A New Dimension for Job Pursuit Intention and Organizational Commitment through Corporate Social Responsibility

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Abstract: *To signify the importance of sub-dimensions affecting HR balancing parameters, this investigation has utilized the philosophical implications of post-positivism to study an academic premise for assessing the presence of corporate social responsibility and organizational justice along with their impact on employee commitment with switching intentions and suggesting critical implications for this premise accordingly. The role of overall justice in moderating the effects of CSR on organizational identity has been examined. Organizational identity has been used as a mediator for explaining the impact of CSR dimensions on job pursuit intention and organizational commitment. A series of mediation effects of both organizational identity and job satisfaction has also been used to explain the impact of CSR dimensions on organizational commitment. A total of 341 samples were collected from permanent faculty members from different universities of all the departments. For analyzing the theory extending framework, examining an augmented form of a construct-based cause and effect model researcher used Smart PLS. The most complex relationships studied between constructs showed relative significance. The subject-to-series mediation indicated estimates of positive relationships. The series of mediators included Organizational Identity followed by job satisfaction. The association between External CSR and Organizational commitment was slightly higher than the relationship between Internal CSR and organization with the presence of mediators.*

Keywords: Organizational identity, external CSR, internal CSR, job satisfaction, job pursuit intention, organizational commitment.

Introduction

Corporate social responsibility is receiving industrial substantiality in the contemporary setting. Companies are focusing on CSR for sustainable competitive advantage and therefore consider it as a researchable dimension (Fjørtoft, Grimstad, & Glavee-Geo, 2020). Jimena, Mendoza, and Ascan (2011) highlighted that CSR is not restricted only to society or corporations. Organizational policies, attributes, activities, and efforts also cover the aspects aside from these restrictions. CSR of higher education institutes have been subject to these restriction as highlighted in previous studies. International universities

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and education sectors are creating, exploring, and expanding their CSR activities. The concept of CSR applies to both profitable and non-profitable sectors. Universities are working extensively on CSR. For corporations, the incorporation of CSR practices represents competitive advantages and enhances the chances of attracting potential applicants. It is imperative in this era to align intrinsic and extrinsic policies and practices of both the educational and corporate sectors, for balancing the supply and demand of quality workforce. Developing a CSR culture in Universities is crucial not only because it enhances the capabilities, efficiencies, and attraction of teachers and students, but it also develops a sense of humanity, positive attitude, and behavioral structure in all stakeholders involved. Du, Bhattacharya, and Sen (2010) emphasized that educational institutes are imperative for the survival of society and corporate sectors. Ahmad (2012) proposed, that the higher education sector is considered the main source for developing and providing CSR procedures. It initiated the application of CSR with the employees and then it moved to other stakeholders. The education sector in Pakistan is suffering from job dissatisfaction and commitment issues. Therefore, for implementing CSR effectively in the higher education sector, the information from employees, especially the faculty, is highly crucial. The main purpose of this research is to provide a guideline to the policy makers that CSR is not only restricted to enhancing sales and organizational identity but to prove that it has extended consequences for Job pursuit intention, organizational commitment as well and job satisfaction. Furthermore, the study adds to the literature in a few different ways, like, looking at how organizational identity can be enhanced by focusing on internal and external CSR. Moreover, the model is an augmented version of past frameworks with new relationships hypothesized between constructs. Different theories have been integrated to support the hypotheses and provide a foundation for theoretical extension. Social identity theory has been utilized and extended in the study with the incorporation of Internal and External CSR as exogenous dimensions, and examined in terms of its effects on, job pursuit intention, organizational commitment, and job satisfaction. Organizational identity and job satisfaction have been hypothesized as mediators.

Employee commitment, job pursuit intentions, organizational justice, and job satisfaction are crucial aspects of organizational performance and employee well-being in any sector. In the academic sector of Karachi, Pakistan, these factors play a significant role in shaping the overall effectiveness and success of educational institutions. However, several challenges hinder the attainment of optimal levels of commitment, intentions to pursue jobs, justice perceptions, and satisfaction among academic employees in this region. This problem statement aims to shed light on these issues, providing a comprehensive understanding of the complexities that prevail within the academic sector of Karachi.

Addressing these issues is vital for the academic sector in Karachi to foster a conducive and motivating work environment, attract and retain competent faculty, and enhance overall institutional performance. By understanding the root causes and consequences of these challenges, policymakers and educational administrators can develop targeted interventions to improve employee commitment, job pursuit intentions, organizational justice, and job satisfaction.

The implications of these issues are not limited to individual employees but extend to the entire academic community, students, and society at large. A dissatisfied and less

committed workforce can lead to reduced productivity, compromised teaching quality, and a diminished learning experience for students. Consequently, the reputation of educational institutions may suffer, impacting their ability to attract top-tier students and secure research grants and collaborations.

To overcome these challenges, a comprehensive approach is required, involving a collaboration between policymakers, academic institutions, and relevant stakeholders. Introducing competitive compensation packages, performance-based incentives, and professional development opportunities can boost employee commitment and job satisfaction. Implementing transparent and fair promotion processes and fostering a culture of meritocracy can enhance organizational justice perceptions. Furthermore, providing platforms for employee feedback and voice can help address concerns and improve overall job pursuit intentions.

The academic sector of Karachi, Pakistan, faces significant challenges concerning employee commitment, job pursuit intentions, organizational justice, and job satisfaction. Addressing these issues is essential for fostering a thriving and progressive educational environment that benefits both employees and students alike. Implementing evidence-based interventions with collaboration among stakeholders will be pivotal in creating a positive and motivating work atmosphere in the academic sector of Karachi. This issue is very pertinent to focus on and discuss that compensation, work environment, career development, and work-life balance are not the only factors that create the organizational identity and enhance job satisfaction and job pursuit intention. So in this era, it was important to identify the factors that are beyond the traditional factors of job pursuit intention. The new dimensions are required to focus in terms of creating the job satisfaction commitment and the job pursuit intention. That's where the need for this research has arisen for finding the new dimensions for impacting the said factors.

