

Corporate Social Responsibility and Employee Job Retention

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Abstract— Over the past few years Corporate Social Responsibility has gained growing attention. Many Researchers have attempted to study the impact of Corporate Social Responsibility on consumers, whereas only shortage of literature is present attempting to examine the association between Corporate Social Responsibility on employees. The study shall focus on 'Whether the CSR (Corporate Social Responsibility) correlates to the employee job satisfaction, intention to stay and employee relationship climate at the telecom companies in Pakistan. Data was collected via survey questionnaires from employees of telecom companies in Pakistan. Ethical Considerations were taken into account while conducting the research. Around 100 questionnaires were distributed in all the targeted telecom companies. For this research a non-probability sampling (In non-probability sampling, the sample is selected based on non-random criteria, and not every member of the population has a chance of being included) technique i.e. convenience sampling was used. The collection of data was followed by tabulation of data. Tabulation of data followed data entry to convert (it into meaningful input required for the descriptive and inferential analysis of the input. Regression Analysis using SPSS IBM V21 was used to empirically test the hypothesis. The findings of the study show that Corporate Social Responsibility significantly and positively influenced all three variables; i.e. the employ job satisfaction; intention to stay and employee relationship climate.

The current study has given an interesting dimension to CSR by relating it to employee satisfaction, employee relationship culture and intention to stay in the organization through a regression relationship. The researcher has been successful to probe the impact of CSR upon these three variables. The researcher has drawn an understanding of the relationship in the telecom business has been quantitatively measured in this relationship.

Conclusively the research objectives of this study are delineated across the following lines, to find out the relationship between CSR and employee satisfaction as well as to find out the pattern of relationship between CSR and intention to stay. Similarly, in this study we have analyzed the impact of CSR on employee relationship culture. Managerial Implications and future directions have also been explained in much detail.

The inferential analysis of the results show that the three hypothesis are supported with positive impacts of CSR on Employee satisfaction, Employee relationship climate and Employee retention.

Key words: Corporate Social Responsibility, Employee Relationship Climate, Intention to Stay.

1 INTRODUCTION

Studies reveal that the Pakistani customers are availing telecommunication services, making it a very large customer base. The telecom business in Pakistan is emergent and developing fast, which has spawned the populace to yearn for the best. This improvement comes with a great concern for the societal and environmental menace. This research would probe into as to how the telecom service providers cope up with this challenge, taking up CSR (Corporate social responsibility) activities as their major concern for business. The leading telecom service providers i.e. Jazz, Telenor, Zong, Ufone is taken as a case; which has overwhelmingly contributed to society in Pakistan despite the core nature of business. It has been observed that by-and-large the productivity of firms has increased in preceding three decades, with impact on the developing, and the developed part of the world [1]. This is particularly attributed to the advent and swift amplification of information and communication technology in the 1980s, which enhanced businesses and output. All industries prospered, including commerce, services, merchandise - resulting in a shift between urban and rural populace [2]. Mass movement of people from rural to urban areas, world over; created opportunities for telecom sector, all over. Conventionally, it is

assumed that protection of the interest of all stakeholders, by all industries incurs added costs to business that might tend to affect the profitability as well as competitiveness.

2 BACKGROUND

CSR is of very importance in management now a day. Companies use CSR initiatives to contribute in society and achieve their goals. On the other hand, there is some uncertainty regarding the initiatives of CSR in many companies and many people do not trust companies for attaining their professional standards. [4] The CSR skepticism can lead to three factors that may affect the reputation of the company i.e. (resilience to negative information, job satisfaction and retention). The stakeholders determined attributions facilitate the misconception of consumer towards CSR skepticism. Unique attention should be given to the consumer's attribution for CSR commitment otherwise, CSR programs may fire back which can affect the company adversely.

The aforementioned notion complies with generally all businesses and non-profit organizations. This conflict of interests between the buyers and sellers: producers and consumers led

to researchers' look for a solution to the paradox. The solution that came into existence is CSR the Corporate Social Responsibility or simply as 'the business' showing concern for the customer'. Ever since the advent of the phenomena of CSR in 1980s, controversies have risen along with. A major drawback of the CSR is its subjectivity measure. Secondly, the relativity of the phenomenon makes it difficult to be gauged. (Philip L. Cochran, 1984) If we consider the Pakistani economy alone, many industries have transformed over the past two decades. CSR is one phenomenon that has taken lead in this sector of the economy along with many other milestones achieved over the past decades. [5] Controversies on the subject have always been in debate.

