

**THE MEDIATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY
PERCEPTION ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL
COMMITMENT AND JOB PERFORMANCE**

Master's Thesis

Masud Aminu Bature

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Masud Aminu BATURE

Supervisor: Assoc. Prof. Ozan AĞLARGÖZ

Eskisehir

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Mas'ud Aminu BATURE'nin "The Mediating Role of Corporate Social Responsibility Perception on the Relationship Between Organizational Commitment and Job Performance" başlıklı tezi **07 Şubat 2022** tarihinde, aşağıdaki jüri tarafından Lisansüstü Eğitim-Öğretim ve Sınav Yönetmeliğinin ilgili maddeleri uyarınca toplanan **İşletme Anabilim Dalı İşletme Yönetimi Bilim Dalı (İngilizce)**nda, **yüksek lisans tezi** olarak değerlendirilerek kabul edilmiştir.

Üye (Tez Danışmanı) : **Doç. Dr. Ozan AĞLARGÖZ**

Üye : **Prof. Dr. Ayşe Aytül CENGİZ**

Üye : **Dr. Öğr. Üy. Onur DİRLİK**

Prof. Dr. Saimė CE
Anadolu Üniversitesi
Sosyal Bilimler Enstitüsü Müdürü

ÖZET

Masud Aminu BATURE

Örgütsel Bağlılık ve İş Performansı Arasındaki İlişkide Kurumsal Sosyal Sorumluluk Algısının Aracı Rolü

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Danışman: Doç. Dr. Ozan AĞLARGÖZ

Kurumsal sosyal sorumlulukla ilişkili konular farklı alanlarda uzun zamandır çalışılmaktadır. Fakat kurumsal sosyal sorumluluğun iç paydaşlar tarafından nasıl algılandığı oldukça kısıtlı sayıda araştırmacı tarafından çalışılmıştır. Bu nedenle, sosyal kimlik kuramı ve paydaş kuramlarından hareketle bu çalışmada kurumsal sosyal sorumluluk algısının örgütsel bağlılık ve iş performansı arasındaki ilişkide aracılık etkisi Nijerya bankacılık sektöründe araştırma konusu yapılmaktadır. Çalışma kapsamında yürütülen kapsamlı literatür taramasının ardından üç bölümden oluşan bir anket aracılığıyla banka çalışanlarından veri toplanmıştır. Toplam olarak 300 anket dağıtılmış, fakat 208 geçerli anket araştırma sürecinde analiz edilmiştir. Araştırma bulguları kurumsal sosyal sorumluluk algısının örgütsel bağlılık ve iş performansı arasındaki ilişkide aracı etkisi olmadığını göstermektedir. Fakat elde edilen sonuçlar örgütsel bağlılık ve kurumsal sosyal sorumluluk arasında olumlu ilişki olduğuna işaret etmektedir. Ayrıca, çalışanların performans düzeyiyle sosyal ve sosyal olmayan paydaşlara, çalışanlara ve müşterilere ilişkin kurumsal sosyal sorumluluk algısında doğrudan ilişki saptanmış, bu ilişki devlete yönelik kurumsal sosyal sorumluluk algısında görülmemiştir. Çalışmanın sonuç bölümünde örgüt yöneticileri ve iç paydaşlar açısından uygulamaya dönük çıktılar ve gelecekte bankacılık sektöründe örgüt geliştirme faaliyetlerine ilişkin öneriler sunulmaktadır.

Anahtar kelimeler: Kurumsal sosyal sorumluluk, Örgütsel bağlılık, İş performansı, Sosyal kimlik kuramı, Paydaş kuramı, Bankacılık sektörü, Nijerya.

ABSTRACT

THE MEDIATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY PERCEPTION ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE

Masud Aminu Bature

Department of Business Administration

Anadolu University, Graduate School of Social Sciences, February 2022

Supervisor: Assoc. Prof. Ozan AĞLARGÖZ

Topics about corporate social responsibility CSR had been studied over a few decades and in a variety of disciplines. Nonetheless, just a few academic researchers have examined the relationship between CSR perception with the frequently overlooked internal stakeholder. For this reason, using social identity theory and stakeholder theory, the current research tries to explore and theoretically understand the mediating role of corporate social responsibility perception on the relationship between employee organizational commitment and job performance in the Nigerian banking industry. After a comprehensive assessment of past and relevant literature, three sets of self-administered questionnaires were used as a research instrument for the collection of data from the bank's employees. A total number of 300 copies of questionnaires were distributed: 208 valid questionnaires for analysis. The findings did not support a significant mediating effect of CSR perception on the relationship between organizational commitment and job performance. However, the results obtained observed a positive relationship between CSR activities and organizational commitment. Further, results indicate that there is a direct link between employee job performance and 'CSR toward social and non-social stakeholders', 'CSR toward employees' and 'CSR toward customers', but no relationship was identified with 'CSR toward government'. The findings of the study provide important practical implications for organizational management, internal stakeholders, while also suggesting new areas for future research particularly in the field of organizational development in the banking sectors.

Keywords: Corporate social responsibility, Organizational commitment, Job performance, Social identity theory, Stakeholder theory, Banking industry, Nigeria.

11./13/2022

STATEMENT OF COMPLIANCE WITH ETHICAL PRINCIPLES AND RULES

I hereby truthfully declare that this thesis is an original work prepared by me; that I have behaved in accordance with the scientific ethical principles and rules throughout the stages of preparation, data collection, analysis and presentation of my work; that I have cited the sources of all the data and information that could be obtained within the scope of this study, and included these sources in the references section; and that this study has been scanned for plagiarism with “scientific plagiarism detection program” used by Anadolu University, and that “it does not have any plagiarism” whatsoever. I also declare that, if a case contrary to my declaration is detected in my work at any time, I hereby express my consent to all the ethical and legal consequences that are involved.

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LIST OF ABBREVIATIONS

CSR: Corporate Social Responsibility

OC: Organizational Commitment

JP: Job Performance

CWB: Counter Productive Work Behavior

SIT: Social Identity Theory

SET: Social Exchange Theory

WBCSD: World Business Council for Sustainable Development

HRM: Human Resources Management

MTN: Mobile Telecommunications Network

E.U: European Union

1. INTRODUCTION

1.1. Background To the Study

The concept of Corporate social responsibility (CSR) has always been an interesting topic for academic researchers and business communities around the globe. The research on the concept of corporate social responsibility started with the controversial debate regarding the responsibilities of business entities in society which led to a major empirical study on how these responsibilities impact organization's financial performance and profitability (Carroll,1999). Thus, increased competition in today's business world had made organizations look for ways that can help them sustain competitive advantage; this competitive advantage can be derived through engaging in Corporate Social Responsibility (CSR) activities. As a result, Corporate social responsibility (CSR) has received significant attention from organizations and is seen as a top-notch organizational policy. Corporate social responsibility (CSR) is defined in numerous ways in the academic literature, with no single precise definition. In the past, organizations have viewed corporate social responsibility as a means of achieving economic opportunities.

Unlike before, the contemporary importance of corporate social responsibility is not only associated with achieving economic gains, but several organizations have now regarded CSR as an avenue to consider social concerns relevant to their surroundings (Farmaki 2019). In the same way, the concept of corporate social responsibility entails not only a contribution to the community in terms of social and environmental issues but also to an organization or organization's workforce (employees). The purpose of this study is to broaden the body of knowledge regarding the role of corporate social responsibility perception on the relationship between organizational commitment and job performance from a developing country perspective.

Glavas and Kelley (2014) asserted that research associated with corporate social responsibility dates back to the 1930s. Historically, organizations have shown distinct characteristics of responsibility toward the community. CSR, as a clearly defined topic, dates to the establishment of corporate entities in the 19th century (Najam 1999). Further, theoretical writings on social responsibility particularly in the past were primarily the

result of the 20th century works, especially the last five decades. It is very common to see the characteristics of CSR around the globe, particularly in first-world countries with the most prominent formal studies originating from the U.S, where a wide body of knowledge concerning CSR has already been developed (Carroll, 1999).

Nonetheless, clarification about the role of the organization and in particular, the conceptual frameworks of CSR has not emerged and has become much less evident in the following decades. For instance, Werbner and Anwar (2010) and Carroll (1999) ideologies had a major impact on later CSR study, the scholars defined the concept of corporate social responsibility as the economic, legal, ethical expectation of the society from organizations at a particular period.

On the contrary, Subair (2018) has argued that organizations are not obligated to give certain concerns to the host community, because the presence of organizations in society itself offers economic opportunities to the community. Therefore, to enhance profitability, organizations will need to concentrate mainly on their core operations. As a result, some scholars have shown great concern about the uncertainty of CSR with regards to business benefits, CSR could sabotage profitability by reallocating resources meant for key organizational activities to be invested in non-organizational activities. Thus, responsibilities that are supposed to be conducted by the government are being carried out by private business organizations. Further, Najam (1999) believes that a well-organized CSR policy based on strategic objectives and rationality will also provide benefits to a business.

1.2. Statement Of the Problem

Although several studies have previously been conducted on with regards to CSR in Nigeria studies that generally investigate or examine the overall CSR perception relating to the organizational commitment, job performance, or impact of CSR on employee remains limited (Adeleke, 2014). Moreover, these are generally studied in the developed counties. CSR is embraced as a corporate model designed to help organizations self-regulate and understand that their actions have effects on stakeholders, as well as the public at large (Enahoro, Akinyomi, and Olutoye, 2013). The employees stand to be the most vital components of any organization because they can impact organizational

operations. Therefore, they serve an extensive role in organizational matters and productivity. Recently, CSR reporting by organizations around the globe has risen due to the continuous stakeholder awareness about the topic. This demonstrates the contemporary relevance of CSR in engaging with internal and external stakeholders. The inorganization of CSR in the mission statement is popular among organizations viewed as reputable and competitive. However corporate social responsibility has developed into a multinational trend that involves organizations, customers, communities, and civil society, and the approach has been embraced by several organizations. But, with little absolutes, corporate social responsibility remains an uncertain and poorly described ambition. Likewise, much of the past research on CSR seems to be partial on emphasizing a different aspect of CSR, the emphasis appears to be on topics related to stakeholder agenda or media issue, and thus, little consideration is given to employee- human resources connected CSR dynamics including work-life balance, fairness and diversity at work, career development, and whether these may trigger positive or negative attitudes from employees (Albasu, Nyameh, and Hamid 2016).

Several empirical and theoretical studies carried out to identify the effect of CSR concentrated on the role of CSR in enhancing the competitiveness of organizations and increasing financial performance. Improving customer relationship and corporate image. Additionally, most of this theoretical and empirical research was conducted in advanced regions of the world such as the USA and Europe. Presently, some of the contemporary studies aim to move the focus more on the micro-level of CSR than the macro-level of CSR which usually deals with an organization's financial performance. Most of these studies also ignore the central outcome of CSR perception on employee commitment or in the context of job performance. So far, only a handful of studies have examined employees' perceptions of CSR and its impact on employees' organizational commitment and job performance (Figueiredo, 2017). An effective organization must always be concerned about certain elements such as high turnover of employees, absenteeism of employees, and their poor morale for work. Researchers who had in the past analyzed employee behavior toward CSR, recommended the utilization of CSR to establish a strong employee relationship with organizations to enhance employee and organizational productivity. Corporate social responsibility has been adopted by various reputable organizations to develop a solid relationship not just with the external stakeholders such

as the consumers, but also with the internal stakeholders such as the employees (Werbner and Anwar 2010; Imran Ali et al., 2010). Identifying employees' organizational commitment and performance will enable organizations to adhere to evolving, competitive markets while maintaining the talented and passionate employees that can contribute to achieving organizational objectives.

CSR is deemed a crucial component of the success of the organizations and its operation impacting employee engagement. There is a relation between these two factors since employee plays a major role in the success of the organizations (Werbner and Anwar, 2010). Consequently, Various organizations in Nigeria are mainly motivated by the desire to achieve competitive advantages at the expense of the stakeholders. Thus, disregarding the welfare of the internal stakeholders, cheap labor is often preferred (Osemene, 2012). Most of these variables demonstrate a significant need for further CSR research in Nigeria's Nigeria's labor-intensive service sectors including banking.

Furthermore, Nigeria has experienced rapid economic development and expansion particularly in the banking sector (Adegbite and Nakajima 2011). According to Gberevbic (2011) the Nigerian banking sector has an extremely crucial role and vitality in facilitating the growth of the economy by contributing to the nation's Gross Domestic Product (GDP). For Babalola's study (2012) as cited by Adeleke (2014) managers of the banking industry must act appropriately towards the stakeholders and the environment in which they carry out their operations for the banking industry to continue thriving. The existence of abundant research of corporate social responsibility in the context of western countries is evident, there is a need to study CSR in the context of economically and socially developing African or Asian countries (Dobers and Halme, 2009). This suggests that the banking industry is extremely worthy of attention, as it is known as a crucial industry that plays a key role in developing an economy or nation as a whole. The need to study corporate social responsibility in The Nigerian banking sector is critical, organizations, government, researchers have little knowledge about the influence of CSR in developing countries or Nigeria in particular. As key players of the economy, banks are believed to have a significant influence on society (Shaukat et al, 2015). This is the main thrust of this study.

1.3. Justification For the Study

There is increasing interest and need for corporate Social Responsibility (CSR) in the contemporary business world. The reasons behind this may be the growing impact of global organizations on the global economy (Kassler 2009). In addition to the grand challenges that we are facing today. Similarly, the demands from internal and external stakeholders for businesses and organizations to act ethically and thus to function reasonably in their community have risen significantly over the past few years. An increasing number of corporate social responsibility (CSR) research have been exploring CSR's needs, impact, and advantages. However, most research is dealing with CSR from a business reputation viewpoint, Customer services, or the part of the financial results (Amarsaikhan 2014). Financial performance, consumer behavior is the topic that roams around the majority of the research of corporate social responsibility, For instance, Cho et al., (2019), Hirigoyen and Poulain-Rehm,(2015) Islam et al., (2012) have studied the relationship between Corporate Social Responsibility and Corporate Financial Performance.

It is acknowledged that there is continuing discussion in the literature on the role, significance, and efficiency of CSR for society and organizations. Gradually, organizations have understood the benefits and advantages of practicing CSR; it allows the organization to participate in a form of giving back to its stakeholders yet at the same time achieving their commercial interest (Ho, 2013).

