



IMPACT OF CSR ON JOB PERFORMANCE OF EMPLOYEE: MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION AND PERCEIVED EXTERNAL PRESTIGE

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Abstract

This study investigates the impact of corporate social responsibility (CSR) on employee job performance, with a focus on the mediating roles of organizational identification and perceived external prestige. Drawing on social identity theory, the research proposes that CSR activities enhance employees' sense of belonging and their perception of how outsiders view the organization, which in turn improves their job performance. Data were collected from 250 employees working across multiple industries in Pakistan, including education, banking, insurance, technology, and manufacturing. Using structural equation modelling (AMOS) and SPSS for analysis, the results indicate that CSR positively influences employee job performance. Furthermore, organizational identification and perceived external prestige serve as significant partial mediators in this relationship. The findings highlight that when employees perceive their organization as socially responsible, through community involvement, ethical conduct, and employee welfare, their sense of belonging and external image of the organization improve, leading to enhanced job performance. This study contributes to the micro-level CSR literature, particularly in a non-Western context like Pakistan, where such research remains limited. It also offers practical implications for managers and organizations, suggesting that strategic investment in CSR initiatives can serve as an effective tool to boost employee motivation, commitment, and overall performance, thereby creating a competitive advantage in the marketplace.

Keywords: Corporate Social Responsibility, Perceived External Prestige, Corporate Reputation, Job Performance

1. Introduction

In today's increasingly competitive and dynamic business environment, organizations are constantly seeking sustainable strategic advantages to differentiate themselves from competitors. Traditionally, firms focused primarily on financial performance and market positioning. However, over the past two decades, the role of Corporate Social Responsibility (CSR) has evolved from a peripheral philanthropic activity to a central strategic function that shapes employee attitudes, consumer perceptions, and overall firm strategy (Kim, Lee, Lee, & Kim, 2010). CSR encompasses a wide range of organizational activities, including human rights protection, ethical business practices, workplace safety, environmental sustainability, community engagement, and consumer protection (McAdam & Leonard, 2003). These activities not only enhance corporate reputation but also directly influence the design and development of business models, supply chain management, product quality, and stakeholder relationships (Aguinis & Glavas, 2012; Mohiuddin, 2025; Mohiuddin & Farhan, 2025).



Despite the growing body of research on CSR, most existing studies have focused on its impact at the organizational or macro level, such as financial performance, corporate reputation, and consumer purchase intentions (Roberts & Dowling, 2002; Maxham III, 2001). Less attention has been given to the micro-level mechanisms through which CSR affects individual employee outcomes, particularly job performance. Employees are one of the most critical stakeholders of any organization, and their performance directly determines organizational success. Previous research has shown that CSR can influence employee attitudes such as commitment, satisfaction, and organizational identification (Farooq, Payaud, Merunka, & Valette-Florence, 2014; Farooq, Rupp, & Farooq, 2017; Mohiuddin, 2026; Mumtaz et al., 2023). However, the psychological processes that explain why and when CSR translates into improved job performance remain underexplored.

Furthermore, the majority of CSR research has been conducted in Western contexts, particularly in North America and Europe. The cultural, economic, and social dynamics of developing countries like Pakistan may produce different results. Therefore, this study aims to fill these gaps by investigating the impact of CSR on employee job performance in Pakistan, a developing economy with a unique socio-cultural landscape. Specifically, we examine the mediating roles of two key psychological mechanisms: organizational identification (OID) and perceived external prestige (PEP). By doing so, this research provides a more nuanced understanding of how CSR activities translate into enhanced employee performance, offering valuable insights for both academic researchers and managerial practitioners.

2. Literature Review

Corporate Social Responsibility (CSR)

Corporate Social Responsibility refers to a company's voluntary initiatives to address social, environmental, and ethical concerns beyond legal and economic obligations. CSR includes activities such as reducing environmental footprints, ensuring fair labor practices, contributing to community development, maintaining transparent governance, and protecting consumer rights (McAdam & Leonard, 2003). Well-reputed firms increasingly focus on maintaining a positive marketplace presence, involving themselves in community welfare, and developing socially responsible business practices (Aguinis & Glavas, 2012). These activities not only enhance societal well-being but also improve firm-level outcomes such as sales, market value, customer loyalty, and brand image (Maignan & Ferrell, 2004; Mohiuddin, 2024a). Importantly, CSR also plays a critical role in shaping employee perceptions, attitudes, and behaviors, making it a vital tool for human resource management and organizational development.