Literature Review

Corporate Social Responsibility

Aguinis and Glavas (2012) contextually collected all the practices of CSR to gauge whether they affect various stakeholders for which CSR was meant like investors, customers, employees, dealers, as well as the government. The recent paper on CSR by Nguyen, Pham, Le, and Bui (2020) evaluated that CSR has a positive impact on organizational commitment through the mediation of organizational identity. Furthermore, it has also been identified that businesses can enhance their efficiency and effectiveness if they are socially responsible they will face negative feedback from their stakeholders, specifically workers, customers, and social communities. In another study with different dimensions, it was found that companies who carry out CSR activities can enhance organizational commitment by enhancing their corporate image. Furthermore, it has also been studied in the casino industry as CSR is also very important in enhancing commitment. As Ch, Shaukat, and Iqbal (2021) highlighted CSR contributes in the recent era by enhancing satisfaction and commitment. Other researchers like, El Akremi, Gond, Swaen, De Roeck, and Igalens

(2018) recognized the social activities in external and internal CSR related to external and internal stakeholders. Internal CSR as noted by Turker (2009) is practiced to augment the mental, physiological, and psychological attributes of the employees within the organization and helps in the arrangement of policies and practices. Similarly in the study Shen and Jiuhua Zhu (2011) elaborated on the extensions of internal CSR categorically as employee training, equal opportunity, human rights, security, employee well-being, diversity, and the work-life balance. Further in-depth investigation on CSR indicated specifically about the external and internal CSR impacts. It has been found that external CSR is a strong predictor of organizational commitment and is more effective through the mediation of job satisfaction. As far as internal CSR is concerned, no significant effects were found on organizational commitment and job satisfaction. Similar results have been found in the context of external CSR in the study of Bouchareb and Kerrouche (2021). External CSR has moderating and direct effects on the job satisfaction of the employees. In another study by Ismael and Yesiltas (2020), it was found that the relationship of CSR with job satisfaction prevails through organizational citizenship behavior in the different countries and sectors.

Further in the study by Carmeli, Gilat, and Waldman (2007), it is suggested that CSR, because of its high profile, enhances employees' desire to be associated with a socially responsible organization and, therefore, to be affiliated with their organization if it practices CSR. Because organizational identity is important for social identification, its association with CSR has also been investigated. Furthermore, CSR feedback has a decisive effect on organizational identity which in turn affects job satisfaction. This finding is significantly supported by Fuller et al. (2006) have posited that human resource practices represent wide opportunities for training, recognition, and justice. Therefore, internal CSR activities affect employees in positive ways while indirectly enhancing organizational identity. Findings from a previous study suggest that in Asian countries, moral obligations and assigned responsibilities oblige organizations to enhance CSR and attract job seekers to pursue (Ramasamy, Rowley, & Yeung, 2016; Jones & Rupp, 2018). In a recent study Tarigan, Susanto, Hatane, Jie, and Foedjiawati (2021) also highlighted that there is a positive and direct relationship between overall CSR and job pursuit intention.

Employee commitment refers to the degree of dedication, loyalty, and involvement an employee exhibits toward their organization. In the academic sector of Karachi, factors such as job insecurity, lack of recognition, and limited professional growth opportunities have been observed to negatively impact employee commitment. Dedication and loyalty in this era is the important aspect to focus on. As suggested by Nguyen et al. (2020) employee show their degree of commitment when they feel the organizational ownership that can be enhanced with the internal CSR.

Furthermore, Job pursuit intentions denote an individual's willingness and interest in seeking alternative employment opportunities. The academic sector of Karachi faces a challenge in retaining talented educators due to factors like inadequate compensation, insufficient benefits, and limited job mobility. This is the center focus of the organizations to enhance the factors that force talented individuals to pursue the jobs in the organizations. As suggested by Tarigan et al. (2021) this era is mainly focused on the quality of the employees, not the quantity. This enhances the focus on the job pursuit intention as

one of the important variables of the study. When a candidate and employee decide to choose the organization for the future. So, they also think of the organization that can provide them with the required things of the candidate which force them to choose a particular organization to work. Organizational justice concerns the perceived fairness in the workplace, encompassing distributive, procedural, and interactional justice. In the context of the academic sector in Karachi, discrepancies in pay scales, nepotism, and lack of transparency in decision-making processes have been linked to a lower perception of organizational justice among employees.

Job satisfaction reflects an employee's contentment with their job and the overall work environment. Issues like heavy workload, administrative pressures, and the absence of work-life balance have been identified as potential causes of low job satisfaction in the academic sector of Karachi.

Based on the above literature, the following hypotheses were developed:

It is posited that when potential job seekers perceive a company as actively engaging in socially responsible practices, they are more likely to be attracted to and pursue job opportunities within that organization. The assumption is that CSR activities, philanthropic endeavors, environmental sustainability initiatives, and ethical business practices, create a favorable image of the company in the eyes of job seekers. As a result, individuals perceive the organization as more socially conscious and ethically responsible; leading them to believe that working for such a company aligns with their values and principles. The positive impact of external organizational CSR on job pursuit intention is likely to be stronger among millennial and Gen Z job seekers, who often prioritize social and environmental values in their career decisions. This demographic is increasingly seeking purpose-driven work environments that contribute to a greater societal good. Past studies suggest that when employees perceive their company as actively engaging in socially responsible practices, they are more likely to develop a stronger emotional attachment and dedication to the organization. CSR activities, such as community involvement, ethical practices, and environmental sustainability, create a positive perception of the company's values and reputation. When employees believe that their organization is genuinely committed to making a positive impact on society, they are more likely to feel proud of their affiliation with the company and perceive their work as meaningful. The positive impact of external organizational CSR on organizational commitment is reinforced by the perception of a caring and ethical organizational culture. Employees who witness their company actively contributing to the greater good are likely to feel supported and valued, fostering a sense of loyalty and commitment.