Business organizations in Nigeria have embraced the concept of social responsibility, with almost all organizations attempting to engage in CSR activities to the greatest extent possible although the main motive is behind their engagement in CSR doubtful. However, the banking sector of Nigeria and its employees' perceptions of CSR have not widely been investigated (Ademosu, 2008).

There is a significant body of research emphasizing the positive relationship of CSR on the performance of organizations. Some findings also show the benefits community reaps when these activities are performed while some other important studies examine mainly the impact of organization CSR on consumers. Additionally, CSR is usually investigated from one theoretical point which is the macro-level (i.e., administrative, financial, or organizational) as opposed to the micro-level (i.e., individuals that are internally employed in the organization). Until now, little importance

has been given to CSR toward the internal stakeholders. According to Aguinis and Glavas (2012) research about CSR is extremely focused on the single level of thought as it accounts for almost 95% of the 181 papers reported in the 17 publications. For this reason, they argue that a multilevel and interdisciplinary study is needed in which the large and varied research that exists can be combined and synthesized consistently and comprehensively.

It is ironic because the employees are the solid foundation of an organization. They are the main characters who witness, experience as well as assess the CSR programs conducted by their organizations. Recently, researchers have shown an increased interest in studying CSR activities concerned with the internal stakeholder. Following past studies on CSR concerning employees. Over the years, business entities have avoided societal responsibility in the areas they drive their business, as a result, the reluctant behavior of organizations toward the concept of corporate social responsibility has become a matter of concern for the government and civic organization (Albasu et al., 2016). Debates had been established on the failure of the organization toward corporate social responsibility. Some analysts insist that as a manager improving your understanding of corporate social responsibility as well as incorporating it into your business module will help your organization in terms of competition with other organizations.

The study of the Nigerian banking system is vital to the government due to its contribution to the economy in terms of providing financial services and job creation. This research contributes immensely to the academic community by examining CSR practices in the context of the Nigerian banking industry. Shedding more light on the topic to the researchers who wish to undertake further research in the future. Academics and students wishing to undertake further research in this field can examine the literature of the study and identify gaps for further studies. This study is crucial as it contributes immensely to the development of existing policy structures for corporate social responsibility activities in Nigeria (Subair, 2018). The result of this research will enable the appropriate management concerned with coordinating the CSR projects to enhance employee productivity by concentrating on specific factors that provide valuable results to the organization. The study findings can also be taken into consideration by managers of other notable organizations to strengthen the employee relationship with the organization. The author is believing that the research would render two-fold benefits.

Firstly, this research is intended to make contributions with regards to the role mediating CSR perception on how organizational commitment and job performance are related. Secondly, the author remains optimistic that the findings of the study will yield insight on organization management with regards to influencing the internal stakeholders by conducting CSR activities. Finally, the findings of this study would be of great benefit to the individual who serve as banks managers across the globe.

1.4. Aim And Objective of The Study

The general objective of the study is to understand the mediating role of corporate social responsibility perception on the relationship between organizational commitment and job performance of employees working in the Nigerian banking sector, therefore, the research objectives are as follows:

- 1) To examine the mediating role of CSR perception on the relationship between organizational commitment and job performance.
- 2) To study how employees perceive corporate social responsibility activities conducted in their organizations.
- 3) To examine the effect of CSR activities on organizational commitment and job performance of employees working in the Nigerian banks.

1.5. Research Question and Hypotheses

The present study attempts to cover the research gap in the continuously expanding academic literature regarding CSR perception, job performance, and organizational commitment from the Nigerian context. This study will provide the banking industry of Nigeria with a crucial understanding of the issues based on the recently above-identified problem statement. Therefore, this study aims to address the following research questions:

- 1) Does CSR perceptions mediate the relationship between organizational commitment and job performance?
- 2) How do employees perceive CSR activities conducted by their organizations?

- 3) Does CSR activities affect employee organizational commitment and job performance in the Nigerian banking industry?

H1: CSR perception mediates the relationship between organizational commitment and job performance.

H2: CSR perceptions have a positive effect on OC.

- H2a: CSR perception towards social and non-social stakeholders will have a positive impact on OC.
- H2b: CSR perception towards employees will have a positive impact on OC.
- H2c: CSR perception towards the customer will have a positive impact on OC.
- H2d: CSR perception towards government will have a positive impact on OC.

H3: CSR perceptions have a positive effect on JP.

- H3a: CSR perception towards social and non-social stakeholders will have a positive impact on JP.
- H3b: CSR perception towards employees will have a positive impact on JP.
- H3c: CSR perception towards the customer will have a positive impact on JP.
- H3d: CSR perception towards government will have a positive impact on JP.

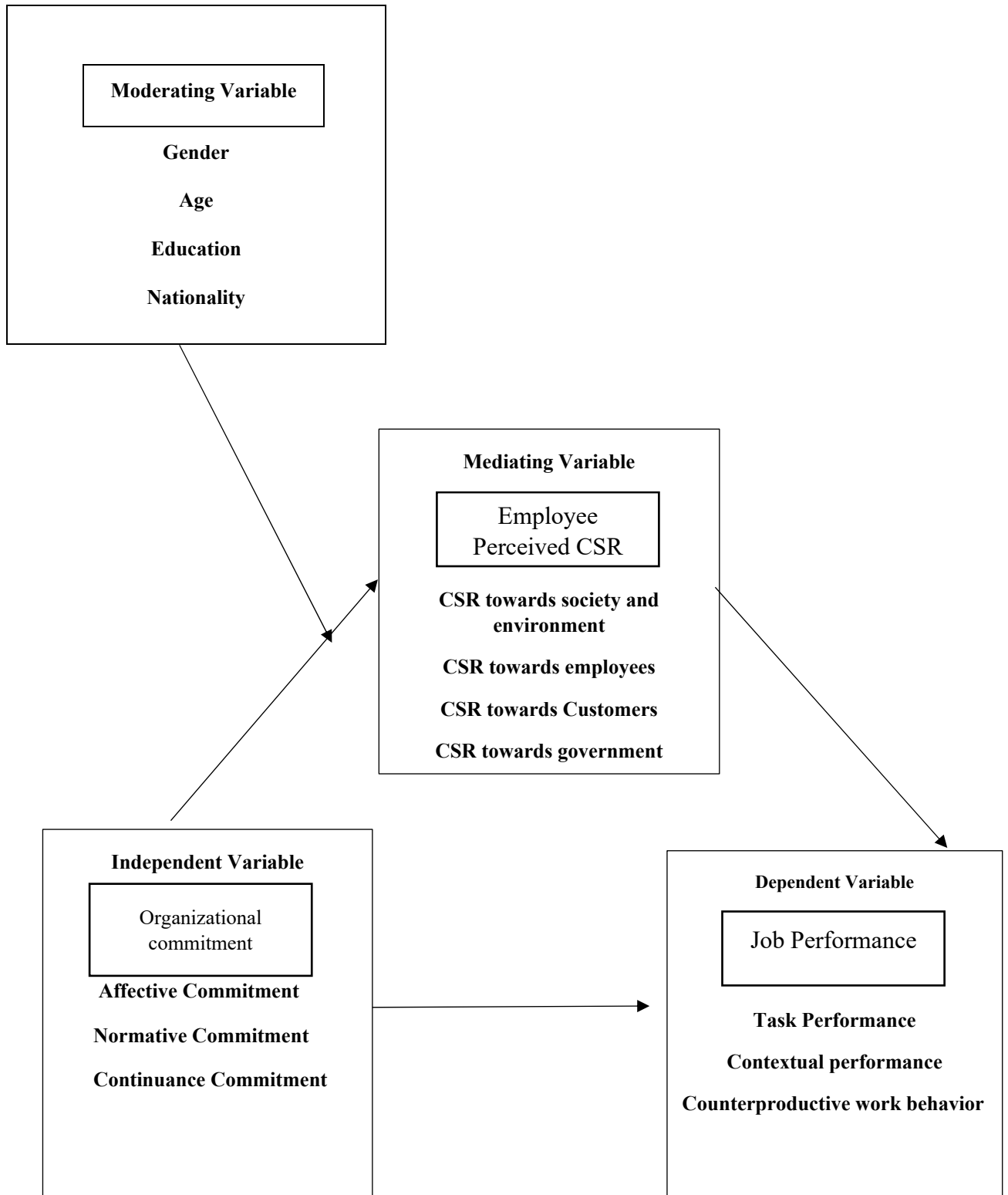


Figure 1 1. Model of the Study

1.6. Scope of The Study

Turker (2009) points out that there has been a tremendous amount of CSR literature as a result of the historical context as well as the depth of the idea. Consequently, the greater emphasis on the external component of CSR on community and the public has overlooked the internal component of almost any organization that appears to play an important role, i.e., the employee. The absence of a well-established study on this subject has provided a way to deeply study CSR concerning the employee, internal CSR. The recent interest in CSR is motivated by several factors. Therefore, as a disputed topic in business literature, it is unrealistic to deal with the idea in a comprehensive manner, using all the literature in a single review. This study will concentrate on the employees working in the Nigerian banking sector, it is therefore limited to using participants working professionally in the sector. The sample size will be in the range of 300 respondents between the ages of 18 upward. This age range offers a cross-section of professional work experience in the sector. A potential limitation of the study remains the fact that even though all the participant resides in the same locality, all the participants work for different organizations.

1.7. Assumptions And Limitations

This study assumes that the topic mediating Role of Corporate Social Responsibility Perception on the Relationship Between Organizational Commitment and Job Performance will be relevant to the author and academic community. The author will make the employees understand the purpose of the research in order to get an objective response based on the target group's understanding, expertise, and abilities. The employees could choose not to respond to the questionnaire if they are concerned about the consequences of their involvement. Therefore, the researcher assumes that each respondent has personal experience and reaction toward the CSR activities conducted by the organization he or she works for. The researcher acknowledges that the study is limited to only the employees working in the Nigerian banking sector in a specific location. Answers to the research could be influenced by the period of time the respondent has been working for the organization.

1.8. Definition Of Basic Concept

Corporate social responsibility: Various scholars have proposed different concepts and definitions of CSR for decades. Till today, no single consensus had been reached on a generally accepted definition of the term. This means that several perspectives and ideas about the concept of CSR can be found in the academic literature. However, our study gravitates more to the definition put forward by Turker (2009) which explain the concept of CSR from stakeholder theory perspective as, corporate behaviors which aim to affect stakeholders positively and go beyond its economic interest.

CSR towards society and environment: These are actions and activities conducted by organizations that are aimed towards external stakeholders such as the society, non-governmental organizations, etc.

CSR towards employees: This can be described as the organizational CSR activities aimed towards internal stakeholders which consist of prioritizing the employees' wellbeing, welfare, organizational support in their various workplaces. For example, provision of safer and affordable accommodations to the employees, creating incentives concerning social security payment. Lastly, creating An environment that is conducive to work effectively (Hofman and Newman 2014).

CSR towards Customers: It is an external stakeholder organizational CSR action which emphasizes establishing and keeping positive customer relationships by providing high-quality consumer goods and services or offering accurate information about the organizational products and services.

CSR towards government: It is an external stakeholder CSR activity aimed at meeting the organization's legal and regulatory requirements which includes paying its taxes regularly.

Organizational commitment: Webster's dictionary characterizes the concept of commitment as an oath or agreement toward a task or responsibility. A generally accepted definition of commitment relates to a circumstance whereby an employee acknowledges a written or oral arrangement with some other entity related to a future event (Brown and Peterson 1993). The authors point out that, organizational commitment can be referred to as both a positive state of responsibility towards a organization and a state of duty set in place because of previous activities. Furthermore, this predicament of commitment binds an individual to a variety of actions that comply with the terms of the agreement.

Affective commitment: Radosavljevic et al. (2017) defined affective commitment as the employee's personal emotional connection or sense of attachment toward the organization he or she works for, his/her identification with the organization as well as participating in operations that will make the organization more successful.

Continuance commitment: This is related to awareness of the consequences of resigning from the organization. The possible consequences of resigning from an organization may arise, e.g., high probability of losing Exemptions of pension eligibility to long years of service, as well as a disintegration of family and personal relationships resources and finances expended on learning non-communicable expertise, absence of better economic advantages, exemptions from pension eligibility to long years of service, as well as a disintegration of family and personal relationships (Radosavljevic et al. 2017).

Normative commitment: This form of commitment usually occurs in a situation in which an employee feels a sense of integrity and responsibility towards the organization he/she works for.

Employee Job performance: Employee performance is the work-related tasks required of the employee and how well they handled certain tasks.

Stakeholders: Freeman (1984) defined stakeholder can be defined as any group or individual who can affect or is affected by the achievement of the organizations' objectives

Employee: An individual employed by an organization or an institution usually with an agreement to receive wages or salary, and in a position below the management level.

Commercial Bank: a licensed financial institution that specializes in dealing with business loans and advances.

2. THEORETICAL BACKGROUND AND CONCEPTUAL FRAMEWORK

This chapter includes the analysis and comprehensive reviews of the academic studies of many scholars and academic researchers whose publications are relevant to this research. A review of the literature related to corporate social responsibility, internal stakeholders, employee organizational commitment, employee job performance, employee CSR perception. Social identity theory and stakeholder theory were analyzed to investigate what research has been conducted with regards to these areas and how this study relates to internal CSR to the organizational commitment and job performance of internal stakeholders.

2. 1. Theoretical Background

To examine the mediating role of corporate social responsibility perception on the relationship between organizational commitment and job performance. this research used stakeholder theory and social identity theory. According to Weerasekara & Ajward (2020), social identity theory and social exchange theory have been used by scholars to theoretically examine the relationships between CSR perception, employee commitment and Job performance.

2. 1. 1. Social Identity Theory

The primary function of an organization in society has been controversial since the beginning of CSR literature. the primary focus of the CSR research effort has been the argument of whether the existence of organizations in society is mainly to generate economic opportunities for itself only. These arguments have mostly been studied from a macro or institutional viewpoint. Researchers have developed an interest in these controversial topics, and the study of the impact of CSR on employees has risen significantly. there is an increased focus on how internal stakeholders are affected by internal CSR activities conducted by their organization (Berger et al., 2006; Rodrigo and Arenas, 2008). According to various empirical findings, internal stakeholders who work for a organization that is regarded to be socially responsible are likely to have a higher degree level of affective commitment in conducting their duties (Cho et al. 2019). Numerous research adopted the social identity and stakeholder theory to empirically study employees' perceptions of their current organization's CSR practices and in what

ways the practices influence their commitment to the organization's growth (Turker 2009a). According to Davis (2019) SIT theory remains one of the most commonly used concept to describe not only the relationship between CSR organizational commitment but also the relationship with organizational identification. In (2009a) Turker used the SIT theory in her research which concluded that CSR and organizational commitment relationship is positive. She continued by indicating that when a organization participates in socially responsible practices, employee understanding of the organization improves, which in turn strengthens the social identification of the employees as members of the organization. To explain the relationship between CSR and employee commitment to the organization, she used the concept of social identity theory.