Job Performance

Job performance is defined as an individual's ability to effectively execute tasks and responsibilities assigned by the organization (Judge, Thoresen, Bono, & Patton, 2001). It encompasses both in-role behaviors (core task performance) and extra-role behaviors (organizational citizenship). Job performance is influenced by a variety of factors, including organizational culture, leadership styles, rewards systems, and employee attitudes. Research has consistently shown that when employees are satisfied, committed, and motivated, their job performance improves (Maignan & Ferrell, 2004). CSR activities contribute to employee satisfaction by creating a sense of purpose, pride, and alignment between personal and organizational values, thereby enhancing job performance (Mohiuddin, 2024b; Shin, Hur, & Kang, 2016).

Impact of CSR on Employee Job Performance

CSR activities signal to employees that their organization is ethical, caring, and socially responsible. When employees observe their company engaging in community development, environmental protection, fair treatment of workers, and customer satisfaction initiatives, they develop positive attitudes toward the organization. According to social exchange theory, employees reciprocate favorable treatment from the organization with positive work behaviors, including increased effort, commitment, and performance (Blau, 1964). Several empirical studies have confirmed a positive relationship between CSR and job performance. For instance, Shin et al. (2016) found that employees' perceptions of CSR significantly enhance their job performance through increased organizational pride and affective commitment. Similarly, Korschun,



Bhattacharya, and Swain (2014) reported that CSR strengthens customer-oriented behaviors among frontline employees, thereby improving their performance (Aurangzeb et al., 2021; Asif & Shaheen, 2022). Therefore, we propose:

H1: CSR is positively related to employee job performance.

Organizational Identification as a Mediator

Organizational identification is defined as the psychological sense of oneness and belongingness an individual feels toward their organization (Ashforth & Mael, 1989). According to social identity theory, individuals derive part of their self-concept from their membership in social groups, including work organizations (Tajfel, Turner, Austin, & Worchel, 1979). When employees identify strongly with their organization, they internalize organizational values, goals, and successes as their own. CSR provides a powerful basis for organizational identification because it reflects the organization's distinctiveness, values, and moral character (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2018). Employees are more likely to identify with organizations that are perceived as ethical, socially responsible, and community-oriented (Kim et al., 2010). Once employees develop strong organizational identification, they become more motivated to work on behalf of the organization, refrain from negative behaviors, and engage in activities that enhance organizational performance (Asif, 2022; Tuckey, Bakker, & Dollard, 2012). Several studies have confirmed that OID mediates the relationship between CSR and positive employee outcomes such as loyalty, advocacy, and performance (Farooq et al., 2017). Thus, we propose:

H2: Organizational identification mediates the relationship between CSR and employee job performance.

Perceived External Prestige as a Mediator

Perceived external prestige refers to an employee's subjective belief about how people outside the organization view its reputation, status, and image (Smidts, Pruyn, & Van Riel, 2001). When employees believe that outsiders hold their organization in high regard, they experience enhanced self-esteem, pride, and social standing (Leary & Baumeister, 2000). CSR activities directly influence perceived external prestige because socially responsible actions enhance the organization's public image and reputation (Fuller et al., 2006). Employees observe that their organization is praised for community involvement, environmental stewardship, and ethical practices, leading them to believe that outsiders view the organization positively. This positive perception, in turn, triggers reciprocal behaviors. According to social exchange and reciprocity norms, employees who feel proud of their organization's external prestige are more likely to reciprocate with increased effort, commitment, and job performance (Carmeli, 2005; Carmeli, Gilat, & Waldman, 2007). Employees with high perceived external prestige also experience a stronger sense of shared identity and mutuality with the organization, which further enhances their performance (Asif & Sandhu, 2023; Dutton & Heaphy, 2003). Therefore, we propose:

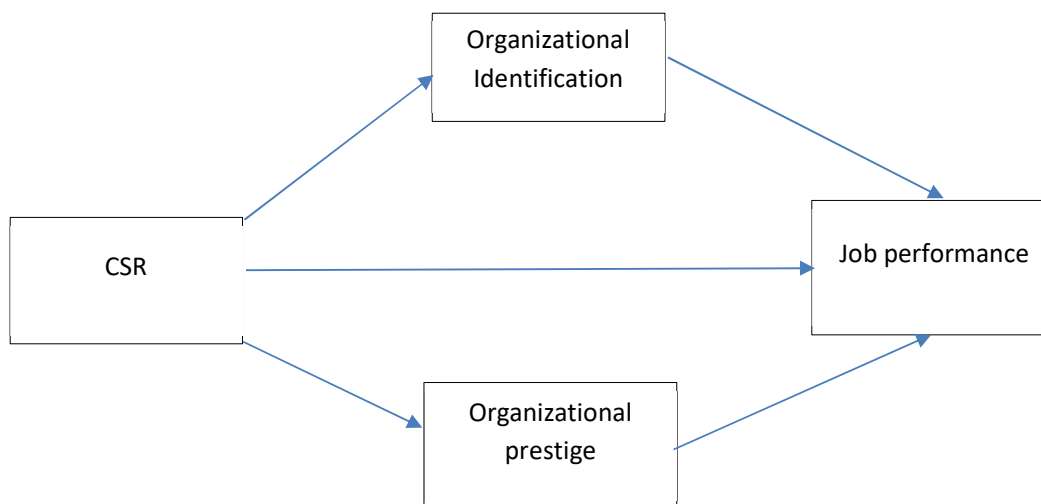
H3: Perceived external prestige mediates the relationship between CSR and employee job performance.

Theoretical Framework

Integrating the above arguments, we propose a mediated model where CSR influences employee job performance through two parallel pathways: organizational identification and perceived external prestige. Both mediators are grounded in social identity theory and social exchange theory, explaining the psychological mechanisms through which external CSR perceptions translate into internal employee performance outcomes. The hypothesized model positions CSR as the independent variable, job performance as the dependent variable, and OID and PEP as mediating variables.



Figure 1
Hypothesized Model



3. Methodology

Research Design and Approach

This study employed a quantitative, cross-sectional, and correlational research design to examine the impact of corporate social responsibility (CSR) on employee job performance, with organizational identification and perceived external prestige as mediating variables. A cross-sectional design was appropriate because data were collected at a single point in time, which is common for testing mediation models in organizational behavior research. The study adopted a survey-based approach, which allowed for efficient data collection from a large number of respondents across multiple organizations.

Population and Sample

The target population of this study consisted of full-time employees working in various organizations across Pakistan. To ensure diversity and generalizability, organizations were selected from five different industries: education, banking and finance, insurance, information technology, and manufacturing. These industries were chosen because they represent both service and production sectors and have varying degrees of CSR implementation.

A convenience sampling technique was used to select respondents due to time and resource constraints. A total of 320 questionnaires were distributed, out of which 270 were returned, yielding a response rate of 84.4%. After screening for incomplete or invalid responses (e.g., missing data, straight-lining), 250 usable questionnaires were retained for final analysis, representing a final effective response rate of 78.1%. According to Hair, Black, Babin, and Anderson (2010), a sample size of 250 is adequate for conducting structural equation modeling (SEM) with up to seven latent variables.

Demographic Profile of Respondents

The demographic characteristics of the final sample are as follows.

Table 1

Demographic Profile of Respondents

Characteristics	Frequency (Employees)	Percentage
Gender		
Male	152	60.8%
Female	98	39.2%
Age		
18-32 years	66	26.4%



Table with 3 columns: Characteristics, Frequency (Employees), and Percentage. Rows include age groups (33-42, 43-54, More than 54) and experience levels (1-5, 6-10, 11-15, 16-20, More than 20 years).

In terms of gender, 152 respondents (60.8%) were male and 98 (39.2%) were female. Regarding age, 66 respondents (26.4%) were between 18–32 years, 120 (48.0%) were between 33–42 years, 31 (12.4%) were between 43–54 years, and 33 (13.2%) were above 54 years.

Sampling Procedure and Data Collection

Data were collected through a self-administered paper-based survey questionnaire. The researchers first contacted the human resource (HR) departments of participating organizations to obtain permission and explain the purpose of the study.