Organizational identity is perception of an organization's distinctiveness, values, and mission, both internally among its members and externally among stakeholders (Brown, Dacin, Pratt, & Whetten, 2006). CSR refers to a company's voluntary actions that aim to benefit society beyond its legal obligations, including initiatives related to environmental sustainability, philanthropy, and community engagement. Brown et al. (2006) suggest that external CSR activities can enhance an organization's reputation, leading to a positive perception among stakeholders. This positive reputation contributes to a stronger organizational identity, as the organization is perceived as socially responsible and ethical. According to Rupp, Ganapathi, Aguilera, and Williams (2006), CSR initiatives facili-

tate stakeholder engagement and dialogue. Engaged stakeholders, including customers, employees, and community members, are more likely to identify with an organization's mission and values, reinforcing its organizational identity. Turker (2009) argues that organizations involved in external CSR are seen as more committed to ethical principles. Such commitment aligns with organizational identity, as it emphasizes the importance of integrity and social responsibility. CSR initiatives can positively influence employee perceptions of their organization. Employees who perceive their organization as socially responsible are more motivated and committed, leading to a strengthened organizational identity. Marquis and Qian (2014) demonstrate that external CSR practices can lead to a competitive advantage. Organizations that are recognized for their CSR efforts gain a distinct market position, contributing to a unique organizational identity that sets them apart from competitors. Employees are more likely to be attracted to organizations that demonstrate a commitment to CSR (Turker, 2009). A workplace that prioritizes social responsibility creates a positive image and reputation, which enhances the appeal for potential job seekers, leading to increased job pursuit intention. When employees perceive that their organization genuinely cares about social and environmental issues, they develop a sense of identification with the organization (Mael & Ashforth, 1992). This sense of belonging and shared values strengthens their intention to pursue jobs within the organization. Internal CSR initiatives that focus on employee well-being, such as health and wellness programs, contribute to a positive work environment. Employees who feel cared for and supported are more likely to consider staying with the organization, thereby increasing their job pursuit intention. CSR activities that positively impact the work experience and overall job satisfaction have been shown to influence job pursuit intention. Satisfied employees are more inclined to remain with the organization and recommend it to others, leading to higher job pursuit intentions among potential applicants. Internal CSR fosters a sense of organizational commitment among employees. Employees who feel connected to the organization and its CSR initiatives are more likely to actively seek job opportunities within the organization, increasing job pursuit intention.

CSR initiatives that involve employees in meaningful activities, such as volunteering or sustainability projects, can enhance employee engagement (Greening & Turban, 2000). Engaged employees are more committed to their organization, resulting in higher levels of organizational commitment. By aligning their values with the organization's social and environmental efforts, employees develop a stronger sense of purpose at work (Brammer, Millington, & Rayton, 2007). This sense of purpose is positively related to organizational commitment. Internal CSR initiatives that promote a positive organizational culture and values can foster a strong sense of organizational identification among employees. When employees identify with their organization, they are more likely to demonstrate higher levels of commitment. CSR practices that prioritize employee well-being and work-life balance contribute to increased job satisfaction. Satisfied employees tend to be more committed to their organization, as they perceive their workplace as supportive and caring. Internal CSR initiatives can signal to employees that the organization cares about their well-being and success (Eisenberger, Huntington, Hutchison, & Sowa, 1986). This perceived support fosters a reciprocal sense of commitment to the organization.

Internal CSR initiatives that align with employees' values and beliefs create a sense of

shared purpose and identity among employees (Ashforth & Mael, 1989). This alignment fosters a strong connection between individual values and the organization's values, contributing to a cohesive organizational identity. When employees are actively involved in CSR initiatives, they develop a sense of pride in their organization's contributions to society (Bhattacharya, Rao, & Glynn, 1995). This pride enhances the perception of the organization's identity as socially responsible and caring. Internal CSR initiatives that emphasize the organization's commitment to social and environmental issues enhance employees' identification with the organization (Mael & Ashforth, 1992). Employees who identify with the organization are more likely to adopt its identity as their own. Successful internal CSR practices can positively influence the organization's reputation among stakeholders. A strong reputation as a socially responsible organization enhances its identity and fosters a positive perception among employees and external stakeholders. Internal CSR initiatives that involve employees in community engagement and sustainability efforts contribute to positive stakeholder relationships. These relationships reinforce the organization's identity as a responsible corporate citizen.

H_1: External and Internal CSR has a positive and significant impact on Job pursuit intention.

H_2: External and Internal CSR has a positive and significant impact on Organizational commitment.

H_3: External and Internal CSR has a positive and significant impact on Organizational identity.

According to Folger, Gilliland, Steiner, and Skarlicki (2001), the intrinsic orientation of workplace esteem and direction are also perceivable from an ethical point of view and these are also denoted as, according to deontic justice theory, an individual's aspiration to be treated equally. In the study of Rosso, Dekas, and Wrzesniewski (2010) it was highlighted that employees perceive a workplace as ethically standardized if they are deontic in their CSR practices. Workplaces that place more importance on external CSR are perceived by employees as biased. These employees are also biased about external CSR and how important external CSR is for them. These types of employees are calling-oriented at a significant level.

Perceived internal CSR, when present in Organizations, improves focus on the best moral standards for their internal stakeholders. The employees who focus more on internal CSR have witnessed positive impacts on their workplace respect as compared to the employees who focus less on calling orientation. Employees who are highly calling-oriented focus more on the CSR activities of their organization, developing a positive image of both external and internal CSR being practiced in their organizations (Glavas, 2016).

H_4: Overall justice positively and significantly moderates the relationship between External CSR and internal CSR with Organizational Identity.

Organizational Identity and Job Satisfaction

The self-categorization theory by Haslam and Ellemers (2005) and the social identity theory by Tajfel and Turner (2004); Ashforth and Mael (1989) consider Organizational identification as a social identification type. It is also described that perceived oneness, achievement, and non-achievement acknowledgments are the norms of that Organization. Past research explains that Organizational identification is a very important factor for organizational general adequacy. Positive organizational outcomes result in organizational citizenship behavior (OCB) referring to employees' job satisfaction and flexible availability.

As indicated by Glavas (2016), CSR is associated with Organizational identification in a positive manner. According to Kim, Lee, Lee, and Kim (2010) CSR has a strong impact on organizational commitment (OC) through organizational identification. According to Glavas (2016), CSR identification has been constructed by different pathways which are produced by external and internal CSR. Furthermore, El Akremi et al. (2018) indicated a strong relation between CSR and employees' organizational identification. The employees working with an organization who perform social welfare activities, most of them have firmly associated themselves with their organization. Employees present in organizations performing community services, feel attached to their organization (Jones & Rupp, 2018).