The social identity theory illustrates that people identify with a social community that they have more connection with. Additionally, workers are more likely to identify with an organization in such a way that they form positive identification with it, this usually happens based on the way the organizations emphasize the society or the environment. For instance, individuals who believe that their organization's decisions are consistent with their ideas, convictions, and principles are much more likely to associate with the organizations and work more effectively (Tajfel and Turner, 1989). In fact, past research has demonstrated a link between organizational identification and performance (Carmeli, Gilat, and Waldman 2007)

The controversy about the essence and scope of CSR has raged for decades, and a variety of stances have been taken on the topic, in fact, there have been several efforts in the literature to theorize the idea of corporate responsibility for a long time. According to Garriga and Melé (2004) as cited by Turker (2008) the area of CSR is not mainly 'a landscape of theories' but also 'a proliferation of approaches, that are highly controversial, complex, and ambiguous. The authors attempted to explain the key CSR theories and related approaches into four classes in their study: "(1) instrumental theories, under which the organization is viewed solely as a tool for wealth generation, and its social activities are merely a way to gain economic objectives; (2) political theories, which are concerned with dominance in the political sphere; (3) integrative theories, in which the organization is concerned with the fulfillment of social needs; and ethical theories, based on ethical responsibilities of organizations to society." Each of these theories and concepts has made significant contributions to the advancement and

conceptual framework of corporate social responsibility. Social identity theory illustrates that for any organization that considers the local community in its operation and possesses a good external reputation, an employee will feel proud to be associated with it (Khan, Sarwar, and Khan 2018). Ideas related to social identity theory suggest that any situation in which an employee feels proud to be associated with a socially responsible organization, their work behavior toward the organization will improve (Ashforth and Mael, 1989). One of the important components of internal stakeholder of any organization are the employees, the employees generally pay attention to whether the organizations they are working for is conducting all of its social responsibilities or not (Rodrigo and Arenas, 2008). It also has a major impact on their productivity and behavior at work. The social identity theory explains why employees prioritize the corporate social responsibility programs conducted by organizations. The awareness that an individual belongs to a certain social category or community is referred to as social identity theory.

The sense of attachment toward the organization can improve an employee's self-concept, when an individual is proud to be a part of a socially responsible organization, his or her work attitudes regarding job performance can be positively affected (Turker, 2009a). Similarly, the SIT ideology asserts that being employed by a socially responsible organizations with high moral values and principles, as reflected in respect and concern for the well-being of their stakeholders, strengthens employees' self-esteem and increases their identification with the organization. As the issues associated with organizational commitment continue to expand, individuals search for incentives in work-related behaviors that improve organizational performance. The behaviors may consist of in-role behaviors such as job performance as well as extra-role behaviors such as Organizational Citizenship behavior.

In another major study, Turban and Greening (1997) adopted social identity theory to show that employees will always opt to work for socially responsible organizations because it increases their self-esteem and signaling theory to indicate that workers look at a organization's corporate image as a symbol of how it will be to a worker in the organization. Social identity theory advocate that People identify themselves within social groups based on organizational membership, Individuals' self-concepts are shaped by what characteristics others presume about the individuals with regards to their organizational membership. The possession of the incredible reputable history of some

organizations can improve the self-esteem of the individuals working under it, the good reputations of the organization are seen as a mechanism to attract more competent applicants than those organizations with a less positive public image or reputation. Carmeli et al. (2007) research make a significant contribution to the analysis of social identity theory in organizations and the role of CSR in fostering a higher level of organizational identification. Identification with a prestigious organization boosts employees' self-image, impacting their behaviors by gravitating more closer to their job practices proudly. Therefore, increased organizational identification leads to behavioral patterns that benefit the organization positively (Dutton, Dukerich, and Harquail, 1994).

Social identity theory implies that people's self-esteem is related to their group membership and Individuals tend to align themselves with the social classes with whom they share common ideas and qualities with (Hogg and Abrams, 1998). People usually tend to seek a positive social identity to stand out from other groups of people and see themselves differently. Therefore, individuals are likely to associate themselves with a highly reputable organization. Turker (2009b) holds the view that being employed by organizations known for their CSR initiatives and distinguished by distinctive organization values and principles provides a certain psychological satisfaction to the ordinary employee.

2. 1. 2. Stakeholder Theory

In addition to social identity theory, the study suggests that stakeholder theory helps explain the relationship between the variables. Therefore, CSR may influence employees' attitudes and behaviors through a stakeholder theory. stakeholder management theory brings forth the most explanatory theories for understanding the relationships between a organizations and its stakeholders (Turker, 2006). Carroll (1991) as cited by Turker (2006) noted that there is an existent of a great fit between the concept of CSR and an organization's stakeholder groups.

The concept of corporate stakeholders has been widely accepted in scholarly work and the stakeholder approach to CSR has been adopted in several social responsibility-related studies in the past. To Donaldson and Preston (1995) a stakeholder is a single

person or even group of people that have a valid concern in the operational or substantive factors of an organization's operations. As a result, individuals, groups, communities, organizations, institutions, as well as natural habitats can all be considered as stakeholders because they can all be affected or have the capacity to affect business activities (Mitchell, Agle, and Wood 1997). In the same vein, Freeman (1984) maintains that groups or people who have the ability to control or are in any circumstances influenced by an organization's business activities and objectives are referred to as the organization's stakeholders. In a much broader definition, stakeholders consist of groups of people who may influence or are influenced by the accomplishment of the organizational mission, or those individuals who have a directly or indirectly interest in the business (Verdeyen, Put, and Buggenhout, 2004). Even though there is no consensus on the meaning and scope of the term "stakeholder," it could simply be described as anyone with whom an entity interacts in order to achieve its objectives (Werther and Chandler, 2011). Therefore, the organization's success is influenced not just by the shareholders, but also by a variety of other stakeholders (Lee, 2015). Various academics have classified the stakeholders' concept into different classes. For instance, Clarkson (1995) and Freeman (1984) as cited by Turker (2006) classified them as primary and secondary stakeholders, voluntary and involuntary stakeholders, and primary social, secondary social, primary non-social, and secondary non-social. Businesses organizations and their primary stakeholders are two important variables that correlate with each other. Organizations cannot function if they do not have the primary stakeholders also known as the employees because employees have a direct and indirect significant effect on the organization's economic and operational successes and failures. This makes the primary stakeholders as the important backbone of an organization.

It must be stressed that, socially responsible organizations are generally the ones that are dedicated to contributing to the growth of the economy at the same time dedicated in improving the quality of life of their employees, the employees extended family, and taking the surrounding community in consideration when they conduct their operations. The key stakeholders' groups consist of the consumers, shareholders, local communities, and most importantly the employees. These are the key stakeholders, as identified by the literature, whose consistent involvement in the organization is critical to its stability (Clarkson, 1995). Numerous organizations emphasizes their CSR activities on customers

for the sole purpose of achieving customer loyalty and brand reputation (Garriga and Melé 2004). Emphasis on community-related CSR is primarily charitable or philanthropic and is oriented towards giving back to the community where the organizations conduct their operations, particularly where there is an increasing proportion of negative consequences or dangers to which people in the community are exposed to due to the consequence of the organization's operations (Albdour and Altarawneh, 2012).

Freeman and Dmytriyev (2017) demonstrate how the stakeholder theory is important to the CSR concepts. The two concepts overlap each other significantly in management literature. Both concepts emphasize the idea of incorporating current societal concerns into corporate activities, which is the common similarity between the two approaches. Stakeholder theory asserts that the purpose of business relies on establishing a relationship that will develop benefits for all of its stakeholders. Although the dimension of stakeholders depends on the corporate type, the most commonly known stakeholders are usually employees.

Therefore, upholding the stakeholder theory concept which advocates improving the employees' working conditions, skills advancement among other issues that are of importance to the performance of employees. managers and employers have shown interest in topics that are associated with the factors impacting employee's job performance. particularly, the relationship between CSR perception and employee performance was suggested to be greater for employees who attach great significance to an organization's CSR operations.

Consequently, stakeholder theory tends to concentrate more on local communities where the business operates within a fair distance. The stakeholder theory outlines a business's responsibilities to all of its stakeholders, including consumers, employees, financiers, suppliers, and society. As mentioned earlier, CSR is a corporate action or practice that primarily aims to influence stakeholders. As a result, the stakeholder theory offers a systematic basis for comprehensively understanding the concept. Stakeholder theory contributed significantly to CSR conceptualization by recognizing an individual business's obligations to different stakeholders, such as the local community. In her major study, Clarkson (1995) claimed that the stakeholder theory helped in clarifying and defining the term "social" in the context of CSR.

Freeman and Dmytriiev (2017) conclude that CSR and stakeholder theory generally examines the same topics in management from different viewpoints, both concepts' frameworks are highly important to the literature. Stakeholder theory and CSR evidently have some similarities because both have similar moral and ethical values. Consequently, there is a fundamental relationship between the two ideas, that is founded on the assumption that stakeholder theory is one of the reasons for organizations to be socially responsible

2. 2. Conceptual Framework

The concept of corporate social responsibility remains one of the most disputed concepts in the management literature. According to Turker (2009) It has been a challenging task to draw up a conceptual structure and differentiate CSR from other several related ideas considering the ever-increasing CSR literature. Businesses have expressed significant interest in the welfare of employees and their impact on society. Additionally, public attention toward ethical and social behavior issues is significantly rising. This indicates how broad CSR phenomenon relates to different things. Therefore, looking at the past and contemporary literature, no agreement has been reached on the formation of a generally accepted concept of CSR. According to the commonly cited concept of CSR, business social responsibility comprises the economic, legal, ethical, and discretionary outlook that the community has of organizations at a certain period (Aguinis and Glavas, 2012; Carroll, 2017). Though, some scholars like Hopkins (2012) argued that the concept of CSR goes beyond economic and legal components, arguing that organizations are also synonymous with activities that tend to advance a certain social benefit, far beyond the interests of the organization. For instance, an organization may seek to benefit the public by conducting some CSR activities in society. Activities such as the construction of the theatre, providing computers to public schools. Reputable Nigerian organizations have a special way of conducting CSR to the community, it can be through entertainment such as organizing music concerts for the local community. For instance, some well-known multinational organizations have established medical and educational programs in Africa to combat and stop the spread of HIV/AIDS. These actions are synonymous with corporate social responsibility in developing nations. Therefore, social investment is often regarded as a fundamental component of doing

business, particularly in developing nations lacking essential infrastructure. The telecommunication giant MTN conduct external CSR to the public by sponsoring HIV test and to all Nigerians for free. The economic rationale for such efforts is their contribution to a stable and healthy business climate.

In this mode of reasoning, Carroll (2017) has put forward a clearer description of CSR. Expounding that being socially responsible encompasses not just meeting legal and economic objectives. But also, considering the actions and perception of the entities or individuals who have an interest in how the organization operates. These entities or individuals possess a strong influence on the business strategy of the organization. The actions of these individuals facilitate the failure and success of the organizations. Therefore, organizations should establish a good relationship with them by providing incentives that meet the individual's expectations and needs. Corporate social responsibility is expanding, with a focus on the impact on various stakeholders including employees, consumers, shareholders, distributors, and the government (O'Connor et al., 2017). Consequently, between all of aforementioned categories, employees are paramount to any category of CSR research (Mitonga-Monga and Hoole, 2018).

Turker (2009b) argues that there is a significant amount of conceptual ambiguity in CSR literature, even though all the definitions gave a considerable idea about the concept of CSR. a general definition of CSR is lacking. The World Business Council for Sustainable Development (WBCSD, 2013) as cited in Subair (2018) characterized corporate social responsibility policies as a corporate effort to contribute to sustainable economic growth by interacting with the workforce, their immediate families, the local environment in general to raise their standard of living. Whether or not the organization should conduct CSR, relies on the economic strategies that the organization follows. Organizations who follow the 'neo-classical views will conclude that job creation and payment of taxes are the main social responsibilities that any organization should adopt. The CSR literature remains extremely divided despite various reviews published. The study of CSR using various and conceptual perspectives is one of the various reasons for the divergence (Carroll, 1999). In addition, the corporate social responsibility literature is dispersed with respect to the degrees of strategies. Corporate social responsibility is commonly analyzed from a single phase of analysis at a given period. Researchers prioritize significantly on the macro-level (i.e., institutional level) compared to the micro-

level (individual level), As a result, multi-disciplinary and multi-level review in which several complex existing kinds of literature can be combined comprehensively and consistently is needed (Aguinis and Glava, 2012).

The European Union believes that the business activities of some organizations significantly impact the lives of European citizens. Not only in terms of goods, services, employment, and economic opportunities the organizations create, but also in terms of human rights, employee wellbeing, environment, training, and education, The European Union expects organizations to fully understand how their activities positively and negatively impact society (European Commission, 2011). As a result, understanding the impact of their activities will help to avoid, handle, and mitigate any negative impact that may arise within or outside their organization. Similarly, Corporate Social Responsibility (CSR) is a framework in which organizations understand the needs of society by taking responsibility for the effect of their actions on consumers, workers, shareholders, communities, and the environment in all areas of their activities (Noti et al. 2020)

Hopkins (2012) argued that the European Union definition of CSR is vague because it concentrates on ‘impacts of the society’. Thereby, not paying attention to the ‘internal stakeholders. However, some counterarguments that emphasize this issue have adopted the term ‘society’ in their works. They advocated that the term ‘society’ includes the internal stakeholders. Hopkins (2012) suggests that a perfect definition of CSR should contain ‘internal and external stakeholders in it.

2. 2. 1. Corporate Social Responsibility

Corporate social responsibility activities represent an organization’s principles, which make the organization more charitable rather than just income-generating, the workforce has deemed the assets of an enterprise. Manpower resources are not that convenient to get, particularly when we talk about specialized employees. Many organizations are working hard to increase performance, streamline activities and generate improved shareholder income due to the growing global industry competitiveness and globalization. To accomplish both, a organization must have professional and talented individuals to retain the organization’s best interest. While corporate social responsibility was positively

linked to several positive workplace results, to a far lesser degree its effect on workplace efficiency was observed (Story and Castanheira, 2019). Various organizations refer to internal corporate social responsibility as a process of dealing with the stakeholders in a socially responsible manner by emphasizing adequately the wellbeing of the internal stakeholder. The social emphasis toward the stakeholder may create a stronger effect on the job performance.

