Impact of Employee’s Behavior on Corporate Social Responsibility Activities of Service Organizations: A Mediating Role of CSR Pursuance Motivation
Gulfam Khan Khalid*, Iffat Rasool†, Abdul Latif‡ and Shazia Sadiq§

Abstract
The paper examines the relationship between employee behavior and corporate social responsibility (CSR) activities with the moderating effect of CSR Pursuance Motivation. It creates an empirical proof to sustain the theoretical models that connect organization citizenship behavior, counterproductive behavior, employee motivation, and Machiavellianism and CSR pursuance motivation with CSR activities. In this study 21 banks of the twin cities of Islamabad and Rawalpindi have been considered. The responses are measured on 5 point Likert-scale and close-ended questionnaire is used as research instrument. For the substantial research work, the demographical information concerning sector, education, employee age, years of experience employee qualification on one side and bankers perception regarding organization citizenship behavior, counterproductive behavior, employees motivation, Machiavellianism behavior, CSR pursuance motivation and CSR activities are gather from the targeted organizations. Non-probability convenience sampling is used for data collection. Three hundred questionnaires are floated in banks and response rate is 70%. Pearson correlation and regression analysis is applied. The results of this study depict that the employee’s behavior is an essential determinant of the CSR activities. Organizational citizenship behavior, employee motivation and Machiavellianism have positive effect on CSR pursuance motivation and CSR activities whereas counter-productive behavior has a negative effect on pursuance motivation and CSR activities. Moreover there is a partial mediation of CSR pursuance motivation.

Keywords: Employee Behavior, Corporate Social Responsibility, Services Industry, CSR Pursuance Motivation.

Introduction
The corporate sectors of the developing and under developing economies are moving ahead with the passage of time. The aspects of technological advancement and the customized requirements of the

* Gulfam Khan Khalid , Associate Professor, FMS, NUML
† Dr. Iffat Rasool , Assistant Professor, DMS, University of Wah, Wah Cantt
‡ Abdul Latif , Lecturer University of the Poonch Rawalakot, AJK
§ Shazia Sadiq , Research Scholar, Academy of Responsibilities, Islamabad
customers of the modern era have brought these organizations more compatible to the external as well as with their internal environments. These organizations have increased focusing on the resources like human capital along with the rest of the productive blocks within and outside of their organizations. The human capital has played a vital role in the history of the corporate world. The factor of corporate social responsibility policy creates in self-regulation mechanism in which organization fulfills ethical standards, international business norms and morals. The CSR was brought under discussion for the very first time by Bowen (1953) who started segregation of social responsibility from the corporate social responsibility. The developments in the construct of CSR were made by the different hallmark researchers in the second half of the twentieth century. It led this construct as an important area of study in the literature. Since start of a new millennium the organizations are actively participating to the societies worldwide. These have realized the associated benefits and importance of CSR. This research will explore the benefits of CSR with relate to employee’s behavior. Corporate Social Responsibility issues are being very important these days into all aspects of business operations and clear commitment for corporate social responsibility is made in the mission, vision and value statements of an adding number of organizations overall in the world. Corporate Social Responsibility reports issued usually move towards profit maximization to include the responsibility of organization to a large range of stakeholders including community, environment and customers. CSR is an emerging model and numerous researchers previously tried to find out the measurement of CSR and still this is challenging because there is no exclusive method of measuring CSR exist globally (Pe'rez et al, 2013). CSR is in the phase of emergence and Ethical rating model apportion some facets of CSR to the banking sector i.e. disclosure, certificates and indicators, secretarial management and CSR instruments (Birindelli & Ferretti, 2013). It is necessary for an organization to reveal CSR reporting to meet the global standards (Kemp & Vinke, 2012). It is valuable to invest in social responsible activities and it provides internal benefits to an organization that further leads to the success (Vitaliano, 2010).

The purpose of this study is to investigate and identify the association and impact of employee’s behaviors on the construct of CSR activities. The objective of this study is to identify the influence of employee’s behavior and identify outcomes resulting from the behavior in reference with CSR and CSR activities. No organization pitches better CSR initiatives without keeping right CSR employee
behavior. The objective of the study is to explore the relationship that may help the strategic decision makers, CSR professionals and HR effectives to consider behavioral element of employees and the ultimate consequences while initiating CSR Activities. The Corporate Social Responsibility in the companies operating in Pakistan is still in an embryonic position and requires development in almost each side or direction. It should behave as the core competence for the institution. Valomohammadi (2011) argue that CSR activities are considered as a strategic contrivance to enhance corporate identity in Iran. In the literature, different researches have been mentioned and explained on CSR activities with the different independent variables but in this research four independent variables will be taken that are not mostly used in many researches as independent variable. In Pakistan, rare research activities have been conducted for social responsibility as CSR environment has not been fully developed in the organizations. The objective of this study is not only to draw the results regarding association of the independent and dependent variables but also to provide the directions to the strategists of service providing organizations to formulate their strategies about development and enforcement of CSR activities. The banking sector of Pakistan is performing activities and initiative for the betterment of environment, consumers, employees, communities and all its stakeholders, by focusing on the various sectors such as education, healthcare, sports, vocational and skilled training, information technology, provide funds to hospitals and maintenance of environment and environmental agencies to carry out free medical camps.