Measurement Instruments

All constructs were measured using well-established, validated scales from prior research. Each item was rated on a 5-point Likert scale ranging from 1 = “Strongly Disagree” to 5 = “Strongly Agree.”

Corporate Social Responsibility (CSR)

CSR was measured using the 16-item scale developed by Turker (2009). This multidimensional scale captures four dimensions of CSR: CSR toward society (e.g., “Our company participates in activities that aim to protect and improve the quality of the natural environment”).

Organizational Identification (OID)

Organizational identification was measured using the 5-item scale developed by Mael and Ashforth (1995). Sample items include: “When someone criticizes my organization, it feels like a personal insult,”

Perceived External Prestige (PEP)



Perceived external prestige was measured using the 6-item scale developed by Riordan, Gatewood, and Bill (1997). Sample items include: “People outside my organization think highly of it,” “My organization is considered a prestigious place to work,” and “My organization has a good reputation in the community.” The Cronbach’s alpha for this scale was 0.97.

Job Performance (JP)

Job performance was measured using the 7-item in-role performance scale developed by Williams and Anderson (1991). Sample items include: “I adequately perform my assigned duties,” “I fulfill the responsibilities specified in my job description,” and “I consistently meet the formal performance requirements of my job.” The Cronbach’s alpha for this scale was 0.97.

Control Variables

Consistent with prior organizational behavior research, three demographic variables were included as control variables to rule out alternative explanations: gender (coded as 1 = male, 2 = female), age (coded as 1 = 18–32 years, 2 = 33–42 years, 3 = 43–54 years, 4 = above 54 years), and work experience (coded as 1 = 1–5 years, 2 = 6–10 years, 3 = 11–15 years, 4 = 16–20 years, 5 = more than 20 years). These variables have been shown in previous literature to potentially influence job performance.

Common Method Bias

Since the data were self-reported and collected from a single source at one point in time, common method bias (CMB) could be a concern (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). To minimize CMB, several procedural remedies were implemented: (a) respondents were assured anonymity to reduce social desirability bias, (b) different scale anchors and formats were used across measures, (c) items were arranged in a random order to avoid priming effects, and (d) the cover page clearly stated that there were no right or wrong answers. Statistically, Harman’s single-factor test was conducted. The unrotated factor analysis revealed that a single factor accounted for only 32% of the total variance, well below the recommended threshold of 50%, indicating that common method bias was not a serious issue in this study.

Ethical Considerations

This study adhered to standard ethical guidelines for research involving human participants. Prior to data collection, approval was obtained from the relevant institutional review board. Informed consent was obtained from all participants, and they were informed of their right to withdraw at any time without penalty. No identifying information (e.g., names, employee IDs) was collected to ensure complete anonymity. Data were stored securely and used solely for academic research purposes.

4. Results

Analytical strategy

First of all we performed the CFA to check the reliability and validity of the constructs. For model testing structural equation modelling is used. Mediation is performed in AMOS 22.

Reliability and validity analysis

We used CFA to check the discriminant and convergent validity of all constructs. We used the guideline of Podsakoff, MacKenzie, Lee, and Podsakoff (2003) for model re-specification. In order to check the model fit indices firstly we performed the single factor CFA this will produced a poor fit see (Table II).

Then we performed the four factor CFA this will produce a good fit with data see (Table 2).

Table 2

Model fit indices of measurement models

Model	χ^2	df	χ^2/df	CFI	TLI	NFI	RMSEA
Single-Factor	5682.81	405	14.0	0.45	0.41	0.43	0.1
Four Factor CFA	2839.06	405	7.00	0.58	0.55	0.56	0.07

Average variance extracted of all variables was greater than 0.50. Reliability and discriminant validity reported in Table 3.



All the variables have the discriminant validity. Means, standard deviations and correlations are reported in Table 4 along with the square root of AVE on the diagonals.

Table 3
Discriminant Validity

Variables	1	2	3	4	J.Rho
Corporate Social Responsibility	0.83				0.93
Organizational Identification	0.24	0.88			0.98
Organizational Prestige	0.17	0.14	0.76		0.97
Job Performance	0.19	0.21	0.25	0.87	0.97

Notes: AVE of all variables is displayed at diagonal in bold. Values in the columns are the squared inter item correlations (discriminant validities when compared to the AVEs). Reliability is given in right column as J.Rho.