As a result, corporate social responsibility is becoming more influential in other parts of the globe. Earlier studies have focused on the relationship between corporate social responsibility and organizational financial performance, and plentiful empirical studies were found to support a substantial positive relationship and organizational financial performance. In other words, participating in CSR activities can boost the financial performance of an organization. The impact of CSR perception on employees had always been ignored by various studies. Literature regarding the relationship between corporate social responsibility organizational financial performance keeps expanding. Yet, literature concerning CSR perception relationship with organizational commitment and job performance is not completely understood. Some literature indicates that CSR does not have an impact on the performance of the employees (Setyaningrum 2018).

A closely related but perhaps more common definition is that CSR is concerned about the corporate body with the social and legal responsibilities of the communities where it functions and how it can account for these responsibilities. This indicates that the rights community grants to business entities serve as an inclusionary package which includes definite responsibilities to act in a way that the community think is necessary.

Fernando (2021) described corporate social responsibility (CSR) as a management framework that enables an organization to be socially responsible not only to itself but also to its stakeholders and society. Thus, allowing organizations to be more conscious about the economic, environmental, and social impact they have on society. According to Hopkins (2012) the concept of CSR can be defined as a process associated with treating the stakeholders of an organization ethically or responsibly. 'Ethically or responsible' means engaging with the stakeholders in a way that is considered appropriate in compliance with international standards. Different managerial areas of study have understood that CSR is in line with their objectives.

Corporate social responsibility has various meanings and interpretations, ever since CSR has been constantly developing and changing. But it is usually associated with environmental, social, and economic dimensions. However, the historical aspect of CSR is no longer prioritized by policymakers and business practitioners in western nations. Since the concept itself has been evolved by the western nations, most particularly the United States of America.

According to the European Commission (2011) CSR can be defined as the responsibility and impact of organizations on society. Therefore, organizations should be responsible for incorporating environmental, social, legal, human rights, and consumer rights issues into their corporate strategies and practices. This shows that organizations are suggested to have a framework in place to integrate the CSR strategy into their activities and core policies in close partnership with stakeholders.

In a broader perspective, CSR can be defined as the ethical behavior of a organization to society. This implies, in specific, the organization's maintaining a responsible relationship with stakeholders who are concerned with the interest of the organization. There is no widely accepted meaning of CSR. Some scholars recommend that CSR is associated with what the business gives back and can demonstrate it gives back – in payback for the gains it acquired from the community. Corporate social responsibility has been a controversial concept for almost five decades. As a result, multi-dimensional CSR definitions and perspectives have been constructed over the decades. Thus, making it extremely infeasible, to agree on a single understanding of CSR. Therefore, there is considerable disagreement with the scope of CSR (Fifka, 2009).

Ademosu (2008) described CSR as what an organization is doing to contribute to the social, economic, political, or educational development of the community where it is situated, but which it is not bound to do under any legislation. Aaronson (2003) defined CSR as Business decision making linked to ethical values, compliance with legal requirements, and respect for people, communities, and the environment around the world. Unilever (2000) defined social responsibility as the wide range of relationships with social structure. It signifies the responsible management of a wide array of relations with employees, customers, investors, distributors, authorities, local people, and several

others across the social structure. Corporate social responsibility continues to be a vital topic in global politics and international business.

Different managerial areas of study have understood that CSR is in line with their objectives.

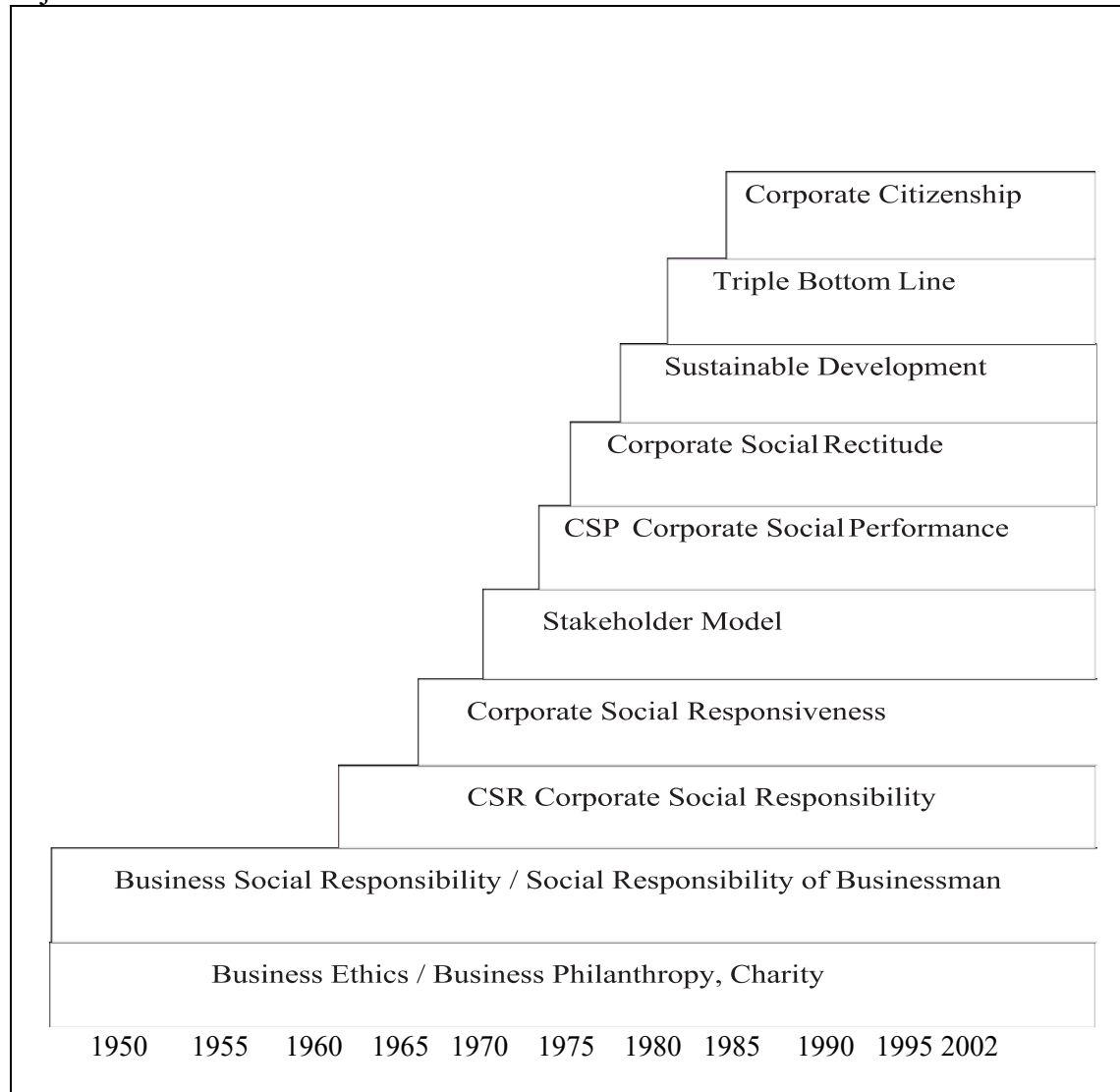


Figure 2. 1. Developments of CSR-Related Concepts (Mohan 2003, p. 24).

Mohan (2003) points out that CSR is an empirical concept that relates to single or a few of the various incarnations of the business-society relationship. The concept's meaning changes depending on a specific moment and place. In addition, it is a concept that is related to, but also interchange with, numerous concepts.

This elucidates how CSR is continually changing and how the concept integrates a variety of approaches depending on contexts and needs. CSR can be described as the

obligations and responsibility of the organization to protect, promote, and significantly improve the benefits of stakeholders, CSR is primarily based on four key aspects: competitiveness, responsibility, transparency, and accountability; when formulating corporate strategy, prioritizing on transparency and accountability will enhance organization's competitive advantages which will, in turn, generate responsibility (Bohn 2014).

Looking at the definition of CSR from different angles, it can be acknowledged that most of the definitions aligned CSR to employee rights, environmental protection, and community projects. In a broader perspective, CSR can be described as the ethical behavior of an organization toward society. In specific, the organization maintains a responsible relationship with stakeholders who are concerned with the interest of the organization.

The World Business Council for Sustainable Development (WBCSD, 1999) as cited by Najam (1999) reiterated that corporate social responsibility is associated with organization core values in seven distinct areas:

- Human rights.
- Employee protection.
- Environmental regulation.
- Community engagement
- Supplier relations.
- Monitoring. And,
- Investor rights.

Evidently, no matter how small or big an organization appears to be, regulatory pressure is forcing these organizations to act in accordance with business standards and procedures. In addition, the emergence of advanced technologies such as the internet and digital media has created an opportunity for consumers and interest groups to examine the practices of organizations. perhaps, forcing organizations to be socially and ethically conscious. Therefore, organizations that are regarded as 'socially' Responsible' may even help enhance their brand and improve their organization's effectiveness. Their dedication to CSR will thus end up making the productivity of their organizations more successful

and competitively advantageous. A wide range of CSR concepts has thus been proposed by various groups, relevant to their views and Rationale.

Advocates of CSR suggested that organizations should include social, environmental, and economic issues in their corporate strategy management tools actions, investing more in the social environment and humans (Belal and Momin 2009). CSR started as a concept of philanthropy, a concept that has existed since the 1980s. Therefore, the idea of CSR is not new in the management field. CSR continued to progress into a business idea that has been globally acknowledged. Tremendous public pressure has forced the business organization to concentrate on CSR. For instance, the increased awareness of green products had made consumers more demanding and sceptical of the product they purchase from certain organizations. However, communities have begun to expect organizations to operate differently than they do in the past. The public expectation of business organizations has led them to place an important emphasis on CSR.

Corporate social responsibility refers to how an organization considers the financial, environmental, and social consequences of its decisions and activities. Dahlsrud (2008) characterized five components of corporate social responsibility practices as environmental, social, economic, stakeholder, and philanthropy. The voluntary attempt to incorporate social and environmental concerns of an organization can be referred to as CSR practices. Generally, CSR concepts are associated with an organization's involvement with society. It asserts that private organizations have societal obligations beyond profit maximization.

In today's business environment, organizations are required to step forward and assist different institutions and societies for the benefit of the whole community and as part of their corporate social responsibilities program. In addition to the previously discussed concepts, CSR consist of internal and external activities, Internal CSR is associated with the initiatives that are usually concerned with employees' physical and mental well-being in an organization (Turker 2009a). The factors that can influence the physical and psychological well-being of employees include, a friendly working environment, organizational diversity, effective skills development, and employee empowerment. On the other hand, external CSR directly focuses on the local communities, corporate associates and distributors, consumers, public bodies, and non-

governmental organizations (NGOs), as well as environmental issues such as pollution, waste disposal, environmental conservation, etc.

The corporate social responsibility pyramid is a basic structure that demonstrates the aspects of why businesses should fulfil their social responsibility. Archie Carroll created the pyramid. the pyramid emphasizes four key responsibilities: economic, legal, ethical, and philanthropic. Economic responsibility is the first aspect of the framework, emphasizing on profit maximization of an organization. The second aspect is a legal responsibility, which involves abiding by ethical prescribed laws and regulations. The third aspect, ethical responsibility, is interconnected with the above two mentioned aspects. It emphasizes the importance of organizations engaging in an appropriate way of practices even though they are not constitutionally mandated by law. Philanthropic responsibility is the last dimension, it advocates giving back to society by contributing to educational, social, and cultural objectives in order to benefit society.

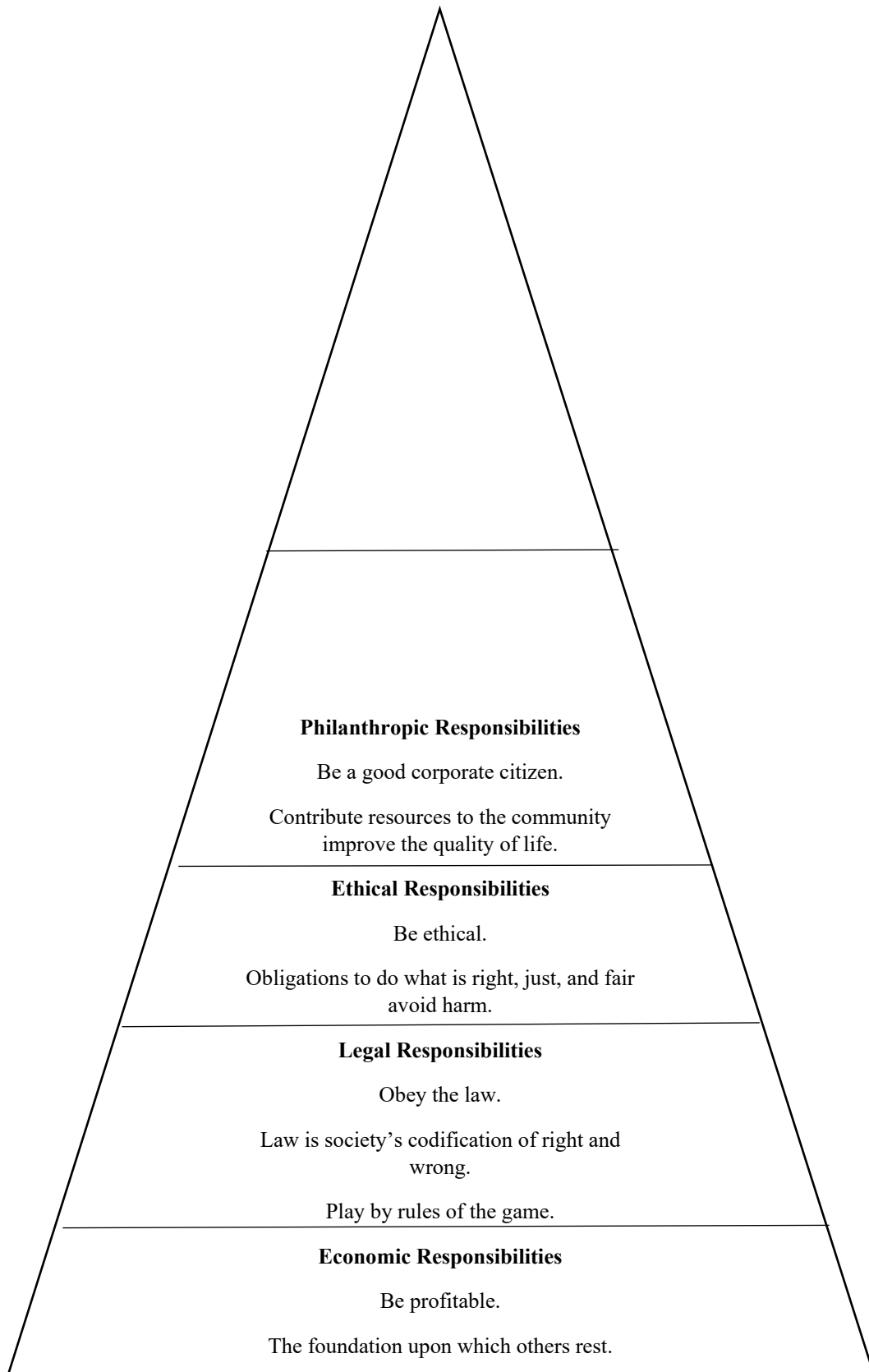


Figure 3. 1. The Pyramid of Corporate Social responsibility (Carroll 1991, p. 42).