Employees’ CSR pursuance motivation is used as mediating variable and CSR activities as dependent variable. Many researchers have conducted research in which the researchers found the effect of these independent variables on dependent variable, identify a gap in this research area, different theoretical and empirical debates has been raised. This study explores the effects of these independent variables on CSR pursuance motivation then CSR pursuance motivation effect on CSR Activities very first time. The independent variables for this research having a significant and positive relation with the dependent variable are ‘Organization Citizenship Behavior’, ‘Employee’s CSR Motivation’ and ‘Machiavellianism Behavior’ that employee’s behavior motivate the organization to work on CSR Activities while independent variable having a negative relation with the dependent variable for this research is ‘Counter-productive behavior’ due to these negative behavior of the employees the organization get further
away and against from their goals. These variables help to collect the information of employee’s behavior about how they manage and how it impacts on CSR Pursuance Motivation and then CSR Pursuance Motivation effects on CSR Activities.

This study identifies the directions in the research required for the organizations by giving the arguments on the significance of CSR activities in “organization citizenship behavior, counterproductive behavior, employees CSR motivation and Machiavellianism and CSR pursuance motivation”. The study has also identified the similarities, differences and relationship regarding described research variables in the selected samples taken from the Banking sector. It has also provided the new scope of study in public and private sector organizations regarding CSR activities operating in Pakistan or in any other developing economy.

**Research questions:**
1. What is the impact of employee behavior on CSR activities?
2. At what level CSR Pursuance Motivation mediates the relationship of Machiavellianism on CSR Activities?

**Literature Review**

**Corporate Social Responsibility (CSR)**

CSR consisted of ethical practices that are able generate constructive results for the organization (Robinson, 2012). Bowen (1953) identified, crystallized and explained the construct of CSR and apportioned it from the variable of social variable. Further, Heald’s (1970) concluded his discussions about CSR in accordance & in continuation of Bowen’s earlier researches and discussions. However, Mcguire’s (1963) further elaborated the construct of CSR by specifying the domain of responsibilities to be covered under CSR. Walton (1967) explored the element of volunteerism as a valuable stream due from the companies for the construct of CSR. In 1970 CSR construct was started discussion as a comparison between CSR with the construct of Corporate Social Performance (CSP). Sethi (1975) clarified the existing variance among both of the constructs. Carroll (1979) identified the capitalism involved in the CSR formulations from the organizations. Jones (1980) emphasized at two facets of CSR. First, led to the volunteerism required for CSR while second led to the extension of CSR domain beyond the existing stakeholders. Epstein (1987) emphasized at CSR and business ethics, identified and explained the association existing therein. Wood (1991) crystallized some aspects of CSR and brought the extension in the construct of CSR. According to Swanson (1994) the debates about segregation of existing stakeholders from the rest of the society
occurred while business ethics and stakeholders theory were also became under discussion therein. However, the commencement of new century drove the studies of CSR towards more extension in the corporate sectors. There are different definitions of corporate social responsibility at different organizations but base of these definitions remains the same (Citron, 2003). In the modern business world CSR has become an important and crucial part of business vocabulary and also become an important issue for the management (Brown, 1997). There is no single definition of CSR as many researchers gave their opinion but no consensus exists. A concrete understanding of CSR is required with conceptualization rather assumption based ideologies and there must be a universal CSR theme in this regard (Lindorff, Jonson & McGuire, 2012). Chen & Lu (2002) divided the CSR in categories of ethical, legal, economic and discretionary activities of a business firm which adapt the expectation and values from society. According to the available literature company reputation, customer satisfaction and employee turnover are highly influenced with the corporate social responsibility (Devinney 2009).

**Corporate Social Responsibility (CSR) Activities**

Redersen & Neergaard (2009) discussed two school of thoughts regarding commitment to CSR i.e. one is believed that CSR is ethically right and the other has an opinion that it is a tool to enhance relationship between organization and its customers. Ashforth and Mael (1989) elaborated that the CSR activities strategically enhance the stakeholders with the strong goodwill. Turban and Greening, (1997) further explained that these stakeholders motivate the organization for further CSR activities in the society. Porter and Kramer (2006) emphasized that the CSR activities perform the business development. (Brown & Dacin 1997; Luo & Bhattacharya, 2006) explained that the customers focus. According to Foster et al. (2009) the main activities are Public disclosure, Stakeholder Engagement and CSR initiatives.

