSR programs.

1.7 Structure of Thesis

This thesis is comprised of five chapters. Introduction of the study is provided in chapter 1. Also, this chapter contains CSR activities in Pakistan which is the core of my study. Furthermore, the research objective and research questions are narrated. At the end of the chapter the research gap is discussed.

Literature review is discussed in chapter 2. Literature review is classified into two divisions. First division is composed of theoretical literature and second section is empirical literature. Theoretical literature is comprised of CSR theories. These theories are summarized in at the end of this section. The details of empirical literature are given in the second division of the chapter.

Chapter 3 is comprised of research methodology and variables narration. This chapter also contains the sample size, data collections method, study period and narration of model used in the study to gauge the results.

Data analysis and results are discussed in chapter 4. Descriptive and correlational statistics, validity and reliability, along with regression results and interpretations are also discussed. At the end conclusion is made in chapter 5. This chapter also tells about the study limitations and future direction.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Literature

2.1.1 Agency Theory

According to Carroll, the concept of CSR is composed of four parts which are economic, legal, ethical and discretionary (Hatch & Stephen 2015). Agency theory predicts the relationship between Principal and Agent. Principals may include the owners of the companies or shareholders whereas Agents are the employers of the firms. There may be conflicts between shareholders and agents. These conflicts cause some costs known as agency costs. Agency costs involve transactions costs and information costs (Ross & Mitnick, 2006).

Managers want to increase their wealth through handsome salaries and bonuses. When managers take decisions that are not consistent with the wealth maximization of shareholders, problems exist. The interests of both fall in contrary to each other. Principles can provide appropriate salary structure and incentive program to overcome the agency problem and it is called agency cost. Some other means are available to overcome the agency problem. One way available for shareholders is to check the behavior and actions of managers by inducting external auditors to ensure the transparency of the actions of the firm. The other mean is to develop corporate managerial contract having clearly defined goals and objectives and should be linked with the incentives, constraints, and punishments. CSR disclosures are used to overcome these costs.

2.2 CSR Theories

Theories are established to describe reasons behind disclosing information (Urquiza et al., 2010). Different theories relating to CSR are discussed in the following section.

2.2.1 Positive Accounting Theory

“Positive accounting theory tries to describe and predict certain phenomenon” (Deegan et al., 2006). Watt and Zimmerman (1987) mentioned that “Positive accounting theory focuses on the description of accounting practices”. This theory is developed to describe and forecast which companies will adopt and which will not a specific accounting method, on the other hand it doesn’t tell about any particular method a firm should adopt. Scott (2009) defines Positive accounting theory as, “it is concerned to determine accounting policies for firms; it guides manager to adopt certain accounting policies. This theory also facilitates manager in tackling new proposed accounting standards”.

Positive accounting theory is concerned with the relationship between two groups. The individuals are the first group who provide input and information to second group i.e. organization. The main purpose is to manage effectively the relationship between two groups.

2.2.2 Political Economy Theory

Gray et al. (2009) defines political economy theory “human life takes place in the political, economic and social framework”. Both stakeholder theory and legitimacy theory are extracted from the political economy theory. Institutional theory is also associated with the

political economy theory. Politics, economics, and society are not separated from each other. Without institutional, political, and social theory one can't examine economics problems (Deegan & Unerman, 2006). This theory is separated into two units. The early unit is termed as classical political economy and the latter unit is called bourgeois (social class owns means of production) political economy (Gray et al., 2009). The classical political economy section of the theory describes how managers are reporting on CSR to obtain legitimacy.

2.2.3 Legitimacy Theory

Legitimacy theory incorporates that firms conduct their functions and operations inside the defined parameters of the society norms and values (Deegan et al., 2006). These companies express their business operations in a manner that outside bodies trust these as legitimate. Moreover, society norms and values are not static but dynamic and change with the passage of time and the company must react instantly according to changing situation.

Suchman (1995) also provides description about legitimacy when a firm functions according to the stated norms and values of the society. The Legitimacy theory describes a social bond between the firm and the public (Dai, 2010). If the company is not functioning according to social bond, the company will harm its own legitimacy. The society will impose sanctions if the company is not complying according to society norms and values (Deegan et al., 2006). In order to avoid such sanctions the company will provide voluntary CSR disclosure. The company will be conscious of the actions if these are likely from the society (Cormier et al., 2001). As reported by Camphell et al. (2003) the legitimacy theory is most broadly practiced in the

literature which describes the Corporate Social Responsibility exposure of the companies. The legitimacy theory concentrates on the norms and bond of the society.

2.2.4 Stakeholder Theory

Stakeholder theory generally examines the assumptions of the society. Stakeholder theory focuses and discusses on specific stakeholders. Stakeholders are the individuals or groups who can affect the accomplishment of company's purposes or is/are influence by these purposes (Freeman, 1984). Thomson et al. (1995) described that stakeholders are groups or individuals having association with organizations. Clarkson (1995) defined stakeholders as the individuals or groups who have demand on the rights, ownership and interest of the organization and its operations. Stakeholders are comprised of suppliers, consumers, society, local community, employees, finance providers, NGOs, and governments. Clarkson (1995) further classified stakeholders into two categories or groups. The first category is termed as primary stakeholders and the second category is called secondary stakeholders. The stakeholders without their participation as going concern a company cannot sustain are termed as primary stakeholders Clarkson (1995). Keeping in view the Clarkson's explanation the study can infer that primary stakeholder individuals are public stakeholder individuals, who are essential for firm to sustain.

Suppliers, shareholders, investors, and consumers are the examples of primary stakeholders. "The individuals or groups who effect or influence or effected or influenced by the firms" are termed as secondary stakeholders. Secondary stakeholders are involved in business dealings with the firms also they aren't important for the existence of the firms (Clarkson, 1995). Special interest parties and media are the examples of secondary stakeholders.