Carroll's well cited definition of CSR was initially described as follows: Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time. As Carroll's Corporate Social Responsibility practices pyramid shows, organizations have four levels of responsibilities to achieve:

2. 2. 1. 1. Economic Responsibilities

Business organizations were originally established as commercial bodies to offer products, goods, or services to individuals in the community. Profit maximization is identified as the primary motivation which encourages people in starting a business, profits are needed to reward investors/owners and to fuel business expansion. As mentioned earlier, the first responsibility of a organization is to make a profit to survive, succeed, and then support society in the long run. To remain competitive in business, organizations must remain economically responsible through profit maximization. Being profitable means, organizations will support society by minimizing unemployment through job creation and production of goods and services desired by the customers. Business organizations must be able to support themselves, and the best way to do so is to be profitable and able to encourage investors or shareholders to invest more in the organization (Carroll, 2016). At this phase of the CSR Pyramid, a organization's goal is to maximize profits for shareholders and owners (Anon n.d.). If a organization fails to meet its financial responsibilities and generates insufficient earnings, it will lead to an impact on its staff and shareholders.

2. 2. 1. 2. Legal Responsibilities

Business organizations should make profits within the confines of laws. They must follow and obey all applicable laws and regulations related to their business operations. organizations are expected to respect the laws set forth by governmental bodies. Generally, the ministry of trade is the national authority that appoints the regulators who will establish laws and regulations for businesses to follow in the society. These general laws, consist of rules and regulations that will effectively embody society's

view of "codified ethics" by articulating the basic principle of fair business practices as defined by policymakers at the national, provincial, and local levels (Carroll, 2016).

Compliance officers today play a significant and high-ranking role in the business world. They are responsible for ensuring that all corporate processes and procedures adhere to legal requirements. According to Carroll (2016) important business conduct expected of business includes:

- Performing in a manner consistent with expectations of the legal authority.
- Acting in accordance with federal, state, and local regulations.
- Conducting themselves as law-abiding responsible corporate citizen.
- Performing all their legal responsibilities to social stakeholders.
- Providing goods and services that at least comply with the law's basic requirements.

2. 2. 1. 3. Ethical Responsibilities

There is a similarity between legal and ethical responsibilities. The organization must behave and follow societal ethics and values. The economic and legal aspects of responsibilities encompass ethical norms that are concerned about fairness and justice, ethical responsibilities embrace those activities and practices that are expected by every single member of the society regardless of not being legally enacted into the law. In addition to what is mandated by the law, the public wants businesses to conduct their affairs and carry out their business operations in an ethical manner. Ethical responsibilities include all activities, principles, strategies, and procedures that society expects or prohibits. Carroll (2016) suggests that the main aim of the aforementioned expectations is for organizations to be accountable for their actions and show important consideration to a wide range of norms, standards, values, beliefs, and expectations that embody and uphold what the customers, staff, shareholders, and the community as a whole view and accept as morally appropriate when it comes to the protecting stakeholders' interests and rights. employees and Customers are often involved in ethical issues, but the ethical issues also affect the organization's other stakeholders.

2. 2. 1. 4. Philanthropic Responsibilities

This is one of the important aspects of the responsibilities which is located at the top of the pyramid, emphasizing the importance of being a good corporate business entity

that provides platforms that positively affect the livelihood of people in the society. For instance, some organizations are known to volunteer in numerous community projects and contributions, helping in financial fundraising when a social issue arises. Organizations should consider and conduct activities for the benefit of the host community. Corporate philanthropy consists of all elements, effort, and consistency of an organization in giving charity. Corporate philanthropy embraces a business's voluntary or discretionary activities, although philanthropy or business giving may not be an obligation in the literal sense, it is now anticipated of organizations and is part of the public's daily expectation Carroll (2016). These collections of responsibilities are to some degree, expected by society from the corporate organization. Organizations participating in a range of charitable activities to satisfy their perceived philanthropic duties, including financial donations, service and product donations, or any type of discretionary support to the community or stakeholder.

For Aaronson (2003) it is the organization's responsibility to contribute to the local community. However, most businesses use philanthropy as an indirect way of advertisement to portray their good citizenship behavior to the public. Their main target is to improve or strengthen the organization's image in the public eyes. Socially responsible organizations are believed to perform their respective duties better. Moreover, legal responsibilities are critical for a organization's survival in the global economy, and they also have an implication on the organization's staff, consumers, and other investors. Philanthropic responsibilities improve brand reputation, influence brand value, and have a significant impact on society (Ademosu, 2008).

2. 2.2. Employee Organizational Commitment

There is a large amount of literature about how corporate social responsibility affects employee organizational commitment. According to Imran Ali et al. (2010) a number of studies suggested that corporate social responsibility enhances employee commitment to the organization because CSR initiatives consist of programs aimed at the well-being of employees and their families. Dawkins (2005) stated that corporate social responsibility tends to attract inspired potential employees and increases current employee commitment. In (1989) O'reilly published a paper in which he described the Organizational

Commitment concept as a psychological relationship which the current employee has with the organization, this include an employee's commitment to the organization, willingness to respect the organization's principles, and making effort toward achieving crucial objectives, performing of his or her job duties conveniently, among other things (Slack, Orife, and Anderson 2010). According to Gupta (2014) Employees are one of the most important components that contribute to the corporate growth. Without a certain amount of commitment and effort from employees, no organization will thrive. As a result, Organizations often try to satisfy their employees to gain their commitment.

Organizational commitment involves a clear interest in and recognition of the organization's values and objectives, a clear interest to keep working with the organization; and a willingness to put in significant effort on behalf of the organization (Porte et al., 1974).

Employee commitment refers to a worker's devotion to or interest in the organization where he or she works. Employee commitment is important since it dictates whether employees of an organization are likely to leave their jobs or enhance their job performance. (Radosavljevic et al. 2017). Meyer and Allen (1991) approach to organizational commitment is one of the most acknowledged employee commitment theories, in this approach employee commitment is classified into three multidimensional components namely: affective commitment, continuance commitment, and normative commitment.

2.2.2.1 Affective commitment

This relates to an employee's psychological to, relationship with a organization. Employees who have a high-level of affective commitment stay with the organization for their own personal interest.

2.2.2.2 Continuance commitment

This is when the employee understands the negative consequences of resigning from the organization. Employees whose primary relation to the organization is built mainly on continuance commitment will likely quit when they have a better option. Their motivation to continue relies on the fact that they have no better options.

2.2.2.3 Normative commitment

This gives a sense of duty and responsibility to continue working for the organization. Employees who have a high degree of normative commitment believe they must stay with the organization and make their contribution.

Organizational commitment (OC) is described as an employee's psychological connection with an organization (Choi, Oh, and Colbert, 2015) or the "method through which the organization's and individual's objectives are continually incorporated or congruent"(Hall et al., 1970 p. 176). Organizational commitment is closely related to organizational identification, but it is not the same.

Affective commitment is concerned with the emotional attachment employees have toward the organization they work for. The employee is genuinely loyal, involved and is motivated by a feeling of sense of attachment to the organization. Therefore, affective commitment can be defined as "an emotional attachment to, identification with, and involvement in the organization" (Meyer and Allen, 1990, p. 21). Similarly, the emotional attachment of employees toward their organization makes them to represent and be the ambassadors of their organization. This type of employees serves as an important asset for organizations. Therefore, an effective commitment of employees to their organization dignifies employee's satisfaction with organization.

According to Davis (2018) When an employee behaves out of obligation for the sake of the reward he or she will get, this is referred to as normative commitment to the organization. Normatively committed employees believe they should remain with their organization because leaving their organization will be costly, and they feel guilty about leaving. It is basically implying that the employee views his commitment to the organization as a responsibility. Therefore, the employee is well-aware of his or her responsibilities and tasks.

Moreover, continuance commitment happens when an employee's perception indicates that it is better to stay with the organization than to quit working for it. It is based on both economic and non-economic factors; an employee continues working because of his needs. The employee weighs the financial costs, the drawbacks, or the negative and positive aspects of staying. Additionally, the underlying factor for employees' continuance committed lies in their desire to stay with the organization. The

reasons for having to remain with the organization vary, but the most common ones are a lack of other options for employment and remuneration.

Meta-analytic research signifies that all three types of commitment are linked to labor turnover and decisions to exit the organization. The prior studies show a significant positive link between favorable employee outcomes related to job performance, anxiety, work/life balance, and affective commitment (Meyer et al. 2002). The organizational commitment of employees toward their organization is a moderately definite predictor of certain attitudes. Cooper-Hakim and Viswesvaran (2005) and Meyer et al., (2002) points out that Organizational commitment and job performance are topics that are constantly reviewed and associated together by academics and practitioners.

The contemporary research on how corporate social responsibility affects employees' organizational commitment has advanced extensively. However, most of the research studying the relationship between CSR and organizational commitment has concentrated more on affective commitment (Brammer, Millington, and Rayton 2007). An individual's psychological connection with his or her employing organization is referred to as organizational commitment (Porter et al. 1974). "More specifically, "organizational commitment is described as (a) a deep belief in and recognition of the organization's goals and values; (b) a desire to put forth significant effort on behalf of the organization; and (c) a organizations desire of remaining an employee the organization" (Steers, 1977). Organizational commitment illustrates the employee's relationship with the organization and has significance for his or her intention to continue as an employee of the organization (Meyer and Allen, 1997). Since, individuals come to organizations with certain, interests, skills, and objectives, and they hope to work in an atmosphere where they can utilize their skills to good use and satisfy their needs, and if a organization can offer these resources, the probability of increased commitment raises as well (Vakola and Nikolaou,2005).

According to Viswesvaran and Ones (2002) employees are more likely to choose to work for organizations they perceive to behave responsibly toward the community. Fortunately, persuading employees that their organizations are concerned about CSR is difficult; organizations must demonstrate to their employees that their strategies

consistently achieve certain legal, social, and environmental objectives (Collier and Esteban, 2007).

As a result of its relevance and potential to influence organizations, employee commitment has received a tremendous amount of attention in recent years. In today's business world, organizations expect their employees to be committed on a regular basis (Nazir and Islam 2017). Regardless of how many strategies and approaches are used to improve employee commitment, organizations continue to struggle to keep a group of committed employees (Ricketta 2002). Lack of employee commitment harms the organization because managers have to deal with the issues associated with high labor turnover, allocation of high financial costs due to regular training and recruiting of new employees, counterproductive behavior (Ricketta, 2002). Organizational commitment is the psychological connection an employee shares with his or her organization. Employees who are committed to their organization feel a sense of belonging, and a sense of understanding the organization's goals. Such employees have a higher added advantage because they are more committed to their jobs, are more productive, and are more proactive in providing their support. In conclusion, affective commitment rises from employee wants, while continuance commitment is associated with personal preferences, and normative commitment is concerned with moral justifications (Wasti 2002). Consequently, these three dimensions of organizational commitment are non-separable from each other. Therefore, the three psychological aspects give employees different views (Meyer and Allen, 1991; Meyer and Allen, 1997). Organizational commitment is critical for organizations that want to retain the best employee.

Only recently scholars tried to investigate if employees' perceptions of CSR correlate to their organizational commitment. Over the globe today, modern globalization has led to increased pressures for business organizations, multi-national organizations to remain strategically relevant. Therefore, they must be willing to deal with constant environmental, legal, technical, financial, and social expectations from society. The advancement of modern technology has provided platforms for stakeholders such as the employee and customers to learn more about their basic rights that should be exercised by organizations. Failure to respect stakeholders' basic rights can make the organizations face significant legal actions, which will, in turn, have an impact on the organizational commitment of the employees. therefore, in order to effectively cope with the constant

pressure from both internal and external stakeholders, it is vital for business organizations have to participate in CSR activities to win employees (internal stakeholders) and consumers' (external stakeholders) trust. However, A recent study by Franco and Suguna (2017) analyzed the multifaceted effect of CSR on the corporate commitment employees in an organization. The authors' findings indicate that corporate social responsibility practices significantly affect the organizational commitment and of employees.

Ali et al. (2010) research used an exploratory method; primary data is gathered from 371 professionals employed in different industries in Pakistan. The research employs the methodology of structural equation model (SEM) to examine the hypotheses, the research revealed a significantly positive relation between CSR organizational commitment of employees. The study suggests that organizations can enhance the employee organizational commitment by engaging in social responsibility activities, recognizing, and fulfilling community needs, working for a safer environment, concerning employee welfare, producing quality products for customers complying with government rules and regulations, and working in a legal environment.

The concept of organizational commitment implies that employees that are committed usually consider the organizational principles and objectives, and participate in activities to accomplish those objectives, the committed employees are not willing to abandon the organization and are determined to put considerable effort into the organization (Schwepker, 2001). Organizations view the concept of organizational commitment as a means of psychological bond between a organization and its stakeholders to influence its employees to act in a manner that is in the organization's best interests (Schwepker 2001). Furthermore, it is assumed that organizational commitment would lead to improved performance. This shows that employers who feel a sense of belonging to the organization are more likely to perform well.