2.1 The Problem and Research Gap

A major drawback to CSR is the subjectivity of the matter, where (McGuire), suggests that CSR generally has a good impact on many different aspects related to firms, Extensive research of the subject matter is needed along with researchers' endeavors. Secondly the focus of this study in particular is centered on CSR activities of the telecom businesses in Pakistan. This study shall include; CSR as an antecedent that can effect Telecom Market Environments. The Asian markets supposedly show deviant results as compared to a western context according to insights from [10].

The model suggested in this study is novel as no study pertaining to the CSR initiatives by the Telecom Sector with effect on ERC, Job Satisfaction and Retention has been carried out so far. [11] Proposes the need for increased attention to

CSR related studies, in order to ascertain the responsible behaviors and ethical decision making in the developing countries. Majority of CSR related studies are carried out in the developed world i.e. U.S.A., Australia and Western European States however, little is known about trends related to CSR in the emerging economies. [12].

There is yet a dearth of CSR related studies specifically with reference to Telecom Businesses. [13] highlights the need for CSR related studies in the developing world which might

offer valuable knowledge against the 'jaded palettes' presented by researchers in the developed world have conducted a research to know about the critical CSR perspectives in the developing nations i.e. China, Pakistan, Vietnam, Central America, India and Argentina. The current study has paved way for getting insight into this 'one-sided CSR perspective prevailing worldwide. Furthermore, it is suggested in the research paper by [14] that CSR related studies in non-western context will reveal dispositions and a realm that is more realistic to the CSR perspective. Future directions for this study suggest that study of CSR practices in a developing state will provide useful information.

There are three fundamental behaviors of employees about any job i.e. satisfaction, loyalty and word of mouth. To achieve all these three attributes, it is important that the employee hasn't gone through a bad experience at workplace. If an employee has gone through bad experience, this will lead to dissatisfaction and negative word of mouth which can affect the reputation of the company as well. [15] [16], said that em-

ployee's satisfaction and loyalty to their organization is an integral part of HRM and is equally necessary for the investors for a number of causes. The subject itself is derived to a great extent from CSR activities carried out by businesses. [17], in their book discussed that information regarding to job technicalities and personal attitude and mind set should be discussed with peers and friends. Henceforth, CSR greatly enhances this information pertaining to an organization.

2.2 The Problem Statement

The study shall be carried out, with the intent to answer a major contemporary issue of the corporate culture at telecom sector. Strategic implication of the CSR notion shall be gauged, as per the employee perspective. The core problem to be studied shall be discussed in detail, following problem thorough investigation of literature and issues concerning CSR practices as deduced from the literature. [21] The study shall focus on 'Whether the CSR correlates to the employee job satisfaction, intention to stay and employee relationship climate at the telecom companies in Pakistan'

The following paragraph discusses if there is a farthest of the possibilities for CSR to engulf the employee's perception? Can CSR literally have an overwhelming effect on an employees' mind? This research tries to answer for the scope CSR has as a test case in the real telecom markets in Pakistan. These have a far flung impact on managerial strategies of the business. Moreover, the analysis will help provide for roles and responsibilities of the firm towards the community.

Likewise, the internal structure of the organization will also be affected by the broader organizational strategies. [22] The cyclic chain continues as a means end paradox, i.e. the firm-employee. CSR emerging as a business strategy in the Asian market is a newly emerging phenomena. CSR has also been used as a logo by firms' world over to differentiate a specific product from the other one on the basis of its specs, qualities and brand identity. The study creates a gauge to judge employee's response in this regard. This will help in creating sustainability of operations and healthy stakeholder relations, rather than presenting mere flamboyant symbols in the name of CSR. [23]

2.3 Research Objectives

The research objectives of this study are as follows:

- 2 To find out the relationship between CSR and Employee Job Satisfaction
- 3 To find out the pattern of relationship between CSR and Intention to stay.
- 4 To probe the impact of CSR on employee relationship climate