2.2.5 Institutional Theory

The institutional theory is vital for analysts to study voluntary CSR practices (Deegan et al., 2006). This theory also provides interconnected idea to Stakeholder theory and Legitimacy theory. Besides understanding the assumptions of society through the provision of information all these theories assist to know the organization arrangements towards the change of institutional and social pressures (Deegan & Unerman, 2006).

Two aspects are described by the Institutional theory. “Isomorphism” is the first aspect “decoupling” is the second aspect of this theory (Dillard et al., 2004). Institutional practices like (CSR reporting) change and adapt are discussed in the isomorphism. It reveals that if a company is practicing a particular method to report on particular feature of CSR its method will depend on the adopted method of other companies who are functioning in the same industry. Isomorphism is divided into three categories (DiMaggio & Powel, 1983). These categories are mimetic, coercive, and normative isomorphism. In the same industry the coping of other organization’s disclosure strategies is called mimetic isomorphism. With reference to legitimacy, companies acquire a competitive advantage. CSR disclosures are effected by stakeholder pressure i.e. responses to shareholder pressure is termed as coercive isomorphism. Finally, responses regarding group norms and values are called normative isomorphism. Due to these group norms and values the companies adopt its disclosure strategies. The second category of institutional theory “decoupling” states the disengagement between company real practices and publically declared (institutionalized) practices (Dillard et al., 2004). When difference between actual and declared practices occurs definitely it is the evidence of decoupling.

2.2.6 Social Identity Theory

Social Identity Theory is a person's knowledge that this person belongs to a social category or group (Brammer et al., 2007). Every membership is a social identity in different social categories. Membership shows and categorizes one's own attributes as a member of the group. Individuals try their best to create a positive social identity in order to "establish psychological distinctiveness for one's own group or to achieve intergroup differentiation. Therefore, the prestige of a group can affect self-description of its members" (Ali, Nasruddin, & Lin, 2010). Business organizations such as corporates can be also taken as a social categorization. Based on SIT concept, the corporate may become the specification of one's identity and affects employee self-description. Identification can be directly affected by the positive specialness, therefore, business organization such as corporate being a society's social responsible member can be reflecting of the positive specialness in the organizational values and practices (Prutina, 2016). The business organization is seen to reify characteristics perceived to be prototypical of its own members. SIT shows the way to enhance self-esteem through individual identifies with social categories partly. Positive intergroup comparisons and negative intergroup comparisons have been found to affect a member's self-esteem accordingly (Kiron et al., 2017). The senses of belongingness to the organization of employee can enhance their self-concepts, if the employee perceived this organization is a member of society's socially responsible. If an employee feels proud of being a member of some socially responsible organizations, then this employee's work attitudes towards job performance can be influenced positively. Therefore, an employee enhancing social identity will affect his or her work attitudes which influence to the job performance (Lall, 2012).

CSR describes the relationship between business and the larger society. It is defined as the obligation of corporate to adopt its own resources to benefit our society by participating as a member of society. It considers improving welfare of society at large from the direct gains of the organizations (Bhattacharya, Sen, & Korschun, 2008). A common definition which accepted by public is that organization activities can be considered as CSR when it undertakes actions that bring some benefit or do some social good, which beyond the organization's interest and required by law (Alshbiel & AlAwawdeh, 2011). There are two broad categories of the impact of CSR on employee from previous studies. The first category analyzes about how CSR activities affect the prospective employees. CSR helps corporate builds a good business reputation and increases the attractive to its employee. CSR has the positive affect on perceived trustworthiness to the job seeker who never know this corporate before. However, this link is based on the model of SIT and CSR activities from job applicants which blueprint what it would be like to work in this corporate. The second category focuses more on the current employees (Katsoulakos & Katsoulakos, 2006).

2.3 Discussion on Theories

Most of above mentioned theories discusses CSR. Positive accounting theory states about the self-benefits of the company managers gained through voluntary CSR. Either they can assume the political cast hypothesis to not reveal CSR information or they can adopt debt covenant hypothesis and bonus plan hypothesis to reveal CSR information. According to the Agency theory by providing information to the principals, agents use CSR disclosures that they are not engaged in their personal gains. Through the provision of information, asymmetry that occurs between the agents and the stakeholders is reduced by the CSR disclosure. Afterward,

according to Political economy theory the managers gain legitimacy by reporting on CSR. All above mentioned theories reveal that companies have one common objective to influence the public by providing CSR information.

2.4 Empirical Literature

Corporate Social Responsibility can be defined as “a company’s positive impact on society and environment through its operations, products, and services and interaction with key stakeholders” (Katsoulakos & Katsoulakos, 2006). Carroll (1979) suggested that CSR is ensuring four components such as economic, legal, ethical and discretionary responsibilities. From the perspective of the stakeholder theory (Freeman, 2010), the CSR is closely tied with all relevant stakeholders which include any group or individual who affects or are affected by the firm’s goals. CSR still lack a commonly accepted definition although it has developed different perspectives. Turker’s (2009b) definition of CSR stakeholder framework categorizes CSR actions into four main categories. 1) CSR to employees: Human Resources practices of the corporate fulfilling the interest, expectation, and well-being of the employees, 2) CSR to customers: The corporate marketing behavior treating the customers in the fair and ethical practice ways beyond the law, 3) CSR to government: The corporate’s responsibility complying with the government rules and regulations, 4) CSR to society: The effort of corporate practices on the local community, the future generation, and natural environment CSR efforts to internal stakeholders are measured through the employees’ own experiences of current organizational CSR effort to them.