**CSR Pursuance Motivation and CSR Activities**

In this study the construct of the CSR pursuance motivation has been elaborated and evaluated by constitution of customer’s satisfaction, employee’s satisfaction of the corporations. Further, the Government regulations for the corporations also function as CSR pursuance motivation. The leadership style, economic and financial aspect of the corporations also plays an important role as a CSR pursuance motivation. CSR is not only the issue in the management theories but it is also a big issue for the current practitioners due to its incomplete
understanding. The strategic aim of all the businesses are to earn a return on their capital and if this aim is not being complete then there is some kind of deficiency in the strategies that are used to run the business (Bhattacharya & Sen, 2003). The researchers like (Berger & Kanetker 1995; Braone et al 2000; Luo & Bhattachrya, 2006) conducted various researches and found that the satisfied customers of the corporations are more likely to drive the companies to actively perform CSR Activities. So, the customer’s satisfaction and CSR activities have a positive and significant relationship. Further, (Greenwood 2007; Tamm et al. 2010) conducted various studies and found the positive and significant association between employees engagement or satisfaction and CSR Activities. While Dimmagio & Powell (1983) identified the indulgent of Government with the CSR Activities of the organization and found the positive and significant association between these aspects. According to (Carrol 1979; Kanungo, 2001; Tucker & Russel, 2004) there exists a positive and significant association of the leadership constructs with the CSR Activities. Further, the researchers like (Mcguire et al. 1988; Waddok & Grave 1997) conducted the researches and found the positive and significant association between organizations financial position and CSR activities. So, it has been conclusively found that the construct of the CSR Pursuance motivation has a positive and significant association with the CSR Activities. However, its mediation relationship has been linked as given in the hypothesis mentioned below.

Organization Citizenship Behavior (OCB)

According to Smith et al (1983) the literature of OCB has its roots in the start of 1980s. Organ (1988) explained the construct of OCB as a contribution made by the corporate employees for their organizations in addition to their regular Job description. According to Dyne et al. (1994) the purpose of the studies conducted in 80s was to identify such a behavior of OCB which was not yet considered while identifying the effective contributions supposed to be made by the employees for their organizations. Morrison (2009) emphasized at the level of satisfaction of the employees leading them towards the perceived contribution and enhanced performance in their organizations. Further, Netmeyer et al. (1997) identified the four streams of OCB and elaborated that such OCB of the employees support their organizations in obtaining their objectives. According to Podsakoff et al. (2000) the positive behaviors covered under the construct of OCB have found significant results in the various researches existing in the literature. Somech and Drach Zhavy, (2004)
explained that employee’s individual traits and corporate environment affect the phenomena of OCB implemented in the organizations. According to Evans & Davis (2011), OCB of the employees are those behaviors in which those activities from employees are includes which are positive.

**Counterproductive Work Behavior (CPWB)**

The construct of CPWB has its roots in the literature since 1950s, where the researchers like Cressey 1953; Bensman & Gerver 1963 conducted various studies and partially contributed into the construct of CPWB leaving the comprehensive and compact explanation of CPWB. In the past literature, there exist two main streams of CPWB. Clark (1983) examined the second stream of the CPWB and identified two relevant sub-behaviors to be covered under the construct of CPWB. Further, Hogan & Hogan (1989) broadened the conceptual framework of CPWB by including all the threatening behaviors leading towards the violation of the rules and regulations of the organizations. Baron & Richardson (1994) emphasized at the adverse effects of the CPWB on the benefits of the organizations. According to Organ (1998) the employees always perform the positive activities when they become satisfied with the facilities and packages provided by organization. The organizations which believe in CSR practices and perform the social activities are more successful to keep their employees motivated. Sackett & Devore (2001) formulated the hierarchical frame work for the CPWB driving the research towards new horizons. Nehme and Wee (2008) emphasized at CPWB as a behavior of employees in which they move against the objectives of the organizations. CPBW violates the organization rules and norms that prevent the organizations to attain their goals which lose the image and reputation in the market and such acts cause the damage for the business property.

**Employee’s CSR Motivation**

The employees being a valuable resource of the organizations keep number of perceptions regarding the environment in which they survive. They also have some directional and motivational streams to be followed for such survivals. Aguilera et al (2007) discussed the three motivational levels required for the organizations which drive these towards the implementation of CSR practices. However, the third level of moral motivation relates to the human capital retained by these organizations. Consequently, the implementation of CSR practices in the organizations reinforces the motivations of the employees and it moves on. According to Charles de Gaulle (2006) motivation is the only talent required to perform good. The
motivation is a strong phenomenon for controlling and exceeding its performance and output. The motivation of the employees in the organizations is becoming important area of study. The recent researchers are focusing more on this area of study to identify the importance of the motivation in the organizations. Saunderson (2012) defines that the employees are motivated through CSR. When CSR is successfully implemented then employees’ relation will be positive for recruitment, morale, retention and productivity.

**Machiavellianism**

Christie (1970) defined the construct of Machiavellianism and explained its association with the personalites. Further, Christie & Lehmann, 1970; Shaffer & Simmons 2008 identified the three streams of Machiavellianism underlying therein. The same will be considered for this study. According to Christie & Geis (1970) the early focus of this construct was limited up to bi-lateral levels of corporate individuals. Machiavellian behavior performed by an individual in organization can tend organization towards the success and also helpful for achieving the major competitive advantages. Consequently, Hegarty & Sims (1979) conducted a research and identified the positive and negative implications of Machiavellianism. Singhpakdi & Vitell (1991) identified the association of Machiavellianism with the ethics. Ross & Robertson (2000) conducted a research and identified the association of Machiavellianism and descriptive ethical values. Machiavellianism is an attribute that relates to maintain the corporate social responsible environment in any organization. According to Wirtz and Kum (2004) it refers to the situation or degree in which management can analyze an individual employee behavior, its emotional distance from other employees in the organization and he believes that justify the means at the end.