According to Malik et al. (2016) CSR possesses an undeniable capacity that can influence employees' perceptions of an organization. It is a tool that is crucial to bring a number of competent candidates to the organization. According to Turban and Greening (1997) conducting corporate social responsibility practices by the organization can enhance good organizational reputation, thus increasing more positive interest of current

and prospective employees. Similarly, Jones et al. (2017) assert that there is a lot of literature about how CSR perception influences employee organizational commitment. For this reason, since CSR programs involved initiatives for the benefit of employees and their families, research has shown that corporate social responsibility enhances employee commitment to the organization, several other research includes (Moskowitz 1972; Turban and Greening, 1997; Schmidt and Freeman, 2002 ;Greening and Turban 2000). Many researchers were interested in the effect of CSR practices on prospective employees, whereas other researchers examined the effect of CSR on existing employees (Weerasekara and Ajward 2020).

Brammer et al. (2007) maintain that CSR initiatives are undoubtedly increasing employee organizational commitment. Gond et al. (2010) tried to have a better understanding of the relationship between CSR organizational commitment by associating the subjects with social exchange theory. The authors argued that employees react to CSR activities by reciprocating similar favor mostly through their organizational commitment and employees working in an organization conducting CSR feel morally obliged to respond positively to the favorable treatment they have received from the organization (Gond et al., 2010). Similarly, Mensah et al. (2017) indicated that unhappy employees who may feel undervalued or unjustly treated by the management of an organization in terms of wages or salaries have the probability to be uncommitted toward the accomplishment of organizational objectives. A substantial number of empirical research have reported the positive relationship between CSR and organizational commitment. based on the evidence that the empirical studies have provided, researchers believed that conducting CSR on employees will enhance the organizational commitment of employees (Santoso 2014; Tuzcu, 2014). However, the empirical evidence has excluded some areas, most notably the banking sectors of developing nations.

CSR has a positive impact on employee commitment (Weerasekara and Ajward 2020). Chaudhary (2020) provided support for the above arguments by demonstrating that CSR motivates employees to participate in organizationally profitable activities, having a positive perception toward the organization will make the employees to go out of their usual way to support the organization in realizing its objectives.

2. 2. 3. Employee Job Performance

Nowadays, one of the main concern of organizations is how to hire and retain a competent employee, this concern has provided an avenue for organizations to emphasize the ways to improve employee job performance. Despite the number of significant resources that had been allocated by organizations to improve employee job performance, there are only a few reports of consistent success in organizations and the reason for this drawback is most visible in the business environment where the impact of corporate social responsibility is not prioritized. Williams and Anderson (1991) defined employee job performance as the fundamental responsibility an employee is recruited to do in return for payment. It relates to how employees act in relation to the formal roles, duties, and obligations outlined in their job description.

Job performance and employee performance are two terms that are used interchangeably. The act of doing a job is referred to as job performance, it is the point to which an employee completes an activity or mission. Scotter et al. (2000) described Job performance as an individual's overall expected value to the organization of discrete behavioral events over a specified period. Job performance is related to the efficiency with which employees carry out tasks or perform activities that can contribute to organizational growth. An employee is a key component realizing organization's mission and vision. Employee job performance is therefore important for organizational success and achieving a competitive advantage. The concept " job performance " refers to an individual's work success after investing in the necessary effort on the job, which is linked to having meaningful work, an engaging profile, and compassionate co-workers/employers (Hellriegel et al., 1999; Karakas, 2010). Story and Castanheira (2019) observed that CSR is continuously been linked to several positive employee outcomes but its overall impact on the concept of job performance has received relatively little attention. Meaning, there is a lack of academic literature on the topic of CSR and employee performance. Sonnentag et al. (2008) argue that considerable scholarly research attention has been given to the idea and the scope of job performance over the last two decades. As result, Individual performance is significantly vital for both the organization and the employee. Researchers believe that performance should be viewed as a multi-faceted term. As one of the frequently studied variables in the area of human management.

Nevertheless, employee job performance has always been of the utmost component to the success of any organization, and its prominence in the fields of HRM, organizational behavior, psychology, and other diverse fields cannot be overlooked or overstated. The effective performance of an employee is a critical measure of an organization's ability to meet its objective, these goals and objectives can be realized through the effective use of capital, equipment, manpower, and human resources. Many of these organizational resources are vital in running a organization, but the human resource is the most essential of them all since all the other resources must be handled and organized by manpower in order to achieve organizational goals. If an organization's manpower, which leads to job performance, is unavailable, all other resources are rendered useless and incapable of producing anything (Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez 2017). A variety of resources are required for an organization to succeed and achieve its goals and objectives, one of which is human resources (Ratia, 2019). Job performance is a critical aspect of every organization's operation. It will assist the organization in increasing and maximizing the capability of its human resources. It corresponds to excellent service delivery and engagement, which affects every aspect of the organization. To accomplish this, the organization must establish policies that promote employee performance.

Job performance can be regarded as a process of achieving a collection of goals and objectives that involves conducting of a job. Although the adoption of job performance has been relevant to come up with findings in scientific research, the concept of performance itself has not been well explained for a long time. Nonetheless, scholars have played a major role in developing the concept of job performance.

Additionally, Viswesvaran and Ones (2002) stated that job performance refers to consistent actions, behaviors, and results that employees take part in or bring about activities that relate to and lead to organizational goals. For instance, business owners expect employees with good job performance to bring considerable value to the organization since such employees usually possess the capacity to perform their tasks effectively. Further, job performance can be categorized into two aspects which include task and contextual performance. For managers, task performance is measured based on the number of sales daily, weekly, or monthly (Fay and Sonnentag, 2002). In the context of contextual performance, it is determined based on how well an employee interacts with

potential customers and co-workers, as well as how well he or she manages issues that affect the organization or group.

Banerjee and Mehta (2016) consider job performance as a process in which individuals carry out their duties. These duties are primarily influenced by the business environment, employee morale, physically demanding tasks, stress, and working overtime. Therefore, an unfriendly working atmosphere and a high level of stress can influence the job performance of an employee in a negative aspect, thus leading to adverse habits such as smoking and an unhealthy diet (Banerjee and Mehta, 2016).

Employee performance is a critical aspect of every organization's operation. It will assist the organization in increasing and maximizing the capability of its human capital. It contributes to excellent service delivery and engagement, which influences every aspect of the organization. To accomplish this, the organization must establish policies that promote employee performance. Employee performance refers to an employee's capabilities to deliver job-related tasks as well as how those tasks were performed. Lilian Obiageli and Chinedu (2015) argued that organizational success is determined by how well the employees are executing their tasks. As a result, managers must develop an excellent way of administering and training his or her employees. One of the objectives of commercial banks is to retain customers and attract investors. For instance, providing good customer service by the employee is considered as good job performance for some organizations. Therefore, when employees provide outstanding customer support and service, they are exceeding job expectations (Lilian, Obiageli, and Chinedu, 2015). The quality of service provided by a customer is one factor that influences the reputation of an organization's service, these services are majorly as a result of job performance. Employees who perform their job well often get recognized and promoted to a higher rank. Therefore, employees who perform their job duties have better job prospects in the future than those employees who underperformed their tasks. As a result, organizations must utilize any necessary possible way to improve employee performance.

Job performance, on a general level, translates to an individual's contribution to an organization's overall performance. On a more specific and measurable level, job performance can be categorized into various dimensions. Depending on the framework

adopted, the dimensions differ (Koopmans et al., 2011). However, the scientific community appears to maintain a consensus that job performance is made up of three interconnected components.

According to Borman and Motowidlo (1997) job performance involves three main dimensions which are Task performance Contextual performance and Counterproductive work behavior.

2. 2. 3. 1. Task performance

Task performance is concerned with employees' contribution to the success and achievement of an organization. The concept is associated with the effectiveness in which job incumbents perform their respective activities that will impact the technical core of the organization. Directly or indirectly presenting an organization with good information or even a product that will make the organization grow is part of task performance (Borman and Motowidlo, 1997). As a result, task performance can be described as the capacity in which subordinates carry out the core job responsibilities. Task performance is the degree to which an employee meets the structured specifications of the job's basic duties (Williams and Anderson, 1991). Additionally, task performance can also be defined as a process in which an employee performs necessary tasks associated with his or her job, as well as how well an employee satisfies the standard guidelines of the job expectation (Naiemah et al., 2021). Employees that are perceived to perform their task at a higher level will receive a favorable response, which will help them advance in their careers. Job explicit attitudes, which involve fundamental job duties enshrined as part of the job specification, make up task performance. Task performance entails a higher degree of cognitive capability, which is driven specifically by task understanding certain technical knowledge or concepts, and the ability to manage various responsibilities. On the other hand, task skills refers to the ability to apply technical expertise to complete tasks effectively without instruction, while task behavior is the inherent ability to react to job responsibilities in ways that help performance (Conway 1999). Therefore, the capacity to execute a task is one of the major determinants of task performance. Task performance is generally a written contractual agreement in some cases oral agreement between a manager and an employee to effectively complete a required job in an organizational setting (Banerjee and Mehta, 2016). According to Fay and Sonnentag (2002) task performance concept can be viewed as a multi-dimensional phenomenon that

has several sub-dimensions to consider when it applies to administration and management issues. These are Planning and coordinating, ensuring other members are effectively informed, clear communication, as well as the task of directing, inspiring, and guiding subordinates, and the process of developing, encouraging, and educating subordinates. Practitioners have recently focused more on understanding task performance because organizations devote more resources to enhancing customer service, enhancing the subordinate innovative ideas are becoming increasingly relevant. Some scholars debate that behavioral episodes can support or hinder an organization's ability to achieve its objectives, it is crucial because it assists in the differentiation between task and contextual performance. Borman and Motowidlo (1997) argued that task performance is usually associated with two important categories. One of the categories involves the process of converting raw materials into finished goods and services. The other category of task performance consists of tasks that both serve and sustain the technological core. For instance, delivery of finished goods, making a good plan, supervision, coordination. Therefore, task performance can have a direct impact on the organization's technical core by implementing not just its technical processes but also executing maintenance and servicing the operational specifications. Task performance is viewed by organizational behavior as a conjunction of efficiency and productivity in performing an organization's core assigned tasks. Therefore, the effectiveness of task performance is determined largely by how the team leaders communicates an employee's responsibilities. In a situation where the organization depends on the managerial plan, anticipated outcomes, and the involvement of employees in task execution, the probability of achieving better job performance is tangible (Campbell and Wiernik, 2015). As a result, employees will understand the role of their involvement in making the organization's mission, operations, or long-term objectives to become feasible. Workers must also be encouraged and provided necessary resources to increase their job performance.

2. 2. 3. 2. Contextual performance

It is one of the most critical roles of an organization in making sure that employees perform their jobs effectively. However, contextual performance is being acknowledged as an important component of overall job performance. Generally, it is not enough to narrowly stick mainly to structured agreed job descriptions; it is necessary for the

subordinate to go beyond the formal job descriptions when on duty, subordinates are now expected to go extra mile for the organization.

Researchers and academicians have developed various principles of contextual performance; individuals can divide contextual performance into two aspects. Behavior is among the forms of contextual performance; it tends to make the organization's current operations run more efficiently. Proactive behavior seeks to enhance not just management culture but also work practices (Sonnetag et al., 2008). The process for stabilizing contextual performance behaviors involves organizational citizenship behavior and entails five interrelated dimensions, i.e., Sportsmanship, altruism, politeness, civic virtue, and conscientiousness are examples of institutional spontaneity and overall organizational prosocial behaviors (Bajraktari, 2020).

The contextual performance involves the activities which support the organizational, social, and psychological atmosphere but it does not directly contribute to organizational performance. Contextual performance differs from task performance because it involves behaviors that are not officially mentioned in the job description (Sonnetag et al., 2008). Daryoush (2013) refers to contextual performance as the carrying out of voluntary specific activities that contribute to the growth of an organization. Similarly, Borman and Motowidlo (1997) asserted that contributing to organizational success is the primary aspect of contextual performance, the contextual activities provide support in shaping organizational, social, and psychological structure that functions as the foundation for task activities. Contextual activities include assisting and cooperating with those in the organization to complete a task that is not officially part of the job (Borman and Motowidlo, 1997).

Contextual performance, also identified as "discretionary extra-role behavior" is reflected in behaviors like training subordinates, enhancing social networks in a organization as well as conducting activities that go beyond official job responsibilities (Koopmans et al., 2014). Contextual performance emphasizes the capacity of employees to prioritize the activities that will enhance the growth of the organization.

2. 2. 3. 4. *Counterproductive work behavior*

In most cases, employees have the freedom to act in a variety of ways that they wish at the workplace. Nevertheless, managers anticipate that the act or behavior of an

employee will benefit the organization and that it will include meticulously doing assignments and engaging in a variety of additional activities and tasks that will contribute to the organization's overall success. Employees, on the other hand, have the capacity to engage in inappropriate and detrimental behavior against the organization and their colleagues. Organizational psychology has long been fascinated by the reasons and patterns of such conduct. These behaviors are collectively referred to as counterproductive work behavior (Spector et al., 2010).

Counterproductive work behavior, also known as CWB is defined as any behavior which is intended to negatively affect organizations and their stakeholders. This can include overt acts like hostility and theft, as well as more subtle activities such as purposefully neglecting to follow task directions or performing tasks inaccurately. There are numerous prominent and popularly used definitions of CWB. According to Robinson and Bennett (1995) CWB is voluntary action which breaches important organizational standards and thereby endangers the interest of an organization, its workers, or perhaps both. Similarly, Sackett and DeVore (2002) defined CWB as a deliberate illegal activity conducted by a trusted organizational member that the organization considers to be detrimental to its core interests and values. As mentioned earlier, there is a great deal of knowledge available on counterproductive work behavior. It has been interpreted differently by several philosophers and scholars. A careful examination of the previous scholarships indicates complete consistency in the definition of Counterproductive work behaviors. For some researchers, CWB is a collection of destructive actions or behaviors which are harmful to a business and can disrupt operational activities or resources, by harming personnel in a manner that minimizes their productivity (Zapf and Einarsen, 2006; Bashir et al., 2012). With the rise of competition between business entities, employee behavior has become a fundamental issue for numerous organizations. Nearly every single day, many employees participate in activities that hinder much from their organization instead of contributing to it. It only takes one individual to engage in major counterproductive work behavior to have a negative impact on a organization. The motivations for performing such behaviors vary and might be situational or dispositional, ranging from theft to misusing sick leave to workplace violence. Moreover, such behaviors all have one similar characteristic: they are detrimental to organizations' fundamental objectives. Counterproductive behaviors may differ in intensity from petty

actions like stealing a pencil to major offenses like defrauding huge amounts of money from a organization. These behaviors can happen on an interpersonal or organizational level. For instance, at the interpersonal level, counterproductive behavior comprises activities like favoritism, slander, and bullying which affect individuals inside the organization. At the organizational level, they are behaviors targeted at the organization, such as procrastination and misappropriation of the business's resources. circulating misinformation, damaging properties, abusive language, theft, harassment, taking personal belongings from co-workers without permission, or arriving late to work, dishonesty, unwillingness to collaborate, physical assault, disengagement, and delaying of organizational activities are all examples of CWB (Bashir et al., 2012).