According to El Akremi et al. (2018), the intervening effect of some of the CSR practices, in particular, has an impact on the job satisfaction of employees, work or job performance. Jones and Rupp (2018) indicated that organizational citizenship practices are channelized to remain responsible.

H_5: Organizational identity positively and significantly mediates the relationship between External and internal CSR and Job pursuit intention.

H_6: Organizational identity positively and significantly mediates the relationship between External and Internal CSR and Organizational commitment.

Several previous studies have explored the links between CSR, organizational identity, job satisfaction, and organizational commitment. For instance, O. Farooq, Payaud, Merunka, and Valette-Florence (2014) conducted a study on the impact of CSR practices on employee outcomes, finding a positive relationship between CSR and organizational commitment. Research on organizational identity has demonstrated that a strong sense of identification with the organization's values and goals can positively impact employees' commitment levels. This supports the proposed mediating role of organizational identity, where internal CSR initiatives may foster a greater sense of belonging and attachment to the organization, thus enhancing commitment. Moreover, job satisfaction has been extensively studied concerning employee commitment. Warr, Cook, and Wall (1979) found a strong positive association between job satisfaction and organizational commitment. This supports the idea that internal CSR initiatives that enhance job satisfaction may also contribute to higher levels of commitment among employees. Empirical evidence by Glavas

(2016) has shown that CSR practices can positively influence employee attitudes, including job satisfaction, indicating a potential pathway through which internal CSR activities may affect organizational commitment. Additionally, research by Glavas (2016) investigated the effects of CSR practices on organizational commitment and found a positive relationship. This lends further support to the proposed hypothesis, suggesting that both organizational identity and job satisfaction may play important roles as mediators in the relationship between internal CSR and organizational commitment. Brown et al. (2006) examined the relationship between CSR practices and employee attitudes, highlighting how CSR initiatives can impact organizational commitment. Research on organizational identity has shown that employees' identification with the organization's values and mission can positively influence their commitment levels. This supports the proposed mediating role of organizational identity, where external CSR initiatives may strengthen employees' sense of belonging and pride in the organization, thus enhancing commitment. Moreover, job satisfaction has been extensively studied concerning employee commitment. Warr et al. (1979) found a positive association between job satisfaction and organizational commitment. This supports the idea that external CSR initiatives that enhance job satisfaction may also contribute to higher levels of commitment among employees. Empirical evidence by Glavas (2016) has shown that CSR practices can positively influence employee attitudes, including job satisfaction, indicating a potential pathway through which external CSR activities may affect organizational commitment. Additionally, research by Turker (2009) investigated the effects of corporate social responsibility on organizational commitment and found a positive relationship. This lends further support to the proposed hypothesis, suggesting that both organizational identity and job satisfaction may play important roles as mediators in the relationship between external CSR and organizational commitment.

H_7: There is a positive and significant serial mediation of organizational identity and job satisfaction between External CSR and Organizational commitment.
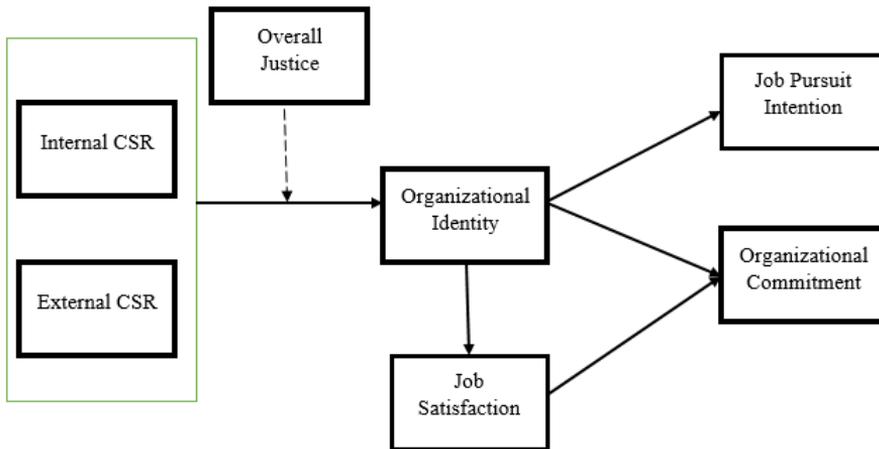
H_8: There is a positive and significant serial mediation of organizational identity and job satisfaction between Internal CSR and Organizational commitment.

Certain theories have been utilized in this research for constructing a research model. Firstly, the concept of corporate social responsibility given by Andrew Carnegie, 1889, Suggests that CSR remains in the highlights, as far as management sciences research is concerned. Initially, it has been part of marketing-based research. In the recent era, it has been highlighted in organizational research as well. Carroll and Shabana (2010), posited that CSR is not only linked with a specific area, but it is also linked with economic, legal, ethical, and philanthropic aspects. Several studies argued that firms have a responsibility to work for well-being not only external but also internal. This laid the foundation for internal and external CSR.

Another aspect of this research is related to organizational identity. Organizational identity is derived from the social identity theory by Henry Tajfel. It explained that social groups depend upon diversification in terms of, gender, age, religion, and region.

Several key factors relate to and become the identity of a particular social group. (i.e. Distinctiveness, status, awareness of out-group, and traditional factors of group formation like interpersonal interactions, proximity, shared goals, liking, common history, and so on). The term organizational identity was originally coined by Stuart Albert and David Whiten in 1985 to refer to an element of an organization that is widely considered to be (a) central, (b) sustainable, and (c) distinguished. Recalling two aspects of identity, in this branch of organizational identity, scholars focus mostly on the "difference" aspect (e.g., a unique element of an organization's culture). Organizational identity, on the other hand, emphasizes the social roles of organizations, like actors, in the context of social actors, as well as the actions of individuals. One of the reasons for the reception of identity in organizational sciences is its ability to be applied at different levels of analysis. At the supra-organizational (sometimes known as institutional) level, the identity of an organization usually corresponds to the membership requirements associated with specific groups or social categories (such as commercial banks, community colleges, and zoos). Scholars interested in this level of analysis focus on these needs collectively to help different audiences (e.g., consumers, regulators, employees) identify different types of organizations, and interact with them appropriately. Permission to do and apply appropriate diagnostic criteria, so, according to the theory, it is believed that organizational identity is not only made by certain things. For that reason, organizational identity is attached to internal and external CSR.