The hypotheses developed for this research paper are as follows:

**H1**: Organizational Citizenship Behavior has high impact on CSR Activities.
**H2**: CSR Pursuance Motivation mediates the dependency of Organizational Citizenship Behavior on CSR Activities.
**H3**: Counterproductive Behavior has negative impact on CSR Activities.
**H4**: CSR Pursuance Motivation mediates the dependency of Counterproductive Behavior on CSR Activities.
**H5**: Employee’s CSR Motivation has low impact on CSR Activities.
**H6**: CSR Pursuance Motivation mediates the dependency of Employee’s CSR Motivation on CSR Activities.
H7: Machiavellianism has high impact on CSR Activities.
H8: CSR Pursuance Motivation mediates the dependency of Machiavellianism on CSR Activities.

Research Methodology

The research design, theoretical framework, sample size, respondent rate, statistical tools, and the research instruments are discussed. The data analysis has been done by using regression and correlation, means of data collection and measurement instrument. In this study the effect of four independent variables ‘OCB’ employees CSR motivation’, ‘counterproductive behavior’ and Machiavellianism behavior’ on mediating variable ‘CSR pursuance motivation’ and then analysis of the effect of ‘CSR pursuance motivation’ on dependent variable ‘CSR Activities’ has been analyzed. The employees of the banking organizations of the twin cities were requested to reply all the questions. A pilot survey was distributed in two banks among ten employees to check the validity of the formulated questions. The questionnaire contained sixty-eight questions. The respondents were requested to evaluate the wording, understanding, length and depth of the study for correct analysis of the data during the pilot study. The targeted population for this study has been identified as the banking organization of twin city Islamabad and Rawalpindi in Pakistan.

The 5 point likert scale is used. The variables’ items are adopted from different sources. Reliability of the questionnaire is check by Cronbach’s alpha and data is normal and symmetrically bell-shaped due to this decides that there will be used parametric test those are more powerful test and increase the chance of finding significant result, skewness and kurtosis are used for check the normality of the data, here data is normal and rely upon the assumption of normality. The banks as financial services providing organizations are selected because such organizations have more focus on CSR activities. The population elements are available at convenience. The banks were personally visited and the questionnaires were distributed to the employees of these banks. The total 21 banks were covered in Islamabad & Rawalpindi for this research. Sample size is 300 and response rate is 70% (i.e. 210/300). The ongoing study used quantitative (i.e. Questionnaire survey) as well as qualitative analysis (i.e. in-depth interviews). This study has been conducted in a cross sectional manner. The duration is around 3 months Approx (March 2013 to June 2013). The main parameter of interest is CSR. In this study non probability convenience sampling has been used. The responses have been analyzed through Pearson Correlation & Multiple Regression.
Research Model and Variables

![Diagram of the research model and variables]

Figure 3.1 Theoretical illustration of the link between CSR related Employee Behaviours, CSR Pursuance Motivation and CSR activities

Result Discussion & Analysis

Table 4.1 Descriptive Statistics of Banking Sector

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>UB</th>
<th>LB</th>
<th>Median</th>
<th>Variance</th>
<th>Std. Dev</th>
<th>Std. error</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Pursuance Motivation</td>
<td>3.694</td>
<td>5</td>
<td>1.3</td>
<td>3.777</td>
<td>0.332</td>
<td>0.5764</td>
<td>0.0398</td>
</tr>
<tr>
<td>CSR Activities</td>
<td>3.417</td>
<td>4.8</td>
<td>1.4</td>
<td>3.4</td>
<td>0.48</td>
<td>0.6926</td>
<td>0.0478</td>
</tr>
<tr>
<td>OCB (Org. Citizenship Behavior)</td>
<td>3.705</td>
<td>5</td>
<td>2</td>
<td>3.6538</td>
<td>0.367</td>
<td>0.6057</td>
<td>0.0418</td>
</tr>
<tr>
<td>CPB (Counterproductive Behavior)</td>
<td>2.985</td>
<td>4.8</td>
<td>1</td>
<td>3.1875</td>
<td>0.674</td>
<td>0.8208</td>
<td>0.0566</td>
</tr>
<tr>
<td>CSR Employee Motivation</td>
<td>3.762</td>
<td>5</td>
<td>1.5</td>
<td>3.8333</td>
<td>0.413</td>
<td>0.643</td>
<td>0.0444</td>
</tr>
<tr>
<td>Mach. Behavior</td>
<td>3.525</td>
<td>4.5</td>
<td>2</td>
<td>3.5263</td>
<td>0.167</td>
<td>0.4085</td>
<td>0.0283</td>
</tr>
</tbody>
</table>

According to the output in Table 4.1 the mean values have been shown as CSR Pursuance Motivation (3.694), Organization Citizenship Behaviors (3.705), Employees CSR Motivation (3.762), and Machiavellianism Behaviors (3.525). These values show that all values are close to the Agree scale. Whereas the mean values of
Counterproductive Behaviors remained (2.985), and CSR Activities (3.417) hence, the respondents remained neutral. Further, analysis of the data for standard deviation with concern to CSR Pursuance Motivation shows that the data deviates at 0.5764 points and the value of mean are 3.694 by using the 5 points Likert-scale in the questionnaire showing the variance of point 0.332 showing the majority of respondents from neutral to agree in this analysis.