2.4 RESEARCH QUESTION

The criteria of selection of these questions is culture of Telecom companies. That what are the factors which play a vital role in staying in a particular company. A list of these questions will help the researcher to test for significance of relationships between CSR and outcome variables amongst Pakistani customers. The

agenda of the core research has been operationalized in a manner where further base this study on the following lines. In light of the research questions defined in the former heading, this study shall help unveil the following research objectives: These include a list of the following questions:

- Will CSR influence job satisfaction of the employees in Telecom sector?
- To what extent will a typical employee stay at job because of CSR initiatives of the company
- Is CSR appeal able to attract employee job satisfaction?
- Is CSR effective in creating an employee relationship culture?
- Are social issues of interest to telecom employees in Pakistan, when it comes to satisfaction and employee relationship environment?
- To investigate upon employee gratification in terms of satisfaction and employee relationship environment that relate to CSR responsive telecom firms
- To analyze through Regression Model, the impact of CSR proposed by literature review conducted will be
- Tested empirically for the sample under study. Empirical testing of the path models using a survey method

The criteria of selection of these questions is culture of Telecom companies. That what are the factors, which play a vital role in staying in a particular company. A list of these questions will help the researcher to test for significance of relationships between CSR and outcome variables amongst Pakistani customers. The agenda of the core research has been operationalized in a manner where further base this study on the following lines. In light of the research questions defined in the former heading, this study shall help unveil the following research objectives: These include a list of the following questions

3 LITERATURE REVIEW

This chapter incorporates and aligns the previous literature with our proposed model. The already done work on the chosen variable of our study helps to synthesize the hypothesis to be tested further. The independent variable has been separately explained and supporting research material has been used to explain it further. Likewise, each relationship with CSR and the dependent variables have been separately explained in the headings below.

3.1 Corporate Social Responsibility

There is a conflict of interest between a firm's monetary benefit and the manner in which the firm can contribute towards the interest of the society. On the contrary, for the wellbeing of the society the firm should have a responsibility towards the public by having management policies consistent with those of the interest of the public [24] agrees that organizations that are well aware of the fact that they need to address issues of societal interest in the communities where they operate. The extent of responsiveness from these firms is higher in the developed economies and much lower in developing countries in accordance with the level of awareness of the communities, which are affected in the course of action. [25], states that for the telecom sector firm, social responsibility means incorporating socially responsible policies and procedures, which have a non-monetary character. According to a study carried out by [26] it has been reported that out of the total firms in North America 78 percent are offering for environment improvement projects. Another 75 percent are providing loans for socially responsible investments. [27] Is of the opinion that numerous policies and regulations have been formulated by the business firm's world over, in order to ascertain fulfillment of ethical issues related to social responsibility. Measures guaranteeing labor protection, environmental concerns, transparency of financial reports and many other such proceedings have been devised; however, no efficient legal bodies exist in developing countries to keep a check and balance for ensuring practice of these policies. Therefore, the code of conduct encrypted in the legal books, are nowhere accomplished with the stated efficiency to achieve these goals. Socially responsive behavior needs to be indoctrinated within this corporate setup of modern times. The mere presence of regulations and laws hold no good, until a proactive approach is adopted towards developing a socially responsible corporate culture. [28] The firms should not have a misconception regarding the notion of CSR, as it is not about taking over the world's burden. However, this is vital for the firms to ensure significant congruence between the stated CSR goals and the ones being accomplished.

3.2 CSR and Job Satisfaction

Job satisfaction amongst employees has always been considered critical in management sciences and human resource management. The success of any organization is determined by the level of satisfaction of employees. Specially, rendering quality services is highly dependent on satisfied employees at a firm. The term has been defined as the total sum of emotional and perceptual image about the employer firm, specifically relating to accomplishment of higher job and workplace environment. It is hence an amalgamation of motions, cognitions and tendencies all together. It is also defined as a collection of overall beliefs and feelings employees have about their jobs and workplace, which works as a source of motivation. [37] Apart from creating identity pleasure and one's degree of self-satisfaction, job satisfaction has environmental and psychological impact on people. The extent of satisfaction varies from

extremely satisfied to extremely dissatisfied workers. The peers, the supervisors, the type of work they perform, their monetary benefits, perks and privileges; all have a collective impact on the degree of job satisfaction. Job satisfaction has a positive effect on performance, which improves the level of job involvement and motivation. [38] Hence, the phenomena are interdependent and are greatly influencing individual performance.