Table 4
Descriptive Statistics and Correlation among Variables

Variables	Mean	S.D	1	2	3	4	5	6	7
Gender	1.39	0.456	1						
Age	2.12	0.951	.379**	1					
Experience	1.68	0.843	.493**	.510**	1				
CSR	3.91	0.659	0.123	-0.119	-.149*	1			
OI	3.79	0.897	0.12	-0.133*	-0.11	0.497**	1		
Organizational Prestige	3.79	0.926	-0.082	-0.058	-0.028	0.424**	0.387**	1	
Job Performance	3.83	0.94	-0.145*	-0.18**	-0.93	0.438**	0.469**	0.507**	1

Notes: **Correlations are significant at the 0.01 level (2-tailed). *Correlations are significant at the 0.05 level (2-tailed).

Table 5
Direct and indirect effects (specific effects) of independent variables on dependent

Independent Variable	OI	Organizational prestige	Job Performance			
	Direct Effect	Direct Effect	Direct Effect	Indirect Effect Via OI	Indirect Effect Via organizational prestige	Total Indirect Effect
CSR	0.67***	0.60***	0.24**	.17***	.20***	0.37***
OI	----	----	0.26**	----	----	-----
Organizational prestige	----	-----	0.34**	----	---	-----

Hypothesis testing

The model fit of our theoretical model produce an acceptable fit with the data ($\chi^2/df = 12$; GFI=0.97; TLI=0.70; NFI=0.94; RMSEA=0.2). For hypotheses testing, we examined the direct and indirect effects. Hypothesis 1 predict that the CSR positively influence the job performance of employees, support was found (b=0.24 p<0.01). Hypothesis 2 predicts that organizational identification mediates the relationship between CSR and job performance, support was found (indirect effect= 0.17 p<0.001) see table V. Hypothesis 3, predict that perceived external prestige mediates the relationship between CSR and job performance, support was also found (indirect effect=0.20, p<0.001).



5. Discussion

In this study first of all we check the impact of corporate social responsibility on employee's performance. Our results support this proposed relationship. Second objective of this study to examine the mediating role of organizational identification between corporate social responsibility, and job performance through the use of organizational identity theory. The results of our study reveal that CSR positively influence the organizational identification of employees. Furthermore, our results prove that organizational identification mediate the relationship between CSR and job performance. This implies that when organization involve in CSR activities their employee's organizational identification increases which lead to increase their job performance. This is consistent to previous study conducted by Farooq et al. (2017) in which they check the mediating role of organizational identification between CSR and loyalty boosterism. Thirdly, we propose the mediating role of perceived external prestige between CSR and job performance. Results support this relationship. This suggests that CSR build the perceived external prestige of employees. By having the prestige, they thought that they are valued by the organization (Fuller et al., 2006). They psychologically more feel the achievement and downfall of the organization (Chen, Sharma, Edinger, Shapiro, & Farh, 2011), therefore, their job performance increases.

Managerial Implications

Our study has various implications for organizations and practitioners. This study has strong useful implications for firms' level CSR strategies. CSR enhances company image and organizational status in the eyes of employees and outside customers (Orlitzky, Schmidt, & Rynes, 2003). Therefore, it increases the employees perceived external prestige and identification with the organization. CSR helps create a competitive advantage in a market. According to previous research CSR can enhance the self-esteem of the employees (Carmeli et al., 2007). Our model focus on the micro level of CSR that how it affects the employee's behaviour in the organization. With the implications of CSR activities employees' needs get satisfied, and when they feel satisfied their organizational identification increases. They start reciprocating back to the firm (Carmeli, 2005). Thus, CSR stimulating the development of a workforce that leading to improve the employee's organizational performance.

Limitation and Future Directions

This study has various strength's it has some limitations. The first limitation is that the sample size is very small. In future sample size should be increases. Secondly, the design of our study is cross sectional in future longitudinal design will be recommended. Future research should be focused on the thing that how employee's behaviour and attitude such as work engagement, job responsibility and citizenship behaviour influence by the internal and external CSR. And lastly, in our model we used the social identity theory framework future research must cover the other theoretical lens through which internal and external CSR influence the employee's outcomes.

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