The variable of Machiavellianism Behavior shows a maximum value of deviation which deviates at point 0.4085 in the data and value of mean is 3.525 with the using of five points Likert scale showing the variance of 0.167 points in the data again shows the opinion of the majority of respondents from neutral to agree. The trend of finding the results show the ranging between neutral to agree from all the target sample respondents. So, this trend helps to conclude that all the target employees in the targeted population have agreed on the corporate social responsibility phenomenon including CSR Pursuance Motivation (3.694, 0.57644), Organizational Citizenship Behavior (3.705, 0.6057), CSR Activities (3.417, 0.6926), Counterproductive Behavior (2.985, 0.8208) CSR Employee’s Motivation (3.762, 0.643) and Machiavellianism Behaviors (3.525, 0.4085).

Table 4.2

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's Alpha</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Pursuance Motivation</td>
<td>0.75</td>
<td>9</td>
</tr>
<tr>
<td>CSR Activities</td>
<td>0.63</td>
<td>5</td>
</tr>
<tr>
<td>OCB</td>
<td>0.81</td>
<td>13</td>
</tr>
<tr>
<td>CPB</td>
<td>0.91</td>
<td>16</td>
</tr>
<tr>
<td>Employee’s CSR Motivation</td>
<td>0.72</td>
<td>6</td>
</tr>
<tr>
<td>Machiavellianism Behavior</td>
<td>0.67</td>
<td>19</td>
</tr>
<tr>
<td>Overall</td>
<td>0.79</td>
<td>68</td>
</tr>
</tbody>
</table>

The item that measures CSR Pursuance Motivation is 9 and the value of Cronbach’s Alpha is 0.75 and CSR Activities is measured through 5 items and the value of Cronbach’s Alpha is 0.63. The Organization Citizenship Behavior has 13 items and the value for of Cronbach’s Alpha is 0.81 while the Counter-productive has been measured by 16 items and value of Cronbach’s Alpha is 0.91. The Employees CSR Motivation has 6 items, it has Cronbach’s Alpha value is 0.72 while Machiavellianism Behavior is measured by 19 items and value of Cronbach’s Alpha is 0.67. All of the above analysis is for measuring the reliability of questionnaire shows that the questionnaire is reliable.
and it is according to what that researcher is going to be measure and analyzed.

Table 4.3

<table>
<thead>
<tr>
<th>Variables</th>
<th>Skewness Statistic</th>
<th>Kurtosis Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Pursuance Motivation</td>
<td>-0.384</td>
<td>-0.156</td>
</tr>
<tr>
<td>CSR Activities</td>
<td>-0.386</td>
<td>-0.307</td>
</tr>
<tr>
<td>OCB</td>
<td>-0.224</td>
<td>-0.212</td>
</tr>
<tr>
<td>CPB</td>
<td>-0.517</td>
<td>-0.426</td>
</tr>
<tr>
<td>Employees CSR Motivation</td>
<td>-0.597</td>
<td>0.561</td>
</tr>
<tr>
<td>Machiavellianism Behavior</td>
<td>-0.052</td>
<td>0.46</td>
</tr>
</tbody>
</table>

The Corporate Social Responsibility pursuance motivation of the tests for observing the normality of data is lie between +1 and -1 that shows that entire analyzed data is normal because deviation more than the value of 0.57644 is always normal but there is negative skewness has been achieved with the value of -0.384 that also shows that the data is skewed positively and corporate social responsibility activities value are also more normal with the value of skewness -0.386. The values of skewness for Organizational Citizenship Behavior and Counterproductive behavior are -0.224 and -0.517 respectively. The Employees CSR Motivation and Machiavellianism Behavior (-0.597, -0.052) respectively, implies that the data is positively skewed and the data is normal.