Hypothesis 1: Corporate Social Responsibility has a positive and significant impact on Job Satisfaction.

3.3 CSR and ERC (Employee Relationship Climate)

Perceived set of characteristics in the organization is referred as Climate however [47] says that the climate of organization is basically the shared set of perceptions by the employees concerning the quality of environment, the behaviors that are expected along with the rewards existing within that organization.

Thus Employee Relationship Climate is “principally the insight of the representatives, jobholders and management about how the employees interact and their conduct with each other”.

Employee Relationship Climate is defined by [48] as:

“Employee Relationship climate has recently replaced the industrial relations as is defined as the relationship between the employee and the employer (organization/ company). A positive atmosphere of employee relation triggers greater levels of involvement, commitment and engagement of employees thus improving the organizational outcomes along with contributing to employees’ wellbeing”.

Just as with the customers; where Corporate Social Responsibility improves the relationship of customers and organization, similarly a socially responsible organization does improve its relationship with employees. Thus a company that takes CSR initiatives has more committed jobholders [49]. The purpose behind it is that employees find themselves attached to the organization they work in. Moreover, if an organization is doing things for saving the world then an employee would have a positive association with that company and would feel proud about it. According to World Leadership Study CCL also emphasizes on the notion that employees’ perception is positively influenced to the organizations’ concern for environment and community. [50] CSR makes a very positive and unique contribution to the overall employee commitment. The higher is the company’s corporate citizenship the higher would be its employee relationship with the company. Relationship climate is composed of two very significant variables; trust and satisfaction. Prior studies have investigated the effect of trust and satisfaction on word of mouth and the intention to remain with the. It is imperative to understand the relationship climate because it is positively linked to retention and performance of employees [51].

Hypothesis 2: CSR has a positive and substantial impact on ERC.

3.4 CSR and Intention to Stay

The variable intention would be easily understood by understanding the concept of employee turnover intention in the first place. According to [65] the term Employee turnover intention is known as “a deliberate and cautious effort to terminate the services at an organization”. Employee turnover intention is a condition that any organization would avoid because of very high costs linked with it.

[66], defines employee’s retention as their acceptance to stay as a potential worker within the organization and retain their current status in that organization. Intention to stay has been considered as an indicator of worker’s turnover intent.

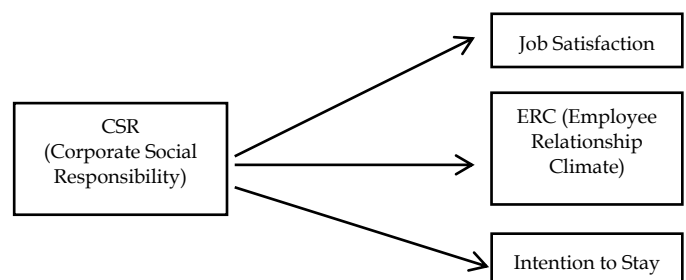
A study conducted by [67] determined the variables influencing employee turnover rate and indicated that a replacement made for an employee can be costly as high as two hundred percent of the employee that left. The costs incorporate some direct and indirect expenses; direct expenses can be associated with training, recruitment, and development costs. The indirect expenses incorporate the costs associated with new employees; their unfamiliarity with the work environment, making mistakes, understanding the system takes times; all these things hinder the organization from attaining the operational efficiency.

One of the goals of the corporation is to minimize the employee turnover rate not only for the reason of minimizing the costs but also to maintain quality and higher job performance of the employee. [68]

Because of the competitive market the organizations offer increments and other offers for keeping the employees happy and committed with the organization. The same way Google Corporation has offered a ten percent increment in salaries of all the 23,000 employees in January 2011; depicting that the organization is concerned about employee turnover.

Hypothesis 3: CSR has a positive and significant effect on Intent to Stay.

3.5 Theoretical Framework



Hypothesis 1: CSR has a significant and positive impact on Job Satisfaction.

Hypothesis 2: CSR has a significant and positive impact on ERC.

Hypothesis 3: CSR has a significant and positive impact on Intention to Stay.

4 RESEARCH METHODOLOGY

This section incorporates the outline of the methodology that was adopted for this study. It elaborates the knowledge about the participants of the study, that is, the population and the sample chosen for the study and the criteria for it. The sampling technique and the collection of data have also been elaborately discussed.