Figure 1
Research Model

In light of the recommendations of the Signaling Theory which is the main theory of the study, this investigation suggests that there is a positive relationship between the four components of corporate social performance and job search, and those attitudes are moderated through social-environmental awareness. The speculations of this investigation and their justification are given in detail. The intention of individuals to seek employment for a particular company is to scrutinize their perceptions regarding the social per-

formance of a company that the firm's stakeholders, for example, clients, investors, and job seekers prefer the presence of positivity (Cable & Graham, 2000).

This theoretical contextualization supports the framework below which includes extensions of past theories.

Methodologies

Participants

The data was collected from higher education specifically the business education universities of Pakistan. A sample size, according to the formula by Daniel Soper, of 382 was usable in the analysis. The distributed questionnaire initially was 400. The response rate was 100%, as the respondent actively participated in the survey, but 14.75% of responses were deleted due to missing values and unengaged responses. The selected sample was 341 samples of permanent faculty members from different universities of all the departments, including finance, marketing, human resource management, and supply chain management selected randomly as the total population size was known. The limitation presented by the sample acquired was addressed by using smart PLS because of its capacity to deal with small sample sizes. The selected sample was diversified in terms of their experience, and the number of courses that teach different departments. The researcher also tries to include an equal number of samples concerning departments, gender, and experience so that the responses will not create a sample bias and we can get unbiased results that can be evaluated after covering all the areas and aspects. The data and survey instrument are present in appendix A (Supplementary data 1 – response data file and Supplementary data 2 – Research instrument). As far as gender is concerned there were 56.59% of males and 45% were female, it is just because the maximum number of male faculty members was found in the university and is not a sample bias as also suggested in a similar study by Ramamoorthy and Flood (2004). The dimension of that data provided us to see CSR through the lens of a different gender. Furthermore, there were 32.24% of faculty members had 2-5 years, 33.43% had 5-10 years, and 34.33% of faculty members had 10 and above experience and teaching multiple courses.' The reason for including a diversified sample is to draw an accurate picture of the CSR, overall justice, and organizational identity from all levels, to make a clear picture with less bias. The researcher has adopted the scales for internal CSR, external CSR, Overall Justice, Organizational identity, Job satisfaction, job pursuit intention, and Organizational Commitment from the sources below. The results of Common method bias, according to the collective EFA application of SPSS, identified that the percentage of cumulative variance for all observed variables was less than 50% (i.e. 38.72%), indicating the absence of method bias.

All the items were tested for their reliability. So for this research researcher has used the already tested scales so that the studies can carry out reliable results.

Model Fitness

Scales	References
Internal CSR	Shah, Arjoon, and Rambocas (2016)
External CSR	Kriwy and Mecking (2012)
Overall Justice	Ambrose and Schminke (2009)
Organizational identity	Mael and Ashforth (1992)
Job Satisfaction	Cammann, Fichman, Jenkins, and Klesh (1983).
Job Pursuit Intention	Wang (2013)
Organizational Commitment	De Nobile (2017)

Statistical Tools

For analyzing the theory extending the framework, examining an augmented form of a construct-based cause and effect model used in past literature (Jung & Ali, 2017), Smart PLS was used because of its capacity to gauge the contributive aspects of constructs additional to the previous model while considering the absence of constructs removed, if any (Alshurideh, Al Kurdi, Salloum, Arpaci, & Al-Emran, 2023). Smart PLS is a valuable tool for defining the statistical validity, reliability, and authenticity of the data gathered for supporting the theoretical contribution in studies categorically in line with this one (Ringle & Sarstedt, 2016). Using a range of tests for identifying and highlighting the underlying structure of the data in the study while examining the correlations desirable, the PLS algorithm and bootstrapping sections of Smart PLS enable data interpretation for supporting the scientific requirements of this research (Shiau, Sarstedt, & Hair, 2019). The mediation effect between the exogenous and endogenous constructs subject to a series of mediators has also been addressed using the predictive capacities present in the statistical algorithms of Smart PLS.

Results and Analysis

Modal Validity

The data gathered was utilized for calculating the results through the statistical algorithm present in Smart PLS 3 which enabled the verification of the data's validity and the relationships of constructs lying within the data structure (Henseler et al., 2014). Hair Jr, Hair Jr, Hult, Ringle, and Sarstedt (2021) suggest using PLS to gauge the measurement model as done to authenticate research data in past relevant studies.

Model Measurement

Reliability of the data is measured through a composition of multiple tests that specifically focus on identifying an underlying structure in the data which would enable analyzing the endogenous and exogenous roles assigned to the constructs using established theory and gauging the extensions proposed. Correlations between items indicate the level of relevance among them. Factor loadings, as the first component of model measurement, indicate that all the items are distinguishable reliably as well as act like the subcomponents of their proposed constructs by being 70 percent or above associated with them.

The prevalent statistical significance of all items with their respective constructs is shown is Table 1.

Table 1
Factor Loadings Significance

Construct	Items	Loadings	T Value	P Values
EXCSR-OJ MOD	EXCSR * OJ Moderation	1.113	8.420	0.000
EXCSR	EXCSR1	0.829	26.355	0.000
	EXCSR2	0.852	29.73	0.000
	EXCSR3	0.712	11.955	0.000
	EXCSR4	0.802	25.718	0.000
INCSR	INCSR3	0.864	40.274	0.000
	INCSR4	0.857	35.111	0.000
	INCSR5	0.874	52.12	0.000
	INCSR6	0.820	25.517	0.000
INCSR-OJ MOD	INTCSR * OJ Moderation	1.021	16.886	0.000
JPI	JPI1	0.773	24.174	0.000
	JPI2	0.830	30.308	0.000
	JPI3	0.827	29.764	0.000
	JPI4	0.763	20.741	0.000
JS	JS1	0.693	18.317	0.000
	JS2	0.762	24.281	0.000
	JS3	0.753	18.114	0.000
	JS4	0.738	16.773	0.000
	JS5	0.778	19.728	0.000
OC	OC1	0.846	29.991	0.000
	OC2	0.890	44.879	0.000
OI	OI1	0.910	68.642	0.000
	OI2	0.895	53.205	0.000
	OI3	0.907	55.205	0.000
OJ	OJ4	0.806	26.421	0.000
	OJ5	0.747	14.691	0.000
	OJ6	0.811	19.804	0.000

The average variance extracted from each construct according to multiple researchers should be above 0.5 as part of the convergent validity criteria (Chin et al., 1998; Fornell & Larcker, 1981). Composite reliability scores above 0.7 are also part of the criteria to evaluate the consistency of the data at the internal level. All the convergent validity thresholds have been met by the data structure following the acceptable criteria the results are shown in table 2.