**Overall Correlations of Banking Sector**

<table>
<thead>
<tr>
<th>Variables</th>
<th>CSR Purrsuance Motivation</th>
<th>CSR Activities</th>
<th>OCB</th>
<th>CPB</th>
<th>Employees CSR Motivation</th>
<th>Machiavellianism Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR pursuance Motivation</td>
<td>1</td>
<td>0.219**</td>
<td>0.473*</td>
<td>0.273*</td>
<td>0.400**</td>
<td>0.259**</td>
</tr>
<tr>
<td>CSR Activities</td>
<td>1</td>
<td>0.251*</td>
<td>-0.09</td>
<td>0.025</td>
<td>0.223**</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>1</td>
<td>0.424*</td>
<td>0.494**</td>
<td>0.266**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPB</td>
<td>1</td>
<td>-0.309**</td>
<td></td>
<td>0.138</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees CSR Motivation</td>
<td>1</td>
<td>0.149*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Machiavellianism Behavior</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
Table 4.4 Correlations
The correlation between CSR Pursuance Motivation and CSR Activities is 21.9% and the level of significance is 0.01. It shows a weak significant and positive relationship between variables. The correlation between CSR pursuance Motivation and Organization Citizenship Behavior is 47.3% and the level of significance is 0.01. It also shows a weak positive relationship between variables. If employees are helpful for co-workers and for eth organizations, work voluntary, they enhance the goodwill, protect the organization, maintain orders, performance of specific tasks above and beyond the call of duty and share new ideas with others; these behaviors have positive influence on firm’s efforts with respect to CSR. The correlation between CSR Pursuance Motivation and Counterproductive Behavior is -27.3%. It demonstrates the weak negative relationship between variables. If employee’s behavior varies against the goals of an organization, poor quality of work, theft of property and misuse of time and resources these kind of behavior has negative impact on firm’s efforts with respect to CSR.
The correlation between CSR pursuance Motivation and Employees CSR Motivation is 40% and the level of significance is 0.01. It shows a significant and weak positive relationship. If employees have a motivational behavior about CSR than the organization’s efforts with respect to CSR will be increased. It will more motivate to work on CSR Activities within the organization. The correlation coefficient value between CSR pursuance Motivation and Machiavellianism is 25.9% and the level of significance is 0.01. It shows a significant but weak positive relationship between variables. The correlation between the CSR Activities and Organization Citizenship Behaviors is 25.1%. It identifies a weak but positive relationship. The correlation between CSR Activities and Counterproductive Behavior is -0.09%.

The correlation result is insignificant and showing a negative relationship between variables. The correlation between CSR Activities and Employees CSR Motivation is 2.5%. It is insignificant and showing positive relationship. The correlation between CSR Activities and Machiavellianism Behavior is 22.3% at the significant level of 0.01. It shows significant and weak positive relationship. The correlation between Organization Citizenship Behavior and Counterproductive Behavior is -42.4% at significant level of 0.01. There is weak and negative relationship. The correlation between
Organization Citizenship Behavior and Employees CSR Motivation is 49.4% and the level of significance is 0.01. It shows a weak positive and significant relationship.

The correlation between Organization Citizenship Behavior and Machiavellianism Behavior is 26.6% and the level of significance is 0.01. It demonstrates a weak but positive relationship between variables. The correlation between Counterproductive Behavior and Employees CSR Motivation is -30.9% and the level of significance are 0.05. It shows a weak negative relationship. Further, the correlation between Counterproductive Behavior and Machiavellianism Behavior is 13.8% and the level of significance is 0.05. It identifies a positive but weak relationship. The correlation between Employees CSR Motivation and Machiavellianism Behavior is 14.9% at 0.05 the level of significance.

**Regression Results:**
Table 4.5 Banking Regression

<table>
<thead>
<tr>
<th>Variables</th>
<th>Model Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Eq A</td>
</tr>
<tr>
<td></td>
<td>β</td>
</tr>
<tr>
<td>CSR Activities</td>
<td>-</td>
</tr>
<tr>
<td>CSR Pursuance Motivation</td>
<td>-</td>
</tr>
<tr>
<td>Organization Citizenship Behavior</td>
<td>0.147</td>
</tr>
<tr>
<td>Counter Productive</td>
<td>-0.092</td>
</tr>
<tr>
<td></td>
<td>0.053</td>
</tr>
<tr>
<td>Employees CSR Motivation</td>
<td>0.195</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Machiavellianism</td>
<td>0.278</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td>R2</td>
<td>0.269</td>
</tr>
<tr>
<td>Adjusted R2</td>
<td>0.255</td>
</tr>
<tr>
<td>F</td>
<td>18.813</td>
</tr>
</tbody>
</table>

**Path “A” Association between Independent Variables and Mediator:**
In table 4.5 equation A, the value of $R^2$ measures the proportion of the total variation in CSR pursuance motivation. The adjusted $R^2$ shows that the model account for 25.5% variance in the predictor and the value of F is 18.813 and the significance value is .00 at 0.05 level of significance and the model is fit. According to equation A, the relationship between Organization Citizenship Behavior and CSR Pursuance Motivation is 14.7%. It means that the one unit increases in
the Organizational Citizenship Behavior the CSR Pursuance Motivation Increases by 0.147 units.

The relationship between counterproductive behavior and CSR pursuance motivation is -9.2%. It means that with one unit increase in counterproductive behavior the CSR pursuance motivation decrease by .092. The relationship between employees CSR motivation and CSR pursuance motivation is 19.5%. It means that with one unit increase in employees CSR motivation the CSR pursuance motivation increase by 0.195 units. The relationship between Machiavellianism behavior and CSR pursuance motivation is 27.8%. It means that with one unit increase in Machiavellianism behavior the CSR pursuance motivation increase by 0.278 units.

**Equation A**

\[ Y = A + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 \]

CSR PM = 1.718 + .147 (OCB) - .092 (CPB) + .195 (Emp. CSR Mot) + .278 (Mach).