In addition, CSR efforts to other external stakeholders; customers, government, and society are measured through the employees’ perception of their current organization CSR

efforts targeted at those external stakeholders. Brammer et al., (2007) recommended that CSR should be measured directly toward employees which may motivate them and foster their commitment toward the organization. Turker's (2009b) empirical results show that the organization CSR activities which aim to reflect various stakeholders have an impact on employees' performance. The employees' performance is tied closely to the organizational interests and depends upon their CSR efforts (Alshbiel & AlAwawdeh, 2011).

Sun and Yu (2015) using objective KLD ratings on CSR reported a positive association between CSR and employee performance measured in terms of sales and income generated per employee. When compared to CSR directed toward other stakeholders, socially responsible activities of the organization targeted at employees focus exclusively on employee welfare and hence, can be anticipated to have a stronger impact on their performance. Carmeli et al. (2007) showed positive association between perceived social responsibility toward employees performance.

Although CSR has been positively related to many positive employee outcomes, its impact on employee performance has been studied to a much lesser extent. For example, Story and Neves (2015) found that the interaction between perceptions of CSR extrinsic and intrinsic predicted employee performance. Edwards and Kudret (2017) examined the impact of CSR perceptions on employee performance through justice and commitment perceptions. However, most organizations do not know how to use CSR in order to engage employees (Bhattacharya, Sen, & Korschun, 2008).

Social exchange theory (Blau, 1964), on the other hand, helps explain how internal CSR can influence individual performance as it emphasizes the reciprocity aspect of social interactions. That is, if employees perceive that the organization is investing in them by CSR

activities, these practices should be rewarded as they are judged positively. Employee's performance is concerned as a part of human resources management; it is concerned as work performance in terms of quantity and quality expected from each employee. Employee performance is defined as whether a person performs a job well or not, it is as an individual level of variable, or something that a single person does. In this study, I took the employee part of stakeholder to study. A stakeholder is anyone who with an interest in a business or an organization. Stakeholders can be individuals, groups or organizations which not only include shareholders and officers, but also customers, lenders, employees, creditors, suppliers and the community at large. The employees, which be known as a part of stakeholder, would like to work for and are more likely to be loyal to the organizations which have socially responsive activities (Katsoulakos & Katsoulakos, 2006).

If corporates employ different management strategies well, it can increase the level of commitment of their employees. Once the employees are committed to their employer and management level, the employee will deliver higher levels of performance to corporates. The corporates could achieve more with the highly-committed employees than employees with average or low commitment. Employee performance has been defined as work performance in terms of quantity and quality expected from each employee. Although there were some difficulties appeared in the measurement of individual performance between attitudes and performance, the researchers continue pursuit of these relationships. Previous literature suggests that individuals who committed to the organization are highly involved in the organization and commitment to its goals; it seems likely to result in better job performance.

Aguinis dan Glavas (2012) investigates the impact of four corporate social responsibility (CSR) dimensions: social responsibility towards the employees, the customers, the government

and the society on employees' organizational commitment from the perspective of the employees in Myanmar. The notion of social identity theory and social exchange theory was used to examine CSR-EOC relationship model. The quantitative questionnaires were conducted and 423 sets of data were collected from the employees who are working in a multinational enterprise with simple random sampling technique. The regression analysis was used to confirm the results. The results indicated that three dimensions of CSR positively influence employees' commitment to their organization expect CSR to society dimension. Further, there was no evidence that position, education and income level were the important determinants of employees' CSR perception and commitment level while the work tenure was found to be significant.

Even though CSR can be considered as a Western philosophy and has grown significantly in the developed countries during the past decades, there is also increasing attention to CSR among the Asia developing countries, including in Pakistani business community as well both local and international companies (Lall, 2012). Currently, in Pakistan, the systematic and effective implementation of CSR and sustainability practices in business operations are led by multinational enterprises as they possess the international connections. In Pakistani, the US companies with higher CSR standard, along with other NGO groups, civil society, and local government were the main push to comply with CSR and responsible business conduct. Businesses themselves increasingly recognize that their future profitability and sustainability with a good reputation depend upon their willingness to take the responsibility for the social and environmental consequences of their global footprint (Kiron et al., 2017).

The impacts of CSR on employees' performance have been studied in various geographical contexts, including USA (Peterson, 2004), UK (Brammer, Millington, & Rayton, 2007), Turkey (Turker, 2009b), Iran (Nejati & Ghasemi, 2013), and Bangladesh (Rahman,

Haski-Leventhal, & Pournader, 2016). The employees' knowledge and the attitude towards employer's CSR practices are likely to adopt distinctively according to different situation of the economic and social environment, including culture, business system between developed and developing countries (Prutina, 2016). This research focused on the Pakistani employees, identifying the influence of employer's CSR activities on their performance. It is believed that their understanding of this relationship would help the firms in the development of CSR strategies in any organization in Pakistan.

However, it is actually more important for organization to understand the workforce diversity behaviors in the global era. The global organizations are becoming increasingly interested in studying the ways of committing diverse employees in different countries all over the world. Meyer and Allen (1997) extensively studied employees' organizational commitment in the workplace. Without employees' commitment, the organization would not be successful and sustainable. According to the SET, the social behavioral outcomes have happened as the result of an exchange process which concentrates on the reciprocal exchange of extrinsic benefits and the sense of obligation that arises when one receives benefits from others. If the employees are satisfied with economic, socio-emotional resources through the employer's CSR practices, the reciprocal relationship can be built between CSR practices and employees' positive attitude and behavior (Ali, Nasruddin, & Lin, 2010). Further, SIT revealed that the corporate citizenship behavior targeting to fulfill the expectation of various stakeholders can stimulate the employees' positive feeling and emotion towards the organization. The employees feel proud of being a member of this organization and it can also strengthen the level of performance (Brammer et al., 2007). The positive perceptions of employees in organizational CSR efforts have resulted in numerous positive outcomes in the long term such as increase engagement, organizational

identification, and organizational commitment. When the employees are satisfied and identified with their organization, they become consider and treat their customers, other stakeholders and the natural environment willingly.