Research associated with employee job performance has come a long way. Albasu et al. (2016) define employee job performance as a branch of human resources management that is essential to achieving long-term organizational goals and purpose. For Story and Castanheira (2019) it is the fundamental obligation that the worker was employed to do in return for hourly, weekly, or monthly compensation. individual job performance refers to the working behavior of employees when carrying out assignments, formal tasks, and obligations that enshrined in the work contract (Stella and Anderson, 1991). Conversely, according to numerous studies, performance is a diverse aspect that fluctuates within people and changes constantly. Carmeli et al. (2009) attempt effectively explore the relationship between corporate social responsibility and employee job performance, given that prior studies have focused on the organization's operational level examination while ignoring the employee facet as a level of observation. Several studies have avoided examining this relationship. thus, they emphasize more on the CSR dimensions that deal with corporate performance. Sun and Yu (2015) examined the relationship between employee performance, employee cost, and corporate social responsibility (CSR). The findings show a positive relationship between CSR and employee performance, indicating that employees in socially responsible organizations generate better operational productivity than their counterparts in less socially responsible organizations. This shows that an employee is a critical aspect of internal stakeholder whose actions can impact the organization, employees of an organization can include operational manager, secretary, branch manager, and consultant. Various past research points out that CSR provides an effective and significant tool in human resources management that brings

together numerous stakeholders (internal and external), promoting the performance of an employee as well as the overall corporate performance (Hildebrand et al., 2011). Subair (2018) examined the effect of corporate social responsibility on the performance of manufacturing organizations in Nigeria, the study revealed that corporate social responsibility has a positive and significant effect on the operational performance of manufacturing organizations in Nigeria. But most importantly, the study also revealed that corporate social responsibility has a positive and significant effect on employee performance of manufacturing organizations in Nigeria.

The internal stakeholders are an important element of corporate social responsibility since their activities toward organizations can affect or can be affected. Other studies have considered the relationship between the effect of corporate social responsibility on employee performance and organizational commitment.

Alegbeleye and Ige (2020) examined the effect of corporate social responsibility on the performance of employees at food and beverage organizations in Nigeria. The research was performed using a survey method to collect data from 200 respondents around 10 businesses, the study shows that the extent of internal corporate social responsibility for the performance of employees in food and beverage organizations in Lagos, Nigeria, is relevant. LUNCHING corporate social responsibility activities will assist organizations in meeting their responsibilities toward internal and external stakeholders.

Chaudhary (2020) explores the impact of CSR on employee performance, data was gathered from 187 selected Indian business executives, the findings of the research show a significant effect of the CSR perception of employees in both their work performance and the participation in organizational citizenship behavior (OCB). Chaudhary highlights the importance of further CSR study at a micro-level and advances the research by giving evidence of the proposed set of connections with India's advancing economy.

2. 2. 4. The Mediating Role of Corporate Social Responsibility Perception on The Relationship Between Organizational Commitment And Job Performance

Since the emergence of the CSR concept. scholars have always investigated the fundamental concerns regarding CSR and its relationship with organizational

commitment and job performance. Scholars like Mensah, Agyapong, and Nuerterey (2017); Hofman and Newman (2014) support the approach which regards CSR as a component of business strategy that has a direct relationship with organizational commitment and job commitment whilst other scholars believe that CSR perceptions have nothing to do with organizational commitment nor job performance. Rather, CSR is a scheme which mainly leads to waste of resources that will have a negative impact on business organizations in the long run. Any use of organization funds for non-commercial purposes lowers the value for its stakeholders (Marić et al., 2021). Likewise, Friedman (2007) argues that an organization's social responsibility is mainly to maximize its earnings. Unlike Friedman, Olivia (2017) argues that the overall CSR perception of the employee helps to improve their organizational commitment along with increasing current employees' job performance. Because these two schools of thought are so diametrically opposing each other, numerous researchers have examined the role of CSR on the relationship between organizational commitment and job performance, there are studies on how organizational commitment affects job performance, but we don't know how this relationship is mediated by CSR perception especially in the emerging country context. For instance, Mohammad (2016) surveyed 266 Saudi Arabian bank employees, the study did not confirm a significant mediating role of CSR perception organizational commitment and job performance. Similarly, Youn et al. (2018) found that CSR perception mediates the relationship between organizational commitment and job performance. Additionally, in an investigation into the mediating role of CSR perception on organizational commitment, Oh et al. (2021) found CSR perception mediates organizational commitment. However, there was no direct relationship with job performance. On the contrary, some studies also confirmed a negative or neutral relationship between the variables. For example, in an investigation into the mediating role of CSR perception on organizational commitment, Marić et al. (2021) found CSR perception mediates organizational commitment. However, there was no direct relationship with job performance. As a result, the subject associated with of mediating role of CSR on the relationship between organizational commitment and job performance is still yet to receive an unequivocal answer.

3. RESEARCH METHODS

This chapter outlines the procedures used to carry out the research, discussing the sampling method, data collection technique, design of the study, target population, the instruments used, data, and data analysis.

3.1. Research Design: A Quantitative Study

This study was conducted using the quantitative research method. Low (2016) suggests that a quantitative method can be considered as a significant methodology for research that discovers elements that affect an outcome or a better predictor of an outcome. Therefore, quantitative research can be used to investigate a wide range of phenomena. However, there seems to be a single agreement on the existence of two separate paradigms which are qualitative and quantitative methodology. The most significant distinction between them is how data is collected and treated. Theoretically and practically, the quantitative researcher identifies and specifies different factors and variable categories. The researcher then commonly links the variable together to develop hypotheses before data collection. A quantitative research method is usually related to the concept of enumerative induction and the main goal of using this method is to figure out the category and number of individuals in the parent population that have a certain trait that was observed in the sample group. The goal is to extrapolate a feature or a connection among variables from a parent population.

The quantitative method is specifically concerned with gathering numerical data in order to explain certain phenomena or problems that appear to be well-suited to being explored by using quantitative methods. It is the use of quantitatively based approaches, particularly statistics, to analyze data. While the qualitative research method is related to numerical data analyzed statistically, qualitative research is based on non-numerical data. Therefore, qualitative method is an umbrella term consisting of various methods which include ethnographic research, interviews, and case studies. In her major study, Sukamolson (2007) identifies five classifications of quantitative research as survey research, correlational research, experimental research and causal-comparative research.

A quantitative method of research is significant for quantifying opinions, perceptions, and behavior patterns in order to determine how the entire population thinks about a particular topic. For instance, researching with the aim to find out a certain number of individuals who think in a particular way. According to the purpose of the study, the research questions are best answered using quantitative as opposed to qualitative methods. Quantitative research excels in terms of getting information in a limited time from a large population. The final explanation which indicates how the quantitative method is particularly well suited to our research resonates with its testing of theories and hypotheses since our study is concerned with the investigation of the relationship between different concepts testing hypotheses is necessary. A hypothesis is a temporary interpretation for certain information which can be testable through further exploration Sukamolson (2007). However, For Lavrakas (2008), A research hypothesis is a given, explicit, yet testable assumption or prediction regarding the likely result of a scholarly research project regarding a certain attribute of a demographic, which includes predicted disparities amongst units on a given variable or correlations among variables. Therefore, developing the research hypothesis is extremely important when conducting a scientific quantitative research study.

The quantitative research method uses statistical tools for data analysis which makes it the best method to adopt in order to minimize the waste of time and research funds. Daniel (2016) believes that employing statistical data for study interpretations saves the researcher time and resources that would otherwise be devoted to explaining his or her findings.

Despite all the interpretations, objections, debates, and counterarguments about this method in the literature, the fact remains that neither the advocate of the quantitative research method nor the qualitative method supporters claimed that certain research instrument is more reliable than the other (Daniel 2016). This demonstrates that both instruments aim to accomplish similar goals and objectives. Therefore, it is worth noting that, both quantitative and qualitative are concerned with explaining a phenomenon.

The qualitative method does not have a defined process and is highly dependent on the understanding and creativity of the researcher who is responsible for obtaining, evaluating, and analyzing the data. Therefore, the qualitative method cannot be

considered as a reliable method that gives accurate data since it is associated with emotions and subjective observations as opposed to a quantitative method which uses quantifiable figures (Atkins and Wallace, 2012). The lack of use of figures by qualitative research methods makes it challenging, if not unfeasible, to simplify the result of the study.

3.2. Method Of Sampling and Collection Data

Firstly, the author and advisor of this study have carefully examined the questionnaire before it was circulated. Additionally, the questionnaire and informed consent form was submitted to the Anadolu University, Social Sciences and Humanities Research and Publication Ethics Committee for ethical clearance and received ethical approval with the document (25.05.2021/#72085). The present study target population was employees of reputable organizations which are considered to have a considerable amount of well-developed CSR policies and procedures in place. The population of this study consists of branches of commercial banks in the Sokoto state of Nigeria. A sample of 300 employees questionnaire distribution process was administered. To choose a reputable institution, fundamental conditions have been used:

- The organization must have significant CSR activities that are generally credible.
- The organization must be willing to welcome our study in order to gather data from the employees and the managers.
- The employees should be at least exposed to CSR initiatives for a considerable period of time.
- Additional criteria were applied also at the start of the sample selection procedure just to assure the broader generalizability of the demographic.
- The respondent should not be less than 18 years of age.
- Educational background: respondent should be at least a high school graduate.
- Duty assignment: mainly white collars.
- Work experience is not specified.

After meeting such conditions, it was concluded that the sampling method was extremely significant. Hence, after receiving authorization and support from human

resources management from different commercial banks, 300 questionnaires were distributed to employees and managers working in different departments.

3.3. Scales

All the measurement instruments in this research have previously been adopted and used by previous studies. A rigorous analysis of relevant literature was conducted in order to determine valid measuring scales. The research questionnaire contains a total number of 57 measuring items. A questionnaire is a type of inquiry that consists of a systematically constructed and arranged set of questions that will be distributed to the selected population. The questionnaire was divided into three parts. The first part consists of 17 items adapted to measure employees' perception of corporate social responsibility (CSR), the second part includes 24 items adapted to measure employee organizational commitment and the third part contains 27 items to measure employee job performance respectively. Likert-type scale ranging from 1 (strongly agree) to 5 (strongly disagree) was used for the first and the second parts of the questionnaire. For the third part of the questionnaire Likert-type scale ranging from 1 (seldom) to 5 (always) was used.

3.3.1. Employee's CSR perception

Our study adopted the 17 items of employees' CSR perception scale developed by (Turker 2009b). The 17 items scale contains four subscales' categories, which include: CSR towards Social and non-social stakeholders (eight items), CSR towards an employee (five items), CSR towards the customer (three items), and CSR towards government (two items). The sample scale items include, "Our bank participates in activities which aim to protect and improve the quality of the natural environment (CSR to social and non-social stakeholders), "Our bank provides full and accurate information about its products to its customers"(CSR toward customers), "Our bank implements flexible policies to provide a good work and life balance for its employees' (CSR toward employees), "Our bank always pays its taxes on a regular continuing basis" (CSR toward the government). The term "organization" was changed to "our bank" in order to suit the context. The Original five (5) point Likert type scale ranging from strongly disagree=1 to strongly agree=5 was

used in the questionnaire. The subscales were shown to range from, 0.893, 0.809, 0.672 to 0.815 coefficient alpha value which was considered satisfactory (Turker, 2009b).

3.3.2 Employee Organizational Commitment

The three-component model of organizational commitment by Allen and Meyer (1991) has been the dominant paradigm for employee commitment research (Jaros 2017). Employee Organizational Commitment was measured using items borrowed from the study of Allen and Meyer (1991). The instrument contained 3 sections, the first section relates to affective commitment, the second is concerned with continuance commitment of employee and the last one consists of normative commitment of overall organizational commitment.

3.3.3. Job Performance

Job performance was measured using a 27-item scale, developed by Koopmans et al. (2014), the scale has 7-items associated with task performance, 12-item contextual performance scale, and 8-item counterproductive. The task performance and Contextual Performance sections had a 5-point rating scale ranging from (1) Seldom, (2) Sometimes, (3) Frequently, (4) Often, to (5) Always. The counterproductive work behavior rating scale ranged from (1) Never, (2) Seldom, (3) Sometimes, (4) Frequently, to (5) Often. All the items had a three-month recall timeframe (Koopmans, et al. 2014).

3.4. Demographic Variable

The second part of the questionnaire was designed to assess some demographic variables which include questions about gender, age, educational background, nationality, work experience, department, and other factors. The purpose of assessing demographic factors was to provide demographic information regarding the sample and also to investigate potential relationships with research variables.

3.5. Data Collection and Analyses

The study was carried out in two stages, with the first part consisting of the distribution of self-explanatory questionnaires to participants. In the final stage, questionnaires were retrieved back after a suitable amount of time had passed, in order to achieve maximum response, respondents were constantly reminded about the research. Before collecting the data, the researcher physically visited some of the organizations. Official permission was requested from the management representative of each organization. A well-detailed introduction about the purpose of the study was explained to the representatives, the researcher gave them a sample of the questionnaire to examine it. The support and encouragement that was received from the operational managers and supervisors in each organization helped increase the response rate.

Once administration approval has been obtained, the researcher distributed a hard copy of the questionnaire in English language to the managers and employees of the organizations. In some cases, the head of the department in an organization printed the questionnaire and distributed it to their colleagues. Most of the questionnaire was personally retrieved back from the target group by the researcher within a specific period of time. Furthermore, some of the questionnaires were sent to the researcher via email. The highest priority was given to research ethics, which was upheld throughout the data collection phase.

The research questionnaire was divided into three parts, the first part describes the purpose of the research, academic information about the researcher, directions on how to fill out the questionnaires were provided, as well as guaranteed anonymity toward the participant. The respondents were ensured that no personal information will be requested from them, and their names will not be disclosed within the final report of the study. The second part of the questionnaire contains the demographic factors that describe information about the respondents and the last part consist of the instruments adapted to measure the research variables.