4.1 Research Design

The research method for this study will be descriptive research which will explain characteristics of phenomenon or population being studied [76]. Therefore, the descriptive research cannot be employed as the causal connection where one variable might affect another variable. This inquiry study will employ descriptive research method with the aim to collect or gather the quantitative data from the participants of the study.

4.2 Research Approach

This research study will employ deductive approach which starts with hypothesis and emphasis on causality [77]. The researcher of the study takes the deductive approach to compel the test with its implications. The deductive approach is to research why research relates with scientific investigation. In deductive approach, the researcher will hypothesize the information and then analyze the information with the intention to know whether this current research supports the hypothesis or not.

4.3 Sampling Technique

For this study a non-probability sampling technique would be used. The most easy and quick way of collection data would be convenience sampling [78] Moreover it is an inexpensive way of collecting data. Therefore, the sampling technique used here would be convenience sampling. The easily accessible members from the organizations were chosen for filling the data.

4.4 Population

The population in this research study will be the number of employees in all the four hi-tech organizations. Thus all the employees of Jazz, Telenor, Ufone and Zong make up the population of this study.

4.5 Sample and sample size

Twenty five employees from each company were taken as a sample for our study. Thus the sample size $n=100$ for this study. The reason for selection of twenty five employees from each company because lower level employee are less aware of corporate social responsibility and their effect on employees jobs relation .In this thesis only key position holders are targeted that is why the sample size is not larger.

4.6 Data collection

Perceptions of corporate social responsibility can differ in various organizations. In order to have mixed responses and for capturing the maximum variance in CSR it was decided that the data would be collected from several telecommunication companies. In this current research study, the sample size of 100 employees will be selected from the hi-tech organizations within telecommunication sector. Professional and personal contacts were used to have access in all these companies. The companies chosen for collection of data were Jazz, Telenor, Ufone and Zong. Around 100 questionnaires were distributed in all the targeted organizations. 25 questionnaires were distributed in Jazz, 25 in the Telenor, 25 in the Ufone and 25 in Zong.

The questionnaires were given to the supervisors for further distribution amongst the staff and a cover letter was attached to it explaining the purpose of the research and keeping the anonymity of the respondent. The questionnaires were filled by the respondents and returned on time. Out of 100 questionnaires being distributed 100 were collected and all were usable. So the response rate was 100%.

The respondents were posed with a question to respond on their Experience at the company. 49% of respondents have an experience between 0-5 years. 31% of the respondents had an experience between 6-10 years. 8% of the respondents had an experience between 11-15 years. 7% and 5% had an experience between 16-20 years and 21-30 years of experience.

4.7 Measures

Questionnaires are of two types qualitative and quantitative; as this study is quantitative therefore quantitative method is adopted with close ended questions constructed on 5 point likert scale [79]. The questionnaire in this research study will increase the speed of data collection, enhance higher levels of objectivity and might have low or no cost requirements as compared to many alternative methods of the primary data collection.

Using a five-point Likert scale, all the items were assessed. Likert scale has anchors

1 = strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

a. Job Satisfaction

Job Satisfaction was assessed using 3-item scale designed by [80]. An Example of an item of Job Satisfaction. All in all, I am satisfied with my job. This construct had a Cronbach's alpha reliability value of 0.68. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. Technically speaking, Cronbach's alpha is not a statistical test – it is a coefficient of reliability (or consistency). The general rule of thumb is that a Cronbach's alpha of .70 and above is good, .80 and above is better, and .90 and above is best

b. Employee Relationship Climate

Employee Relationship climate was measured using 7-item scale designed by [81] An Example of an item of Employee Relationship climate is "Employees feel comfortable in developing friendly relationship with their colleagues and enjoy sharing their experience and consent about their work premises and job satisfaction." This construct had a Cronbach's alpha reliability value of 0.817.

c. Intention to stay

Intention to stay was assessed using 3-item scale designed by [82] An Example of an item of Intention to stay is "If any employee aims at switching to other job posts in any other organization will certainly like to avail the opportunity of same work in his existing company."

This construct had a Cronbach's alpha reliability value of 0.88

d. CSR

CSR was assessed using 42-item scale designed by [83]. An Example of an item of Corporate Social Responsibility is "My organization performs its charity projects and social responsibility activities to their best".