According to the table 4.5 the Organizational Citizenship Behavior is significant at .027 < 0.05 level of significance and also other value counterproductive behavior (.039), employee CSR motivation (.001), Machiavellianism behavior (.001) are all less than the level of significance at 0.05. It explains the significance value as the model has been found as fit.

**Path B, Association between Mediator and Dependent Variable:**

According to equation B the relationship between CSR pursuance motivation and CSR Activities is 20.6%. It means that the one unit increase in CSR pursuance motivation the CSR Activities increase by 0.206 units. In Table 4.5 equation B, the R\(^2\) value shows that each variable is contributing 24% in determination of CSR activities. The adjusted R\(^2\) shows that our model accounts for 19% variance in the predictors. The value of F is 5.042 and the significance value is 0.026, level of significance at 0.05 as model is also fit.

**Regression Equation B**

\[ Y = A + BX = 2.654 + 0.206 \text{ (CSR PM)} \]

CSR Pursuance Motivation is significant as it value is .026 < 0.005.

**Path C, Association between Independent Variables and Dependent Variables:**

The association between independent variables and dependent variable has been given in equation C. The value of R\(^2\) explains that each independent variable contributes 10.4% in the determination of CSR activities the adjusted R\(^2\) emphasizes that the model accounts for 8.7% variance in the predictors. The value of F is 5.934 and the
significance value is .000 at 0.05 level of significance here the model is also fit.

Further, in equation C, the relationship between Organizational Citizenship Behavior and CSR activities has been found 27.5 %. It means that with the one unit increase in the Organizational Citizenship Behavior the CSR activities increases by 0.275 units. The relationship between Counterproductive behavior and CSR activities is -5.3%. It means that with one unit increase in Counterproductive behavior the CSR activities decreases by 0.053 units. The employees CSR motivation has been found as -15%. It means that with the one unit increase in employee CSR motivation the CSR activities decrease by 0.150 units. The relationship between Machiavellianism and CSR activities has been found as 31.9 %. It means that with the one unit increase in the Machiavellianism the CSR activities increases by .319 units.

**Regression Equation C**

\[ Y = A + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 \]

CSR Act = 1.995 + .275 (OCB) – 0.53 (CPB) - .150 (Emp.CSR Mot) + .319 (Mach)

The value of Organizational Citizenship Behavior (0.005) and Machiavellianism Behavior (0.009) are significant because they are below the 0.05 level of significance and the value of Counterproductive behavior (0.420) and employees CSR motivation (0.071) are insignificance because these are above the significant level 0.05 as the model is fit, on the base of which the hypothesis H1 and H7 are accepted.

**H1:** Organizational Citizenship Behavior has a high impact on CSR Activities.

**H7:** Machiavellianism has a high impact on CSR Activities.

Whereas the hypothesis H3 and H5 are rejected

**H3:** Counterproductive Behavior has a negative impact on CSR Activities.

**H5:** Employee’s CSR Motivation has a high impact on CSR Activities.

**Path C’**, Does the Association of Independent & Dependent Variable reduces significantly (partial mediation) or disappears (full mediation) in case the mediator is added?

In Table 4.5 and Equation C the value of \( R^2 \) explains that each of the independent variable contributes 10.4% in the determination of CSR activities the adjusted \( R^2 \) further elaborates that the model accounts for 8.7% variance in predictors. The value of F is 5.934 and the significance value is .000 at 0.05 level of significance here the model is fit. In Equation D, the value of \( R^2 \) shows that the each independent
variable and mediating variable contribute 11.4% in the determination of CSR Activities the adjusted R$^2$ further explains that the model accounts for 9.3% variance in the predictors. The value of F is 5.242 and the significance value is .000 at 0.05 level of significance here model is also fit.

The relationship between Organizational Citizenship Behavior and CSR activities is 23%. It explains that with the one unit increase in the Organizational Citizenship Behavior the CSR activities increase by 0.230 units. The relationship between Counterproductive behavior and CSR activates is -3.5%. It means that with the one unit increase in counterproductive behavior the CSR activities decrease by 0.035 units. The relationship between employees CSR Motivation and CSR Activities is -18.1%. It means that with one unit increase in employee CSR motivation the CSR activities decrease by -0.181 units. The relationship between Machiavellianism and CSR activities is -26.7%. It means that with the one unit increase in Machiavellianism the CSR activities increase by .267 units. The relationship between CSR Pursuance Motivation and CSR activities is 16.4%. It means that with one unit increase in CSR Pursuance Motivation the CSR activities increase by .164 units.

**Regression equation D**

\[
Y = A + \beta x_1 + \beta x_2 + \beta x_3 + \beta x_4 + \beta x_5 \\
\text{CSR Act} = 1.800 + .230 \text{ (OCB)} - 0.035 \text{ (CPB)} - 0.181 \text{ (Emp. CSR Mot)} + .267 \text{ (Mach)} + .164 \text{ (CSR PM)}
\]

The values of Organizational Citizenship Behavior (0.024), Machiavellianism behavior (0.033) and employee’s motivation (0.033) are significant because they are below from the 0.05 level of significance. The Counterproductive behavior (0.597) and CSR pursuance motivation (0.081) are insignificant as they are above from the significance level 0.05, on the base of which H2, H6 and H8 are accepted.