Discriminant Validity

The validity of all items in terms of their ability to discriminate their respective constructs from all the other constructs is represented by cross-loadings. The first requirement is that the difference between the loadings of items with their respective construct and the other constructs should be above 0.1 along with loadings near or more than 0.7 with their respective constructs. Secondly, the diagonal values, representing the square root of average variance extracted for each construct, should be greater than the off-diagonal values in the HTMT matrix for the data to be valid. HTMT values lesser than one indicate discriminating characteristics in the data set (Henseler, Hubona, & Ray, 2016). Tables 3 and 4

represent values showing significant levels of discrimination among the constructs below the 0.85 threshold.

Table 2
Convergent Validity (Measurement Model)

Construct	Items	Loadings	CR	AVE
EXCSR-OJ MOD	EXCSR * OJ Moderation	1.113	1.000	1.000
EXCSR	EXCSR1	0.829	0.876	0.640
	EXCSR2	0.852		
	EXCSR3	0.712		
	EXCSR4	0.802		
INCSR	INCSR3	0.864	0.915	0.729
	INCSR4	0.857		
	INCSR5	0.874		
	INCSR6	0.820		
INCSR-OJ MOD	INTCSR * OJ Moderation	1.021	1.000	1.000
JPI	JPI1	0.773	0.876	0.638
	JPI2	0.830		
	JPI3	0.827		
	JPI4	0.763		
JS	JS1	0.693	0.862	0.555
	JS2	0.762		
	JS3	0.753		
	JS4	0.738		
	JS5	0.778		
OC	OC1	0.846	0.860	0.754
	OC2	0.890		
OI	OI1	0.910	0.931	0.817
	OI2	0.895		
	OI3	0.907		
OJ	OJ4	0.806	0.831	0.622
	OJ5	0.747		
	OJ6	0.811		

Table 3
Correlations for Discriminant Validity

	EXCSR	INTCSR	JPI	JS	Moderation EXCSR-OJ	Moderation INCSR-OJ	OC	OI	OJ
EXCSR	**0.800**								
INTCSR	0.293	**0.854**							
JPI	0.197	0.508	**0.799**						
JS	0.256	0.483	0.497	**0.745**					
Moderation EXCSR-OJ	-0.127	0.158	0.172	0.215	**1.000**				
Moderation INCSR-OJ	0.173	0.201	0.384	0.419	0.272	**1.000**			
OC	0.240	0.489	0.431	0.509	0.198	0.370	**0.868**		
OI	0.477	0.539	0.528	0.545	0.147	0.332	0.530	**0.904**	
OJ	0.235	0.406	0.424	0.422	0.031	0.230	0.383	0.490	**0.788**

The variances explained collectively by the constructs predicting their respective endogenous constructs are measured by the PLS algorithm and represented by the R-Squared measure shown in table 5. The strong, mild, and weak thresholds of R-Squared values for showing variance prediction magnitude are 0.26, 0.13, and 0.02 respectively as suggested

by Cohen (1988). Q-squared values of 0.35, 0.15, and 0.02 represent strong, moderate, and weak predictive relevance respectively subject to the relationships of exogenous and endogenous constructs. Values above zero represent positive predictive relevance with a magnitude directly related to the difference between R-Squared and Q-Squared values (Henseler et al., 2014). The results show that the variance explained by all the exogenous constructs concerning their dependent variables is strong while the only strong predictive relevance is shown for Organizational Identity. The predictive relevance of all the other endogenous variables is between strong and moderate.

Table 4
Hetrotrait Monotrait Ratio (HTMT)

	EXCSR	INTCSR	JPI	JS	Moderation EXCSR-OJ	Moderation INCSR-OJ	OC	OI	OJ
EXCSR									
INTCSR	0.336								
JPI	0.237	0.600							
JS	0.307	0.560	0.615						
Moderation EXCSR-OJ	0.139	0.170	0.189	0.240					
Moderation INCSR-OJ	0.186	0.212	0.428	0.469	0.272				
OC	0.318	0.624	0.575	0.667	0.237	0.448			
OI	0.552	0.607	0.619	0.634	0.156	0.351	0.681		
OJ	0.306	0.515	0.568	0.576	0.059	0.277	0.551	0.619	

Table 5
Predictive Power of Construct

	R Square	R Square Adj.	Q Square
JPI	0.355	0.345	0.209
JS	0.297	0.294	0.150
OC	0.382	0.370	0.267
OI	0.498	0.486	0.379

Table 6
Average R-Squared and Average AVE

R Square	Average Variance Extracted (AVE)
0.355	0.64035
0.297	0.72929
0.382	0.63797
0.498	0.55524
	1.00000
	1.00000
	0.75421
	0.81704
	0.62159
	0.64100
0.383	0.73967

As suggested by Wetzels, Odekerken-Schröder, and Van Oppen (2009), a globally accepted test for measuring the fitness of a structural equation model is the 'Goodness of Fit' test. Although Hair Jr et al. (2021) provide the guideline that this test isn't usable for

all kinds of studies. Two types of measures are used to calculate the value used for estimating model fit in this test including the average of all the AVE values and R-Squared values in the model. The square root of the product of both values is then used as the measure of model fit. In this case, the GOF value is 0.532253371 which shows that the model fit criterion has been met (Table 6 and Fig 4) according to Wetzels et al. (2009).

Path Analysis Results

The estimates generated for the structure model using the PLS algorithm and Bootstrapping indicate that only insignificant direct relations were found between EXCSR and JPI, EXCSR and OC, and the moderating effect of OJ between EXCSR and OI. The P-values of all these paths were above 0.05 indicating insignificance. Among the significant direct relations, the largest ones were found between OI and JS, OI and JPI, INTCSR, and JPI, and EXCSR and OI with regression weights of 0.545, 0.397, 0.319, and 0.318 respectively. All the other paths of direct relations showed reasonable relationships (Table 7).