This construct had a Cronbach's alpha reliability value of 0.65.

e. Control variables

A one-way ANOVA comparing ERC, Job Satisfaction and Intention to stay showed that there lies no significant difference among these variables with age. Therefore, Age was not treat-

ed as a control variable in any of these relationships.

f. Ethical Considerations

The veracity, legitimacy and dependability of the results in

this current research study are based on observance of the ethical values. The ethical issues in quantitative research method impact the research integrity and can also impact whether or not the project receive funding [84] the ethical issues are quite imperative for all kind of research study. Irrespective of the study, the researcher should take into account the rules of research and those who are the participants of this type of research. Ethical principles avoid the things such as fabricating or manipulating the information and thus the researcher need to promote as well as pursuit the information and fact which is one of the primary goals of the research study.

g. Analysis Method

After the collection of data that lasted for a period of three weeks following the formulation of a questionnaire, the raw data was tabulated. Tabulation of data followed data entry to convert it into meaningful input required for the descriptive and inferential analysis of the input. SPSS V21 was used for this purpose.

Each questionnaire was allotted a respondent code number, and later it was used for tallying the respondent's selection. During tabulation of data following data entry the ratings were converted into decimal figures for further analysis and scrutiny and processing for the purpose of descriptive and inferential analysis. One-way ANOVA was used for finding out the level of significance for all the three relationships. The outputs generated through SPSS were then interpreted; hence, ending up in accepting or rejecting the hypothesis.

5 HYPOTHESIS

This Section supports the findings of our thesis with the literature already present. The entire hypotheses have been supported by the findings of the authors on the related topics. The results are evaluated and given a refined form. Relating the findings to the literature would give it a meaning and a clear understanding to the reader.

5.1 Hypothesis 1: CSR has a significant and positive impact on Job Satisfaction.

The inferential analysis of the results show that hypothesis 1 is supported i.e. *CSR has a positive and significant effect on Job Satisfaction*. The previous literature is also in line with our findings. [85], have explained over different reasons which give evidence for why a firm's better score on CSR activities lead to

Job satisfaction. It has also been indicated significant relation between the extents of employee's trust and loyalty with a firm's fulfillment of its CSR activities. Job satisfaction amongst employees has always been considered critical in management sciences and human resource management. The level of worker's satisfaction determines the success of a corporation. Specially, rendering quality services is highly dependent on satisfied employees at a firm. It is hence an amalgamation of motions, cognitions and tendencies all together. Similarly in a paper by [87] said that the social identity theory has explained the theoretical significance of employee satisfaction where stakeholders feel a connection and satisfaction as a result of perceptual positivity of the firms' activities. Employees' basic personal needs related to human psychology categorized as self-esteem, security, affiliations and emotional attachments, and a recognition are highly effected due to a firms' engagement in CSR related activities. CSR is strategically important to firms in determining tactics for value creation; as per the organizational changes and the life cycle strategy of a particular firm [88]. CSR has a strong relation with organizational performance.

5.2 Hypothesis 2: CSR has a significant and positive impact on ERC.

The results of this study show that hypothesis 2 is supported i.e. *CSR has a positive and significant effect on ERC*. The previous literature is also in accordance with the results of [89] saying that Employee Relationship Climate creates a very positive social climate reflecting employee centered and high involvement culture in which the employee feels relaxed and positive ultimately making a very valued addition in the progress of the organization. Similarly a recent study conducted by [89] researched the influence of corporate social responsibility on sales force. This study revealed that sales force is positively affected by corporate social responsibility initiated by the organization. Likewise [91] study is also in line with our findings; The results found out that two factors influence the workers' reaction to the Corporate Social Responsibility initiatives. Moreover, further research has discovered that Strategic Human Resource Management, CSR and Employee Relationship Climate have a positive relationship with each other in line with our study findings. In a similar supporting study [92] said that if CSR is being properly implemented by the organization then it leads to a very pleasant social environment making the employees feel really good about the company they work with.