The CSR program is likely to affect the employees (Peterson, 2004) and they perceive differently as the different individual factors; gender, age, education, income, work experiences, position and educational level, etc. Meyer, Stanley, Herscovitch, and Topolnytsky (2002) stated that the relationship between each aspect of CSR and the organizational commitment level distinguishes between individuals. Brammer et al. (2007) found that female workers are stronger in external CSR and procedural justice while the male workers are stronger in the provision of Training. Hatch and Stephen (2015) found that women are the higher level of individual internalized moral identity and higher believe in CSR than men. Hamid and Zubair (2016) found that insignificant group differences were found in relation to gender. But, employees with extended job tenure and working in senior job positions showed more favorable perceptions of corporate social responsibility and the higher level of organizational commitment than others. Recently, a number of scholars conducted their research in different contexts which aimed to investigate the relationship between employees' perceptions of CSR and employees performance. All of their findings proved that positive and significant relationship between these variables (Huang, 2016; Mensah, 2017; Nejati & Ghasemi, 2013). Therefore, this paper proposes the following hypothesis:

Hypothesis 1: Corporate social responsibility has a positive influence on employee performance.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the research design is described with the research paradigm, type, and nature. The current research study entails the research methodology and specifies in what way the research problem to be probed. Furthermore, the population, sample, piloting of data, collection of data and procedure and instrumentation are provided.

3.2 Design of the Study

3.2.1 Research Method

There has been a long discussion in endeavoring to distinguish the best methodology in research procedure however as stated by Amaratunga et al. (2002) there is no particularly best way to deal with research philosophy. There are two unique schools of thought on research systems, a quantitative and subjective methodology. A quantitative methodology includes gathering and breaking down numerical information and focuses on the issues of operational definitions, objectivity, causality and applying measurable tests though a subjective methodology is progressively emotional in nature and includes looking at and thinking about discernments so as to pick up a comprehension of social and human exercises with regards to explicit settings (Sekaran & Bougie, 2010). A quantitative research method is used in this study. This strategy will help the researcher in gathering information all the more rapidly and the sample size will likewise be substantial as contrast with different techniques.

3.2.2 Research Paradigm

A paradigm is a perception about something assumed and how the current situation prevails; Rossman and Rollis (2017) define a paradigm as “shared understandings of reality”. Furthermore, they categorize 4 diverse paradigms, however, the main paradigm which is related to the current study is Positivism that is linked to the quantitative study and it includes the analysis of the related hypothesis to know about the perception of the population. This study adopt positivistic quantitative paradigm, as it is compatible with this study. This approach suggests “hypothesis development (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis”. In this thesis a theoretical framework is employed on the basis of literature review to develop and test hypothesis. Therefore, to investigate the impact of CSR on employee performance during COVID 19 a positivistic quantitative paradigm is employed.

3.3 Unit of Analysis

By and large unit of investigation is the most significant trademark in any examination study which is being broke down. In research study, unit of examination can go from an individual to various gatherings, associations, societies and so on. In order to explore the impact of CSR on employee performance during COVID 19, the researcher approach employees of organisations.

3.4 Type of Study

This investigation aims to explore the impact of CSR on employee performance during COVID 19; hence for that purpose correlational research is used in this study.

3.5 Population and Sampling

3.5.1 Population of the Study

A survey research design is employed in this thesis. Study population comprises of employees of organisations.

3.5.2 Sampling Techniques

As it is difficult to gather data from the whole population because of asset imperatives and different restrictions of time, convenience sampling is commonly utilized technique to gather data. The sample consists of 170 employees. Sample characteristic's details are gender, education, experience, age etc.

3.6 Data Collection Procedure

Primary data is used in this study. Questionnaire was used for collection of primary data. Cross sectional design is employed in this thesis. The questionnaire was adopted from previous literature and the data was collected from employees of organisations. The questionnaire comprise of 34 items, measured on a Likert scale. Part 1 consists of questions related to respondent's personal information such as: gender, education, experience, age, nationality etc. Part 2 is related to items about independent and dependent variables.

3.7 Data Analysis Tools

In this thesis version 23 of the SPSS is used to test hypothesis. Outlier analysis was being performed. The missing value analysis was performed. Different tests which relates with current study such as; reliability test, summary statistics, correlation and regression analysis was applied on data to find out results as desired to interpret the current study purpose. The reliability test is used to check stability of research findings hence Cronbach's alpha is employed. In order to certify the validity of content most of the items are adopted from previous studies. In addition, to check multicollinearity and to find correlation between explanatory variables Pearson correlation test is applied. Correlation matrix is used with descriptive details to compute and discuss the findings in comprehensive manner. Furthermore, to determine the link between independent and dependent variables this study employs regression analysis.

3.8 Instrumentation

Neuman, (2014) in his book wrote that “quantitative data often use experiments, surveys, and statistics, so for the present study the researcher uses Likert scale. Data was administered by the execution of 34-items tools composed for analyzing the problems in this study. In this study the scale comprises of a five-point Likert-type scale i.e. 1-strongly disagree to 5-strongly agree. The survey instrument was evaluated by a panel of 4 specialists. There were only a few minor suggestions related to the wording and inclusion & exclusion of some items which were made to the survey instruments.