Table 7
Direct Effects

Direct Effects	Estimates	T Value	P Values	Results
EXCSR ->JPI	-0.085	1.233	0.218	Insignificant
EXCSR ->OC	-0.025	0.371	0.711	Insignificant
EXCSR ->OI	0.318	5.310	0.000	Significant
INTCSR ->JPI	0.319	4.992	0.000	Significant
INTCSR ->OC	0.220	2.712	0.007	Significant
INTCSR ->OI	0.299	4.733	0.000	Significant
JS ->OC	0.253	3.306	0.001	Significant
Moderating Effect (ExCSR->OJ->OI)	0.087	1.339	0.181	Insignificant
Moderating Effect 2 (InCSR->OJ->OI)	0.128	2.559	0.011	Significant
OI ->JPI	0.397	5.574	0.000	Significant
OI ->JS	0.545	10.879	0.000	Significant
OI ->OC	0.286	3.480	0.001	Significant

The paths representing indirect relations show that the first moderation effect representative of OJ was found insignificant. These effects albeit have no connection to the hypotheses studied in this research.

The degrees of hypothesized relationships in the study have been tabulated in Table 9 using the results mentioned in Tables 7 and 8. The estimates associated with the hypothesized direct relationships between exogenous and endogenous variables showed supportive figures while the estimates of external CSR with Job pursuit intention and Organizational commitment were not supportive. External CSR showed a positive and significant association with Organizational identity while Internal CSR showed positive and significant predictive relevance with Job pursuit intention, organizational identity, and organizational commitment. The moderation of Organizational justice proved supportive between Internal CSR and Organizational identity but not supportive between External CSR and Organizational identity. The hypothesized mediating effects of organizational identity between all the constructs subject to it were found supportive. The series mediation effect of Organizational identity and Job satisfaction was found significant for both

external CSR and Internal CSR on Organizational Commitment (M. S. Farooq & Salam, 2020).

Table 8
Indirect Effects

Indirect Effects	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (—O/STDEV—)	P Values	Decision
EXCSR ->JPI	0.126	0.033	3.840	0.000	Significant
EXCSR ->JS	0.173	0.037	4.732	0.000	Significant
EXCSR ->OC	0.135	0.040	3.403	0.001	Significant
INTCSR ->JPI	0.119	0.033	3.642	0.000	Significant
INTCSR ->JS	0.163	0.039	4.163	0.000	Significant
INTCSR ->OC	0.127	0.038	3.373	0.001	Significant
Moderating Effect 1 ->JPI	0.034	0.026	1.317	0.188	Insignificant
Moderating Effect 1 ->JS	0.047	0.036	1.314	0.189	Insignificant
Moderating Effect 1 ->OC	0.037	0.029	1.285	0.199	Insignificant
Moderating Effect 2 ->JPI	0.051	0.024	2.148	0.032	Significant
Moderating Effect 2 ->JS	0.070	0.029	2.393	0.017	Significant
Moderating Effect 2 ->OC	0.054	0.023	2.370	0.018	Significant
OI ->OC	0.138	0.045	3.086	0.002	Significant
OJ ->JPI	0.103	0.033	3.168	0.002	Significant
OJ ->JS	0.142	0.035	4.078	0.000	Significant
OJ ->OC	0.110	0.031	3.520	0.000	Significant

Table 9
Hypothesis Results

Number	Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (—O/STDEV—)	P Values	Remarks
H1	EXCSR ->JPI	-0.085	0.069	1.233	0.218	Unsupported
H2	EXCSR ->OC	-0.025	0.068	0.371	0.711	Unsupported
H3	EXCSR ->OI	0.318	0.060	5.310	0.000	Supported
H4	INTCSR ->JPI	0.319	0.064	4.992	0.000	Supported
H5	INTCSR ->OC	0.220	0.081	2.712	0.007	Supported
H6	INTCSR ->OI	0.299	0.063	4.733	0.000	Supported
H7	Moderating Effect (ExCSR->OJ->OI)	0.087	0.065	1.339	0.181	Unsupported
H8	Moderating Effect 2 (InCSR->OJ->OI)	0.128	0.050	2.559	0.011	Supported
H9a	EXCSR ->OI ->JPI	0.126	0.033	3.84	0.000	Supported
H9b	INTCSR ->OI ->JPI	0.119	0.033	3.642	0.000	Supported
H10a	EXCSR ->OI ->OC	0.135	0.040	3.403	0.001	Supported
H10b	INTCSR ->OI ->OC	0.127	0.038	3.373	0.001	Supported
H11a	EXCSR ->OI ->JS ->OC	0.044	0.036	2.441	0.006	Supported
H11b	INTCSR ->OI ->JS ->OC	0.041	0.041	2.127	0.009	Supported

Discussion

It has been seen in the results, that there is no direct relation of external CSR with job pursuit intention and organizational commitment. The results are inconsistent with the study of Glavas (2016) which highlighted that when the organization is linked with the social welfare activities there are more chances that employee shows commitment towards that organization after crating the organizational identity. Moreover, Tarigan et al. (2021) also highlighted that there is a positive and direct relationship between external CSR and job pursuit intention.

The ambiguity exists because of the mediation effect of organizational identity between external CSR; organizational commitment and job pursuit intention, which are showing signs. That makes the external CSR enhance organizational identity first then organizational commitment and job pursuit intention without the moderation of overall justice. The direct relation between external CSR and organizational identity is consistent with the study of Nguyen et al. (2020) which found a positive direct relation between external CSR and organizational identity without any moderation and ultimately enhances the organizational commitment. It shows that the results of external CSR and organizational identity enhance the generalizability of the constructs by confirming the same results in a different sector. It also confirms the full mediation of organizational identity between external CSR, organizational commitment, and job pursuit intention.

On the other hand, internal CSR shows a direct relation with job pursuit intention and organizational commitment as well as the organizational identity. The results are consistent with the study of Aiman-Smith, Bauer, and Cable (2001), who highlighted that when the organization is more caring about the work environment, training of the employees, remuneration, and high work standards more job seekers intend to join the organization. Moreover, Fuller et al. (2006) internal CSR (i.e. opportunities, training, and respect enhances the internal satisfaction of the employees and ultimately identifies organizational identity as caring and understanding. Whereas, Turker (2009) also highlighted and supported the results, as if the employee got good support and care from the organization will lead to the attachment with the organization.