5.3 Hypothesis 3: CSR has a significant and positive impact on Intention to Stay.

The inferential analysis of the results show that hypothesis 3 is supported i.e. *CSR has a positive and significant effect on Intention to Stay*. The previous literature is also in line with our findings [93] found out three elements that enhance the reputation of [94] the corporations; the elements are (1) how much the services of the corporation are emotionally appealing, (2) how much the firm itself is emotionally appealing, (3) how much

responsibility the corporation owes to the social welfare. Thus during the last decade, a growing importance has been given to corporate social responsibility by employees, investors and other stake holders. In a similar study by same researcher, it is stated that prospective workers are fascinated by those firms that are socially active and participate in welfare programs as it gains them competitive advantage. Moreover, due to the growing importance given to CSR by the employees ultimately leading to reduction in turnover intentions; organizations are working upon strategies to attract potential employees and let the existing ones stay within the company, thus they are performing a dual role. In the same way [95] said that organizations are incurring huge costs for retaining the existing employees and ensuring that they are also looked after retirement in the form of retirement plans; thus also investing in CSR initiatives. In a study conducted by [96] stated that if a firm is socially accountable then automatically it would have a good Employer Brand name and would then be considered as an excellent place to work in by the stakeholders especially the workers.

6 CONCLUSION AND RECOMMENDATIONS

This section will ponder over the conclusions derived from the study, leading to an overall analysis of the research model; thus suggesting recommendations in the future course of action; for managerial implication.

6.1 Conclusion

Different schools of thoughts have differently documented the CSR phenomena, based on variations and differences across the globe. The need for cross cultural studies has been fulfilled in this research. The Pakistani economy being a developing one, has served as a good sample to carry out a CSR study. The true picture of CSR and its impact on employee's mind has been gauged in this study, too much an extent. [97], have proposed such studies in their research's' future directions.

A CSR phenomenon is basically divided into various forms namely legal, ethical, and economic and philanthropy. Various schools of thoughts have delineated the phenomena across cross-cultural differences. The current study has given an interesting dimension to CSR by relating it to employee satisfaction, employee relationship culture and intention to stay in the organization through a regression relationship. [98]

The objectives of this research are delineated across the following lines. To investigate the relation between CSR and Employee Job Satisfaction and to investigate the pattern of relation between CSR and Intent to stay. Similarly, in this research we have examined effect of CSR on jobholder relationship climate. The researcher has been successful to probe the impact of CSR upon these three variables. The researcher has drawn an understanding of the relationship in the telecom business has been quantitatively measured in this relationship.

6.2 Managerial Implications:

Implications of the CSR phenomena are also to be experimented in different sectors of the economy and across varied indus-

tries, likewise. [101] In this study we have analyzed the CSR perception in Telecom industry across Pakistan. The telecom industry in Pakistan has focused broadly upon community development, workplace issues, environmental protection, resource conservation and philanthropic contribution.

The aforementioned principles of CSR are otherwise practiced world over, as part of the CSR expectations. [102]. This research has been able to examine CSR Practices of real estate business cross Pakistan (while considering the four major dimensions). Important conclusions derived from the study shall be discussed in the conclusion; along with a commentary on significant relationships examined throughout the study. The study has reflected that there is an important link between the CSR practices of firms and the way workers interpret these initiatives. Telecom firms having promoted businesses that can successfully play with employee psyche to be loud and clear about all CSR initiatives are at an advantage. The telecom firms have been able to play its cards well, and thus have gained its employee confidence. All CSR activities it has carried out have been well spoken of in media. A majority of Pakistani media channels have been covering the news off and on as well. An added advantage is all Corporate Social Responsibility actions are shown in yearly reports.

Regardless of the criticism on CSR as a deceptive mean to gain popularity by firms across the world [104] Telecom sector in Pakistan has been able to grasp employee loyalty and trust. Despite the ongoing concern for the environmentally unfriendly billboard ads in all major towns and cities, which poses risk to the environment and road safety, the firms have attributed services in charity, societal well-being and fund raisers for various purposes across the country. CSR of these firms is also questioned for lack of check and balance as per the call rates and night time packages, promoted amongst youth of the nation. This has raised question marks at the level of pressure groups.