3.9 Pilot Study

For grasping real and accurate results the researcher conducted a pilot study. A total of 10 respondents were randomly selected and were given to complete the Questionnaire. During the piloting, there were a total of 45 items. Moreover, prior to piloting the survey tool, the researcher explained the purpose of the study to the respondents. Furthermore, it was assured to the respondents that the survey finding would never be used for any other purpose except for the already explained purpose.

Finally, the pilot study brought the following considerations into the notice of the researcher and their practical applications were carried out.

1. The time limit was increased from 15 to 20 minutes.
2. The respondents were informed prior to the survey.
3. Some of the respondents feel it hard to understand some questions; therefore, those questions were rephrased and made more reader-friendly.
4. The final survey items were limited to 34 and it took 20 minutes to complete.

3.10 Reliability of Questionnaire

Cronbach's alpha was utilized in the examination to quantify the unwavering quality of the survey. Cronbach's alpha is a proportion of inside consistency, that is, the way solidly related a course of action of items is as a get-together. It is believed to be a proportion of scale trustworthiness. A "high" regard for alpha does not induce that the measure is unidimensional. The alpha coefficient of 0.70 or more noteworthy prescribes that the items have commonly high internal consistency.

CHAPTER 4

RESULTS AND ANALYSIS

4.1 Reliability of Questionnaire

4.1.1 Cronbach Alpha

This chapter presents the results of this study. First reliability analysis is presented. Then the summary statistics of each demographic variable is shown. This chapter presents the descriptive statistics of independent variables and dependent variable. The correlation analysis between independent and dependent variable is also shown. Finally, the regression analysis is presented. Cronbach's alpha was utilized in the examination a value of greater than 0.70 is considered good. Therefore, we use this method to see whether the instrument is reliable or not. From table 1 it can be seen that the value is 0.953 hence greater than 0.70, which means that the instrument is reliable.

Table 1: Analysis of Reliability

Cronbach's Alpha	N of Items
0.953	12

4.2 Sample Characteristics

Table 2 shows that total numbers of respondents are 170. Male respondents are 132 and female respondents are 38. Male respondents consist of 77.6 percent whereas female respondents consist of 22.4 percent.

Table 2: Gender

		Freq	Percent	Valid Percent	Cumulative Percent
Valid	Male	132	77.6	77.6	77.6
	Female	38	22.4	22.4	100.0
	Total	170	100.0	100.0	

Table 3 shows that respondents with associate degrees are 79, with Bachelor's degrees are 60, with Mater's degrees are 6 and with MPhil Degrees are 25. Associate's Degree holders are 46.5 percent, Bachelor's degree holders are also 35.3 percent, Master's degree holders are 3.5 percent and MPhil degree holders are 14.7 percent.

Table 3: Education

		Freq	Percent	Valid Percent	Cumulative Percent
Valid	Associate's Degree	79	46.5	46.5	46.5
	Bachelor's Degree	60	35.3	35.3	81.8
	Master's Degree	6	3.5	3.5	85.3
	MPhil Degree	25	14.7	14.7	100.0
	Total	170	100.0	100.0	

Table 4 indicates that married respondents are 127 whereas unmarried respondents are 43. Hence, married respondents are 74.7 percent whereas unmarried respondents are 25.3 percent.

Table 4: Marital Status

		Freq	Percent	Valid Percent	Cumulative Percent
Valid	Married	127	74.7	74.7	74.7
	Unmarried	43	25.3	25.3	100.0
	Total	170	100.0	100.0	

Table 5 shows that staff with experience of 5 or under are 27 that is 15.9 percent, 6 - 10yrs are 88 that is 51.8 percent, 11 - 15yrs are 8 that is 4.7 percent, 16-20yrs are 29 that is 17.1 percent and Above 20 are 18 that is 10.6 percent.

Table 5: Experience

		Freq	Percent	Valid Percent	Cumulative Percent
Valid	5 or under	27	15.9	15.9	15.9
	6 - 10yrs	88	51.8	51.8	67.6
	11 - 15yrs	8	4.7	4.7	72.4
	16-20yrs	29	17.1	17.1	89.4
	Above 20	18	10.6	10.6	100.0
	Total	170	100.0	100.0	

Table 6 shows that male respondents with an associate's degrees are 63, bachelor's degree are 43, master's degree are 6 and MPhil degrees are 20 whereas female students with associate's degrees are 16, bachelor's degree are 17, master's degree are 0 and MPhil degrees are 5.

Table 6: Gender * Education

			Education				
			Associate's Degree	Bachelor's Degree	Master's Degree	MPhil Degree	Total
Gender	Male	Count	63	43	6	20	132
		% within Gender	47.7%	32.6%	4.5%	15.2%	100.0%
		% within Education	79.7%	71.7%	100.0%	80.0%	77.6%
	Female	Count	16	17	0	5	38
		% within Gender	42.1%	44.7%	.0%	13.2%	100.0%
		% within Education	20.3%	28.3%	.0%	20.0%	22.4%
Total		Count	79	60	6	25	170
		% within Gender	46.5%	35.3%	3.5%	14.7%	100.0%
		% within Education	100.0%	100.0%	100.0%	100.0%	100.0%

Table 7 shows that male respondents who are married are 107 and those who are unmarried are 25 while female respondents who are married are 20 and unmarried are 18.

Table 7: Gender * Marital Status

			Married	Unmarried	Total
Gender	Male	Count	107	25	132
		% within Gender	81.1%	18.9%	100.0%
		% within	84.3%	58.1%	77.6%
	Female	Count	20	18	38
		% within Gender	52.6%	47.4%	100.0%
		% within	15.7%	41.9%	22.4%
Total		Count	127	43	170
		% within Gender	74.7%	25.3%	100.0%
		% within	100.0%	100.0%	100.0%

Table 8 shows that male respondents with experience of 5 or under is 19, 6-10yrs are 68, 11 - 15yrs are 7, 16-20yrs are 23 and Above 20 years are 15 whereas female respondents with experience of 5 or under is 8, 6-10yrs are 20, 11 - 15yrs are 1, 16-20yrs are 6 and Above 20 years are 3.