**H2: CSR Pursuance Motivation mediates the dependency of Organizational Citizenship Behavior on CSR Activities.**

**H6: CSR Pursuance Motivation mediates the dependency of Employee’s CSR Motivation on CSR Activities.**

**H8: CSR Pursuance Motivation mediates the dependency of Machiavellianism on CSR Activities.**

Whereas, H4 hypothesis is rejected

**H4: CSR Pursuance Motivation mediates the dependency of Counterproductive Behavior on CSR Activities.**

Mediation is a hypothesized as a causal chain in which one variable affects a second variable that in turn affects a third variable. In Table
4.6 Equation C, the value of $R^2$ explains that each independent variable contributes 10.4% in the determination of CSR activities. The adjusted $R^2$ further explains that the model accounts for 8.7% variance in the predictors and when it includes a mediating variable in the model, the value of $R^2$ shows that each independent variable contributes 11.4% in the determination of CSR pursuance motivation. The adjusted $R^2$ identifies that the model accounts for 9.3% variance in the predictors. It explains that there is a partial mediator independent variables have less impact on the dependent variable and more impact on mediating variable.

**Conclusion**

The aim of the study is to identify the association of the independent variables with the dependent variable of CSR Activities directly and through the mediating variable was obtained. It was identified that all of the independent variables have impact on mediating variable of CSR pursuance motivation. Organizational citizenship behavior, Employee’s CSR Motivation, Machiavellianism behavior have positive impact on CSR Pursuance Motivation and Counterproductive behavior has negative impact on CSR Pursuance Motivation and mediating variable CSR Pursuance Motivation has positive impact on dependent variable CSR Activities. The independent variable organizational citizenship found a positive impact on dependent variable CSR activities so the hypothesis 1 is accepted in accordance with the past studies conducted by the researchers like Nadiri & Tanova (2010) and Chiang & Hsieh (2012). Further, Machiavellianism also found a positive impact on dependent variable CSR activities so the hypothesis 7 is also accepted in accordance with the past studies conducted by Stasser & Titus, (1985), Dukerich et al. (1990), Morrison, (2006) whereas the counterproductive behavior found as insignificant impact on CSR activities making the hypothesis 3 stood rejected in the contradiction to the studies conducted by Viswesnaram et al. (1998). Likewise the employee CSR motivation was also found as insignificant impact on CSR activities making the hypothesis 5 as rejected in the contradiction to the studies conducted by Locke & Latham (1990), Meyer et al., (2004), Mullins (2006). The results of the study also show that there is a partial mediation because independent variable organizational citizenship behavior and the dependent variable of CSR activities follow a partial mediation from CSR pursuance motivation making the hypothesis 2 accepted in accordance with the past researches of Kelly & Hoffman (1997), Schneider & Bowen (1999), Paulin et al. (2000) Yoon & Suh (2003). The independent variables of employee’s CSR motivation and the
dependent variable of CSR activities also followed a partial mediation of CSR pursuance motivation making the hypothesis 6 accepted in accordance with the past researches. However the Machiavellianism behavior have less impact on dependent variable CSR Activities and more impact on mediating variable CSR pursuance motivation. Further, the counterproductive behavior has found less impact on dependent variable of CSR Activities and more impact on mediating variable of CSR pursuance motivation making the hypothesis 4 rejected in the contradiction to the studies conducted by Mangione and Quin, (1975), Robinson & Bennet, (1995), Peterson (2002).

Limitations of the Study
This study has been conducted on the financial services provider organizations of the twin cities of Pakistan i.e. Rawalpindi and Islamabad on the limited number of employees. The study was also limited up to low number of independent variables selected which was the core limitation of this study.

Future Research Directions & Recommendations
This research will provide a future implication for the banking sector of Pakistan to apply the necessary CSR activities. The future studies can be of experimental design, longitudinal studies that may provide the negative and positive result to establish the causal relationships among the variables. The future study can include more variables to improve the validity in the behavioral criterion. Further studies can investigate more demographically diverse groups of employees to determine the different CSR strategies to be used in the organizations. The future research work should take a sample from more sectors of the organization to improve the external validity and increasing sample sizes. No organization pitches better CSR initiatives without keeping right CSR employee behavior. The objective of next research studies ought to be exploring the relationship that may help decision makers and CSR professionals and HR effectiveness to consider the behavioral element of employees and its consequences while initiating CSR activities in their organizations.

The top and middle management of the services organizations may involve their employees by arranging and including specific type of trainings and worships. They may also develop a fair and equitable policies to improve their participation with respect to citizenship behavior, motivation and CSR pursuance motivation to execute the CSR activities in a given work environment. It might reduce the counterproductive behaviors towards such environment driving the organizations towards required objectives. Further, the organizations
should introduce a behavior-based systems and procedures to promote the CSR activities in their organizations.
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