Evolution of CSR through self-development is very critical to any role. Everybody should seek CSR capabilities within a given role within a firm. Practicality of thought and implementation of CSR must be practiced in order to achieve a leadership position actively. This is the reason why we find true CSR as a very rarely practiced commodity. However, CSR performance is negated to a great extent at many forums, whereas the real focus should be on improvement in all aspects. This may impede satisfaction, retention and employee relations. [108]

Along with all these suggestions that managers should adopt they should also realize how important it is for them to make the CSR an integral part of the corporate policy. This would lead to the satisfaction of the employee. Taking up CSR is quite challenging for managers but once done it sets up a chain and process for improvement and development. [109]

6.3 Future Research Directions:

Future research may focus on checking individually, testing the impact of dimensions of CSR on the three variables. Such a

framework would let the managers know that which determinant is of greater occurrence, and has a higher impact in the regression model. Likewise another avenue for the researcher would be to focus on integrating the all three variables into a broader model inclusive of the CSR phenomena. Such a model would also lay down basis for leaders as to which factors influence the WOM. Moreover, another industry sector can be chosen, a time series study can be made or a comparative analysis can also be incorporated into the model to develop interrelationship between CSR and WOM.

6.4 Limitations:

According to [110] convenience sampling has its biggest limitation of no generalizability at all. Therefore, this study has least generalizability. The focus of the study was effect of CSR on worker satisfaction, employee relationship culture and intention to stay. . Other factors influencing the variables via the CSR have not been included. Due to financial and temporal constraint, the sample size has been small. Had a bigger sample been taken, a more accurate depiction of the population had been taken into account for quantitative analysis. All these limitations open up avenues for researchers to explore this topic in future. [111].

6.5 Recommendations:

Each action in CSR is very little and small and comparatively unimportant in its self, however it heightens through satisfaction of creating a strong, optimistic beliefs and ideas regarding an organization, service or product. The CSR initiatives taken by a company are directly proportional to the public relations, corporate image and ultimately increase the sales for the company. However, it should be handled with care in order to avoid skepticism. It is quite evident that keeping close association between the firm and customer by the use of CSR initiatives can produce constructive behavioral responses for the company. Likewise, if the strong link develops between the workers and the firm in terms of its being socially responsible, it leads to constructing a positive image of the firm via the communication networks. Nowadays social media is a very fast medium in which either builds up the image of a company or on the other hand even in case of negative WOM leads to bad repute. Thus it is very vital for a company to maintain a positive image any issue mishandled may lead to adverse effects. [112]

[113], stated that some of the customers are naturally more loyal than the others and therefore can introduce a loyalty coefficient which would aid to comprehend customers' predispositions for being loyal. This argument leads us to speculate if an equivalent concept applies to the loyalty ripple effect. Whether the ripple created by loyal customers differs from person to person? Likewise, is there a possibility that some types of customers would most likely generate more intense ripples than others? [114] Thus WOM in some businesses create more ripples from loyal customers than in other businesses

like in real estate, legal and medical businesses.

The investigation of workers as a source of communication with other shareholder viewers should not be underrated. Informal source like word of mouth, being or knowing a worker is the most operative communication source to the community in terms of generating recognition. Another internal communication issue in many firms is creating cross functional participation in handling company's duty. Personnel are a key prospective communication source for firms' CSR and are considered as mainly trustworthy information channels.

Effective internal communication is the key to attain satisfaction and trust on higher level as well as on grass root level. It is important to maintain communication at any level to know the requirements of employees, which can improve the quality of work and to achieve success in business. Many people believe on word of mouth which can be negative in companies' perspective, so in order to maintain good reputation of company internal communication plays vital role. [115]

CSR initiatives i.e. philanthropy, CRM and sponsorship are having impact on consumer identification which can be useful for company. In this way they can build public relations and increase sales. Although it is difficult to manage CSR initiatives and they must be implemented carefully, Positive behavior between company and customer is created. If the impact of CSR initiatives is more on consumer identity it will lead to extra role behavior of consumer, his behavior towards that particular brand will be increased creating trust and he will be more satisfied which will lead to brand loyalty that would benefit company in future as well. The trust and satisfaction of customer will be spread through word of mouth. [116]

The impact of these three initiatives is on consumer identifications, which can result in role behavior or extra role behavior. Consumer identification is self-identification, which plays a very significant part to identify the performances of consumers in any association. Corporate social responsibility initiates such qualities, which generate customer's identity. If the initiatives of corporate social responsibility (sponsorship, cause related marketing and philanthropy) is having the more effect on customer identification then it will result in extra role behavior of consumer in terms of buying behavior and through positive word of mouth. If CSR is having less impact on customer identification, then it will result in less role behavior of consumer, which will cause negative word of mouth. [117]

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