Table 8: Gender * Experience

			Experience					
			5 or under	6 - 10yrs	11 - 15yrs	16-20yrs	Above 20	Total
Gender	Male	Count	19	68	7	23	15	132
		% within Gender	14.4%	51.5%	5.3%	17.4%	11.4%	100.0%
		% within Experience	70.4%	77.3%	87.5%	79.3%	83.3%	77.6%
	Female	Count	8	20	1	6	3	38
		% within Gender	21.1%	52.6%	2.6%	15.8%	7.9%	100.0%
		% within Experience	29.6%	22.7%	12.5%	20.7%	16.7%	22.4%
Total	Count	27	88	8	29	18	170	
	% within Gender	15.9%	51.8%	4.7%	17.1%	10.6%	100.0%	
	% within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 9 shows that married respondents with an associate degree are 68, with bachelor degree are 37, with master degree are 4, and with MPhil degree are 18 whereas unmarried respondents with an associate degree are 11, with bachelor degree are 23, with master degree are 2, and with MPhil degrees are 7.

Table 9: Education * Marital Status

			Married	Unmarried	Total
Education	Associate's Degree	Count	68	11	79
		% within Education	86.1%	13.9%	100.0%
		% within	53.5%	25.6%	46.5%
	Bachelor's Degree	Count	37	23	60
		% within Education	61.7%	38.3%	100.0%
		% within	29.1%	53.5%	35.3%
	Master's Degree	Count	4	2	6
		% within Education	66.7%	33.3%	100.0%
		% within	3.1%	4.7%	3.5%
	MPhil Degree	Count	18	7	25
		% within Education	72.0%	28.0%	100.0%
		% within	14.2%	16.3%	14.7%
Total		Count	127	43	170
		% within Education	74.7%	25.3%	100.0%
		% within	100.0%	100.0%	100.0%

Table 10 shows that respondents with an associate degree and experience of 5 or under are 10, experience of 6-10 years are 40, experience of 11-15 years are 5, experience of 16-20 years are 12 and experience of above 20 years are 12. Respondents with a bachelor degree and experience of 5 or under are 12, experience of 6-10 years are 26, experience of 11-15 years are 1, experience of 16-20 years are 16 and experience of above 20 years are 5. Respondents with a master's degree and experience of 5 or under are 2, experience of 6-10 years are 3, experience of 11-15 years are 0, experience of 16-20 years are 1 and experience of above 20 years are 0.

Respondents with an MPhil degree and experience of 5 or under are 3, experience of 6-10 years are 19, experience of 11-15 years are 2, experience of 16-20 years are 0 and experience of above 20 years are 1.

Table 10: Education * Experience

			Experience					Total
			5 or under	6 - 10yrs	11 - 15yrs	16-20yrs	Above 20	
Education	Associate's Degree	Count	10	40	5	12	12	79
		% within Education	12.7%	50.6%	6.3%	15.2%	15.2%	100.0%
		% within Experience	37.0%	45.5%	62.5%	41.4%	66.7%	46.5%
Bachelor's Degree	Bachelor's Degree	Count	12	26	1	16	5	60
		% within Education	20.0%	43.3%	1.7%	26.7%	8.3%	100.0%
		% within Experience	44.4%	29.5%	12.5%	55.2%	27.8%	35.3%
Master's Degree	Master's Degree	Count	2	3	0	1	0	6
		% within Education	33.3%	50.0%	.0%	16.7%	.0%	100.0%
		% within Experience	7.4%	3.4%	.0%	3.4%	.0%	3.5%
MPhil Degree	MPhil Degree	Count	3	19	2	0	1	25
		% within Education	12.0%	76.0%	8.0%	.0%	4.0%	100.0%
		% within Experience	11.1%	21.6%	25.0%	.0%	5.6%	14.7%
Total	Total	Count	27	88	8	29	18	170
		% within Education	15.9%	51.8%	4.7%	17.1%	10.6%	100.0%
		% within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 11 shows that married respondents with experience of 5 or under are 18, experience of 6-10 years are 71, experience of 11-15 years are 5, experience of 16-20 years are 17 and experience of above 20 years are 16. Unmarried respondents with experience of 5 or under are 9, experience of 6-10 years are 17, experience of 11-15 years are 3, experience of 16-20 years are 12 and experience of above 20 years are 2.

Table 11: Marital Status * Experience

		Experience					Total
		5 or under	6 - 10yrs	11 - 15yrs	16-20yrs	Above 20	
Married	Count	18	71	5	17	16	127
	% within	14.2%	55.9%	3.9%	13.4%	12.6%	100.0%
	% within Experience	66.7%	80.7%	62.5%	58.6%	88.9%	74.7%
Unmarried	Count	9	17	3	12	2	43
	% within	20.9%	39.5%	7.0%	27.9%	4.7%	100.0%
	% within Experience	33.3%	19.3%	37.5%	41.4%	11.1%	25.3%
Total	Count	27	88	8	29	18	170
	% within	15.9%	51.8%	4.7%	17.1%	10.6%	100.0%
	% within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

4.3 Descriptive Statistics

The descriptive statistics of independent and dependent variables are shown in Table 12. The mean value of Product and Service is 4.01 with standard deviation of 0.72. Environmental has a mean value of 3.95 and Employee Information has a mean value of 3.79. Community Involvement and Employee Performance has a mean value of 3.87 and 3.88 respectively.