The internal CSR results in the study show partial mediation, as internal CSR enhances the OI, JPI, and OC directly and with the mediation of organizational identity as well. Furthermore, the uniqueness of the results like internal CSR when moderated with overall justice will lead to JPI, OC, and job satisfaction. The reason for the results is just because, of the mediation effect of organizational identity between internal CSR; organizational commitment, and job pursuit intention, which are showing the significance. Internal CSR enhances directly JPI, OC, and OI and indirectly as well with the mediation of organizational identity but only when overall justice is provided. The results are consistent with Chatzopoulou, Manolopoulos, and Agapitou (2022) highlighted that internal and external CSR is the main source that satisfies the employees with their jobs, and enhances the organizational commitment as the results of this research also suggest the same.

Moreover, it has also been noticed that a positive organizational identity created by internal and external CSR makes a positive and significant relationship with employee job satisfaction, organizational commitment, and job pursuit intention. The results are consistent with the study of, Bouchareb and Kerrouche (2021) the research demonstrates that organizational identification is a significant determinant of an organization's general adequacy and it positively affects a few organizational results, for example, job satisfaction. Further Kim et al. (2010) join both organizational identification and OC and exhibit that CSR emphatically impacts OC through the mediation of organizational identification. Organizational identification permits workers or employees to build up a solid, long-term relationship (building up a sentiment of unity) with their organization. Enhancing JPI, OC, and JS organizational identity plays a vital role. Organizational identity matters as the employee wants to work with a commitment to the organization that takes care of the

employee's wellbeing.

Conclusion and Future Recommendations

This study extends the prospects for HR personnel within the Higher Education Sectors to think beyond compensation, perks, supervisor support, and the other aspects of the organization to attract the applicant (Job pursuit intention) and to make employees committed (Organizational commitment) and satisfied with their jobs (job satisfaction). As the new dimension understood in this study, if the organizational identity is made on internal/external CSR, doing well for the employees/societies, i.e. morally, ethically, and lawfully with fairness, it will give a boost to the employee psychologically.

The Higher education sectors of any country are very important to make the country progressive. They train those who will run the country tomorrow. So commitment and satisfaction with the job are very important for the faculty members. As education is a respectable field and working in this sector, people are more concerned about respect as compared to the other benefits. This tool is less expensive and high impact on enhancing the quality of education. As faculty are committed the youth is going to be trained well and effectively.

The objective of this investigation was to gain the reputation of organizations from the perspective of their contributive stakeholders, employees. The exogenous dimension called external CSR, which shows the amount of effort organizations engage themselves in to improve their image in society by circulating a welfare-oriented outlook, proved slightly influential in augmenting the perceptions of its employees. Its components which may have influenced the intentions of employees to stay or apply for other industrial entities have shown no relevance with their respective perceptions and neither with the commitment employees are meant to show with their organizations. Organizational identity manifested a significant direct association with external CSR activities of organizations.

Internal CSR as an exogenous dimension of influencing organizational efforts displayed an association with all the theoretical propositions posited in this study. Its greatest influence was observed in its capacity to augment the staying intentions of employees followed by the way organizational identity related to internal CSR. The least influenced yet significant construct associated with internal CSR was identified as the organizational commitment of employees. Therefore the majority of overall organizational CSR components displayed relevance with Employee job pursuit intentions, organizational commitment, and organizational identity.

The research examined the relationship between Corporate Social Responsibility (CSR) factors and Organizational Commitment, considering the mediating roles of Organizational Identity and Job Satisfaction. The results shed light on the significance of both External and Internal CSR in shaping Organizational Commitment. H11a showed a positive and significant serial mediation, suggesting that the influence of External CSR on Organizational Commitment is partially transmitted through the mediating factors of Organizational Identity and Job Satisfaction. This implies that when employees perceive a company's CSR efforts towards the external community positively, it enhances their iden-

tification with the organization and job satisfaction, ultimately leading to higher commitment levels.

Similarly, H11b demonstrated a positive and significant serial mediation effect of Internal CSR on Organizational Commitment, mediated by Organizational Identity and Job Satisfaction. Employees' perception of the company's CSR initiatives within the organization positively impacted their identity and job satisfaction, thereby fostering higher levels of commitment.

These findings emphasize the importance of CSR initiatives in cultivating a sense of organizational identity, job satisfaction, and, ultimately, enhanced commitment among employees. Managers and leaders should recognize the potential benefits of CSR as a strategic tool for fostering commitment and creating a more dedicated and engaged workforce. However, further research could explore additional variables to comprehensively understand the complexities of this relationship.

This study expands the scope for HR personnel in the Higher Education Sector to consider factors beyond compensation, perks, and supervisor support to attract and retain applicants while ensuring employee commitment and job satisfaction. The research highlights the significance of incorporating organizational identity based on internal/external CSR, which focuses on ethical, moral, and lawful practices, to positively impact employees' psychological well-being.

Given the crucial role of higher education sectors in a country's progress, fostering commitment and satisfaction among faculty members becomes paramount. By enhancing faculty commitment, the quality of education can be improved, ultimately benefiting the youth and the country's future.

The investigation aimed to gauge organizational reputation from the perspective of contributive stakeholders, the employees. External CSR, reflecting organizations' efforts to improve their societal image through welfare-oriented actions, showed limited influence on employee perceptions. On the other hand, Internal CSR exhibited substantial association with employees' intentions to stay, organizational identity, and organizational commitment.

Organizational justice was found to moderate the relationship between internal CSR and organizational identity, but not external CSR. The presence of mediators, particularly organizational identity and job satisfaction, influenced the relationships between CSR and organizational commitment.

Limitations and Future Directions

Although the pandemic posed challenges in data collection, efforts were made to ensure diverse responses. The model's generalizability can be explored in other sectors like manufacturing and services, and comparative analyses (e.g., public vs. private sectors, manufacturing vs. service sectors) can further enrich the understanding. Incorporating variables like employee motivation and gender moderation can provide valuable insights, while overall justice remains an important consideration.

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