Table 12
Descriptive Statistics of Variables

	N	Min	Max	Mean	Std. Dev
Product and Service	170	1.0000000	5.0000000	4.018062402	.7232215934
Environmental	170	1.0000000	5.0000000	3.952850071	.7222251036
Employee Information	170	1.250	5.000	3.79002	.746598
Community Involvement	170	1.000	5.000	3.87389	.830280
Employee Performance	170	1.000	5.000	3.88424	.741176
Valid N (listwise)	170				

4.4 Correlation Coefficient

In order to examine the correlations between variables Pearson Correlation is used. The result shows that Environmental is significantly linked with Product and Service ($r=0.672$ & p value <0.05). There is significant link between Employee Information and Product and Service ($r=-0.474$ & p value <0.05). Community Involvement is significantly linked with Product and Service ($r=-0.461$ & p value <0.05). Employee Performance and Product and Service are

positively associated. Similarly, Environmental is positively linked with Employee Information, Community Involvement and Employee Performance. Employee Information has significant positive association with Community Involvement and Employee Performance. Finally, Community Involvement and Employee Performance have significant positive correlation, suggesting that arrangement of Community Involvement, activities and events results in Employee Performance.

Table 13
Correlations

		Gender	Education	Experience	Product and Service	Environmental	Employee Information	Community Involvement	Employee Performance
Gender	Correlation	1							
	Sig.								
Education	Correlation	-.068	1						
	Sig.	.338							
Experience	Correlation	-.153*	.091	1					
	Sig.	.029	.199						
Product and Service	Correlation	.110	.013	-.040	1				
	Sig.	.117	.856	.568					
Environmental	Correlation	.204**	.080	-.068	.672**	1			
	Sig. (2-tailed)	.003	.256	.337	.000				
Employee Information	Correlation	.157*	.039	-.038	.474**	.610**	1		
	Sig.	.026	.576	.593	.000	.000			
Community Involvement	Correlation	.268**	.085	-.052	.461**	.703**	.672**	1	
	Sig.	.000	.228	.462	.000	.000	.000		
Employee Performance	Correlation	.139*	.083	-.011	.403**	.585**	.697**	.743**	1
	Sig.	.047	.237	.880	.000	.000	.000	.000	

*. 5% level significance.

** .10% level significance.

4.5 Stepwise Regression Analysis

As mentioned previously in this study Employee Performance is the dependent variable while Product and Service, Environmental, Employee Information, and Community Involvement are the independent variables. The Stepwise regression results between these variables are shown below. Table 15 represent model summary, the values of R square and Adjusted R Square are shown in the table. The findings show that the R-square value is 0.743 when only Community Involvement is used as an independent variable, suggesting that Community Involvement explain 74% variation in Employee Performance. However, when Employee Information is used in the model the R-square value reaches to 0.79 i.e. 79% variation in Employee Performance.

Table 16 shows ANOVA results, which indicate model fit, it can be seen that Employee Performance is significantly predicted by the regression model because the p-value is 0.000. Hence, the regression model run was statistically significant. Table 17 provides the coefficients to predict Employee Performance from the independent variables. The results indicate that only Community Involvement and Employee Information are significant. Table 17 reports the stepwise regression results. The results indicate that Community Involvement results in higher Employee Performance. The result is statistically significant at the 5% level. More specifically, an improvement of one unit in Community Involvement results in an increase of 0.44 in Employee Performance. The results further show that Employee Information positively affects Employee Performance and the result is statistically significant as p-value is less than 0.05. More specifically, an improvement of one unit in Employee Information results in an increase of 0.35 in Employee Performance. However, Product and Service, Environmental as well as control variables have insignificant association with Employee Performance therefore excluded from the model. The variable Product and Service is insignificant.

Table 14
Variables Entered and/or Removed^a

Model	Variables-Entered	Variables-Removed	Method
1	Community Involvement		Step-wise (Criteria: Prob of F to enter <= .050, Pro Prob of F to remove >= .100).
2	Employee Information		Step-wise (Criteria: Prob of F to enter <= .050, Pro Prob of F to remove >= .100).

a. Dependent Variable: Employee Performance

Table 15
Model Summary

Model	R	R-Square	Adj R-Square	Std. Error	Change Statistics				
					R-Square Change	F Change	df1	df2	Sig. F Change
1	.743 ^a	.552	.550	.497123	.552	248.022	1	201	.000
2	.790 ^b	.623	.620	.457076	.071	37.764	1	200	.000

a. Predictors: (Const), Community Involvement

b. Predictors: (Const), Community Involvement, Employee Information

Table 16
ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.294	1	61.294	248.022	.000 ^a
	Residual	49.673	201	.247		
	Total	110.967	202			
2	Regression	69.183	2	34.592	165.575	.000 ^b
	Residual	41.784	200	.209		
	Total	110.967	202			

a. Predictors: (Const), Community Involvement

b. Predictors: (Const), Community Involvement, Employee Information

c. Dependent Variable: Employee Performance

Table 17
Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.314	.167		7.874	.000
	Community Involvement	.663	.042	.743	15.749	.000
2	(Constant)	.796	.175		4.546	.000
	Community Involvement	.448	.052	.501	8.563	.000
	Employee Information	.357	.058	.360	6.145	.000

a. Dependent Variable: Employee Performance

Table 18
Excluded Variables^c

Model		Beta In	t	Sig.	Partial Correlation	Collinearity
						Statistics
						Tolerance
1	Gender	-.064 ^a	-1.314	.190	-.092	.928
	Education	.020 ^a	.428	.669	.030	.993
	Experience	.028 ^a	.593	.554	.042	.997
	Product and Service	.077 ^a	1.457	.147	.103	.788
	Environmental	.123 ^a	1.871	.063	.131	.506
	Employee Information	.360 ^a	6.145	.000	.399	.549
2	Gender	-.055 ^b	-1.229	.220	-.087	.927
	Education	.027 ^b	.612	.541	.043	.992
	Experience	.029 ^b	.669	.505	.047	.997
	Product and Service	.002 ^b	.040	.968	.003	.738
	Environmental	.027 ^b	.424	.672	.030	.471

a. Model Predictors: (Const), Community Involvement

b. Model Predictors: (Const), Community Involvement, Employee Information

c. Dependent Variable: Employee Performance

CHAPTER 5

CONCLUSION

Over the years, one of the most important issues that corporates are focusing is to improve employees' performance. Hence, this study investigated the relationship among CSR and employee performance during COVID 19 pandemic. Employees who feel that the actions of their organization match their own values, beliefs, and morals are more likely to identify with their organization and perform better because of it. The significant growth of CSR is important to determine how CSR can influence various stakeholders such as employees, consumers, investors, suppliers, and the government. Employees have an important role in the organization, their performance forms an important force for the organization and that maintains the survival and well-being of the organization. CSR activities in the organization, as well as employee performance, as internal stakeholders are significant main capital for an organization. After reviewing the literature it's obvious that there is limited research work performed on the association between Corporate Social Responsibility and employee performance, especially in Pakistan. Thus, our research focuses on the association between CSR along with employee performance during COVID 19 in the context of a developing country i.e. Pakistan.

A quantitative research method is used in this study. This strategy will help the researcher in gathering information all the more rapidly and the sample size will likewise be substantial as contrast with different techniques. This study adopt positivistic quantitative paradigm, as it is compatible with this study. This approach suggests "hypothesis development (or hypotheses)

based on existing theory, and then designing a research strategy to test the hypothesis". In this thesis a theoretical framework is employed on the basis of literature review to develop and test hypothesis. Therefore, to investigate the impact of CSR on employee performance during COVID 19 a positivistic quantitative paradigm is employed. In order to explore the impact of CSR on employee performance during COVID 19, the researcher approach employees of cement sector. A survey research design is employed in this thesis. Study population comprises of employees of cement sector. The sample consists of 170 employees. Sample characteristic's details are gender, education and experience etc. Primary data is used in this study. Cross sectional design is employed in this thesis. The questionnaire was adopted from previous literature and the data was collected from employees of organisations.

Cronbach's alpha was utilized in the examination a value of greater than 0.70 is considered good. Therefore, we use this method to see whether the instrument is reliable or not. From table 1 it can be seen that the value is 0.953; hence greater than 0.70, this means that the instrument is reliable. Total numbers of respondents are 170. Male respondents are 132 and female respondents are 38. Male respondents consist of 77.6 percent whereas female respondents consist of 22.4 percent. Respondents with associate degrees are 79, with Bachelor's degrees are 60, with Mater's degrees are 6 and with MPhil Degrees are 25. Married respondents are 127 whereas unmarried respondents are 43. Staff with experience of 5 or under are 27 that is 15.9 percent, 6 - 10yrs are 88 that is 51.8 percent, 11 - 15yrs are 8 that is 4.7 percent, 16-20yrs are 29 that is 17.1 percent and Above 20 are 18 that is 10.6 percent. The mean value of Product and Service is 4.01 with standard deviation of 0.72. Environmental has a mean value of 3.95 and Employee Information has a mean value of 3.79. Community Involvement and Employee Performance has a mean value of 3.87 and 3.88 respectively.

Employee Performance is the dependent variable while Product and Service, Environmental, Employee Information, and Community Involvement are the independent variables. The Stepwise regression results show that the R-square value is 0.743 when only Community Involvement is used as an independent variable, suggesting that Community Involvement explain 74% variation in Employee Performance. However, when Employee Information is used in the model the R-square value reaches to 0.79 i.e. 79% variation in Employee Performance. The results indicate that Community Involvement results in higher Employee Performance. The result is statistically significant at the 5% level. More specifically, an improvement of one unit in Community Involvement results in an increase of 0.44 in Employee Performance. The results further show that Employee Information positively affects Employee Performance and the result is statistically significant as p-value is less than 0.05. More specifically, an improvement of one unit in Employee Information results in an increase of 0.35 in Employee Performance. However, Product and Service, Environmental as well as control variables have insignificant association with Employee Performance therefore excluded from the model. The variable Product and Service is insignificant.

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Appendix A

Questionnaire

1. Your gender?

- Male
 Female

2. Your marital status?

- Married
 Unmarried

3. Your Experience?

- 5 or under
 6 - 10yrs
 11 - 15yrs
 16-20yrs
 Above 20

4. Your education?

- Associate's Degree
 Bachelor's Degree
 Master's Degree
 MPhil Degree
 Others

Dependent Variable: Employee Performance

S.NO:	Dependent Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel dedication, seriousness and ability to take extra responsibility					
2	Feeling proud of the work represents a motivation for me to make extra efforts.					
3	I have the desire and					

	willingness to work outside official working hours for fast delivery.					
4	I actively looked for ways to improve my performance at work					
5	I kept looking for new challenges in my job					

Independent Variables: CSR

S.NO:	Independent Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Community Involvement						
1	Support for housing (infrastructure)					
2	Community program (Health and Education)					
3	Charitable donations					
Environmental						
1	Recycling					
2	Pollution prevention					
3	Environmental policies					
Employee Information						
1	Strong retirement benefits					
2	Employee Welfare					
3	Employees Relations					
4	Employee profit sharing					
5	Employee training and development					
6	Child labour and related actions					
7	Worker's occupational health and safety					
Product and Service Information						

1	Focus on customer service and satisfaction					
2	Product quality and safety					
3	Product development and Research					
4	Customer Award/Rating Received					

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