Concerning the data analysis. First, screening and cleaning of the data were performed carefully. all statistical analyses including descriptive statistics were performed using Statistical Package for the Social Sciences (SPSS). SPSS is a commonly adopted statistical analysis program in the field of social sciences. to examine the

hypothesized relationships, a multiple regression analysis method was used to measure the variables. Prior to testing the hypotheses of this study, multi - collinearity, and homoscedasticity were all checked during the data screening process.

4. DATA ANALYSES AND RESULTS

This part of the thesis addresses the different reliability and hypothesis tests conducted throughout this study. It then goes on to describe the demographic characteristics of the research sample as well as the summary of the research hypothesis.

4.1. Testing the Normality of the Data.

Before examining relationships that are between research variables, it is important to check whether the variables in our research are normally or not normally distributed. According to Vahid and Michelle (2019) The criteria of skewness and kurtosis indicated that Z value skewness and kurtosis should be adopted for sample below 50 participants (sample < 50: use the Z value. -1.96 and +1.96 dividing the skewness and kurtosis by their standard error to compute the Z value). On the other hand, for the sample which goes between (50) and (300) more liberal (Z) rang should be adopted that is between -3.29 and +3.29 (Vahid and Michelle, 2019). The first category does not apply to our sample, our research sample will fall under the second category that uses an absolute skewness value between -3.29 and +3.29.

Table 1. 1*The normality test*

	N statistics	Min. Statistics	Max. Statistics	Mean Statistics	Std. Statistics	Skewness	Kurtosis
CSR_SNS	208	2	30	17.30	9.322	-.089	-.819
CSR_EMP	208	1	10	5.9	2.887	-.083	-.457
CSR_CUS	208	0	7	3.68	1.965	-.098	-.429
CSR_GOV	208	2	15	10.0	2.987	-.72	-.586
AFF_CMT	208	0	31	18.67	9.675	-.986	-.115
NOR_CMT	208	1	19	15.90	5.768	-.435	-1.19
CTN_CMT	208	2	7	3.70	1.986	-.343	-0.897
TSK_PRF	208	1	14	7.8	1.973	-.860	-0.654
CTX_PRF	208	0	19	15.98	5.546	-.814	-5.975
CTD_WB	208	1	13	8.3	.519	-.099	-1.095
Valid N (listwise)							
Note: CSR Corporate Social Responsibility; SNS=Society and environment; EMP=Employee; CUS= Customer; GOV=Government; AFF_CMT =Affective Commitment; NOR_CMT =Normative Commitment; EMP=Employee; CTN_CMT = Continuance; Commitment TSK_PRF= Task Performance; CTX_PRF= Contextual Performance; CTD WB= Counter Productive work behavior.							

The skewness and kurtosis values of the variables associated with the research are within the normal distribution ranges of -3.29 and +3.29. Therefore, the normality test provides strong evidence in Table 1 that the research sample is normally distributed based on the second criteria. These criteria are useful for researchers in the social sciences field.

4.2. Reliability and Validity Test

Prior to distribution, the relevant adopted questionnaire was subjected to a series of inspection to confirm how consistent, valid, and reliable it was. The well-known Cronbach Alpha criterion was used to conduct the reliability test. Cronbach Alpha is the most appropriate tool for studies that employ relevant questionnaire as a data collection instrument (Bonett and Wright, 2015). It can be seen from the data in Table 2 that the approximate reliability coefficient stands at (0.981) for the overall questionnaire.

Statistically, this implies that the research questionnaire passed the anticipated reliability test. The Cronbach's alpha total indicator for the overall CSR perception scale is (0.824). Additionally, the Cronbach's alpha of each of the four categories of CSR perception scale was analyzed separately and found out to eligibly cross the reliability test.

Table 2. 1 *CSR perception reliability and validity test*

V&D	Factor loading	Variance %	Cronbach Alpha
Factor 1: CSR toward social and non-social		47,11	0.85
CSR/SNS 6	0.765		
CSR/SNS 1	0.876		
CSR/SNS 3	0.765		
CSR/SNS 4	0.675		
CSR/SNS 5	0.823		
CSR/SNS 2	0.765		
Factor 2: CSR toward employees		10,16	0.98
CSR/EMP 1	0.794		
CSR/EMP 6	0.621		
CSR/EMP 3	0.853		
CSR/EMP 5	0.876		
CSR/EMP 4	0.665		
CSR/EMP 2	0.875		
Factor 3: CSR toward customers		12,67	0.75
CSR/CUS 2	0.569		
CSR/CUS 3	0.878		
CSR/CUS 1	0.87		
Factor 4: CSR toward government		12,67	0.78
CSR/GOV 1	0.896		
CSR/GOV 2	0.787		
Overall Cronbach's Indicator for CSR perception:0.824			
Note: V&D=Variable and Dimensions; CSR Corporate Social Responsibility; SNS=Society and Non-Social; EMP=Employee; CUS= Customer; GOV=Government			

Firstly, the Cronbach alpha coefficient for CSR perception toward social and non-social stakeholders is (0.85). Secondly, CSR perception aimed toward the employees was (0.98) while toward the customers was (0.7) and lastly CSR perceptions of government was recorded with a value of (0.78)/The results obtained from the reliability analysis of organizational job commitment scales as well as its sub-dimensions are presented in Table 3.1 below with Cronbach alpha coefficient ranging from (0.79) for affective commitment to (0.81) normative commitment and (0.75) or continuance commitment. From the results of the analysis, it appears that the overall Cronbach Alpha coefficient is (0.945).

Table 3. 1 *Organizational Commitment Reliability and Validity test*

V&D	Factor loading	Variance %	Cronbach Alpha
Factor 1: AFF CMT		32,612	0.79
AFF CMT 4	0.576		
AFF CMT 7	0.876		
AFF CMT 1	0.512		
AFF CMT 2	0.685		
AFF CMT 3	0.513		
AFF CMT 8	0.511		
AFF CMT 5	0.767		
AFF CMT 6	0.654		
Factor 2: NOR CMT		49,78	0.81
NOR CMT 7	0.593		
NOR CMT 5	0.627		
NOR CMT 6	0.453		
NOR CMT 2	0.636		
NOR CMT 8	0.554		
NOR CMT 3	0.475		
NOR CMT 4	0.545		
NOR CMT 1	0.785		
Factor 3: CTN CMT		78,34	0.75
CTN CMT 2	0.593		
CTN CMT 1	0.668		
CTN CMT 3	0.576		
CTN CMT 4	0.836		
CTN CMT 6	0.416		
CTN CMT 7	0.543		
CTN CMT 5	0.788		
CTN CMT 8	0.765		
Overall Cronbach's Indicator for organizational Commitment:0.945			
Note: V&D=Variable & Dimensions; AFF _CMT =Affective Commitment; NOR _CMT =Normative Commitment; EMP=Employee; CTN CMT = Continuance Commitment			

In order to test the reliability of the job performance scale with 27 items about job performance, Cronbach Alpha analysis was applied. The results, as seen in Table 4, indicated that, the Cronbach coefficient for the entire scale was (0.742).

The coefficient observed from the analysis indicates that the scale is quite reliable and crosses the reliability test. As a result of the reliability analysis for the entire job performance scales, the alpha value for task performance was (0.74) and (0.61) for contextual performance, (0.86) for counterproductive work behavior. This analysis validated the questionnaire's ability to assess what it has been intended to examine, or the attribute to be analyzed.

Table 4. 1 *Job performance Reliability and Validity test*

V&D	Factor loading	Variance %	Cronbach Alpha
Factor 1: TSK PRF		58,44	0.74
TSK PRF 4	0.721		
TSK PRF 7	0.558		
TSK PRF 1	0.569		
TSK PRF 2	0.764		
TSK PRF 3	0.628		
TSK PRF 6	0.765		
TSK PRF 5	0.765		
Factor 2: CTX PRF		216,6	0.61
CTX PRF 9	0.628		
CTX PRF 5	0.597		
CTX PRF 1	0.584		
CTX PRF 6	0.590		
CTX PRF 2	0.590		
CTX PRF 8	0.556		
CTX PRF 3	0.593		
CTX PRF 10	0.626		
CTX PRF 12	0.623		
CTX PRF 4	0.823		
CTX PRF 7	0.596		
CTX PRF12	0.594		
Factor 3: CTD WB		94,27	0.86
CTD WB 1	0.877		
CTD WB 2	0.867		
CTD WB 3	0.860		
CTD WB 4	0.885		
CTD WB 5	0.879		
CTD WB 6	0.860		
CTD WB 7	0.875		
CTD WB 8	0.870		
Overall Cronbach's Indicator for Job performance: 0.742			

Table 4. 2 *Job performance Reliability and Validity test (Continue)*

Notes: V&D= Variable & dimensions; TSK _PRF= Task Performance; CTX _PRF= Contextual Performance; CTD _WB= Counter Productive work behavior.
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4.3. Demographic characteristics of the sample

The demographic features such as gender, age, nationality, educational status, job tenure as well as organizational tenure are presented in Table 5. The sample contains 40.9% (85) female participants, 59.1% (123) male participants. A high percentage of the participants 61.1% (127) are between the age bracket of 26 to 35 years of age while 36 to 45 represent 25.5% (54), followed by the participants aged between 18 to 25 who represent 8.7% (18) and the last 4,3% (9) represent 46 years old and above participants. The majority of the participants have bachelor's degree qualifications (68,3%) whereas (6,35%) possess vocational school certificates. Subsequently, the participant with a secondary school leaving certificates account for (7,7%), 54% of the participant hold master's degree qualifications whereas 2,4% of the participants have only primary school certificates. In addition to the professional experience or job tenure, 46,2% of the participants have 1 to 5 years of professional experience, 28.4% have experience of 5 to 10 years, 14.9% have 11 to 15 years of experience, 8.2% have 16 to 20 experiences, 1,9% have professional experience of 21 to 25 years whereas 0.5% of the participant have 26 years and above professional experience. In terms of organizational tenure, a large number of the participants which is 59.1% have been working for their organization for less than 5 years, followed by participants employed for 6 to 10 years accounting for 13.5%, 16 to 20 years 3,8%, participant employed for 21 to 25 years represent 1.9%, and lastly, there is only a single participant employed for more than 26 years. Further, 99,5 % (207) of the participants are predominantly Nigerians while only 0,5% (1) participants is a foreigner employed in Nigeria.

Table 5. 1 *Participant demographic details*

Participant Demographic details		Frequency	Percent (%)
Gender	Female	85	40,9
	Male	123	59,1
Age	18-25	18	8,7
	26-35	127	61,1
	36-45	54	26,0
	46 and above	9	4,3
Nationality	Nigerian	207	99,5
Other Nationality	Non-Nigerian	1	0.5
Education level	Primary School	5	2,4
	Secondary school	16	7,7
	vocational school	13	6,3
	Bachelor's degree	142	68,3
	Master's degree	32	15,4

Table 5. 2 *Participant demographic details (Continue)*

Job tenure (years)	1-5	96	46,2
	6-10	59	28,4
	11-15	31	14,9
	16-20	17	8,2
	21-25	4	1,9
	26 and above	1	,5
Organizational tenure (years)	1-5	108	51,9
	6-10	59	28,4
	11-15	28	13,5
	16-20	8	3,8
	21-25	4	1,9
	26 and above	1	0,5

Table 6.1 below reports the means, standard deviations and the bivariate Spearman order rank correlation coefficients among the variables in the study. From the Table, it can be observed that whiles CSR towards social and non-social stakeholders, employees, customers, and government have a statistically significant and positive correlation with job performance (JP) ($r= 0.371, 0.335, 0.228, 0.227$ respectively and $p < 0.01$ for all variables), only CSR towards social and non-social stakeholders and employee have statistically significant correlation with organizational commitment albeit the four categories of CSR have a positive correlation with organizational commitment ($r = 0.249,$

0.281, 0.096 and 0.051 respectively with $p < 0.01$ for CSR towards social and non-social stakeholders and employee).

Table 6. 1 Means, standard deviations, and spearman order rank correlation coefficients among the variables

Variables	Mean	SD	1	2	3	4	5	6
1.CSR_SNS	3.902	1.06	1					
2.CSR_EMP	3.79	0.82	0.674**	1				
3.CSR_CUS	4.21	0.80	0.575**	0.522**	1			
4.CSR_GOV	4.52	1.69	0.402**	0.334**	0.576**	1		
5. OC	3.40	0.86	0.249**	0.281**	0.096	0.051	1	
6. JP	3.62	0.82	0.371**	0.335**	0.228**	0.227**	0.257**	1

Note. CSR= Corporate social responsibility; SNS=social and non-social stakeholders; EMP=employee; CUS= customer; GOV=government; OC= Organizational Commitment; JP= Job performance

It is worth emphasizing that although there exists a positive bivariate correlation between the various CSR categories and organizational commitment as well as employee performance, the degree of associations is not generally strong with the average correlation coefficient well below 0.50. The implication is that the two variables have some degree of linear associations. But as it is known this is strictly a measure of linear associations among the variables as correlation analysis has no meaning for describing non-linear relations.

4.4. Hypothesis Testing

Because the correlation analysis reported in Table 6 is only a measure of linear associations among the variables and does not describe cause and effect relationships, it is important to support same with multiple regression analysis of the impacts of the various CSR perceptions on the two variables (Organizational commitment and job performance). This is to enable us to test the two broad hypotheses of whether the various CSR perceptions taken as a set positively influence organizational commitment and employee job performance or not. It will also enable us to test the individual significance of the impact of the various CSR perceptions on organizational commitment and employee job performance.

H1: Corporate social responsibility perception mediates the relationship between organizational commitment and job performance.

A series of regression analyses were carried out to test the hypotheses. Baron and Kenny (1986) suggest the mediation regression analysis for the purpose of examining the relationship between independent and dependent variables. Before conducting the bivariate and multiple regression that serves as an input into the mediation model three conditions must be established to determine the mediating effect (Pierce, 2013).

- The independent variable (OC) predicts the dependent variable (JP).
- The independent variable (OC) predicts the mediator (CSR perceptions).
- The mediator (CSR perceptions) predicts the (JP).

Table 7.1 represents the direct effect of the independent variable (OC) on the dependent variable (JP), It is necessary to test the direct effect to see if there is any point in conducting the mediation analysis. So, we conducted bivariate regression between organizational commitment and employee job performance. The estimation of the total effect is statistically significant. ($t = 12.017$, $p = 0.000$) The statistical significance of the estimations shows that the criteria required for testing a possible mediator has been achieved.

Table 7. 1 Bivariate Regression Analysis for the effect of OC on JP

	Unstandardized Coefficient	Standardized Coefficient Beta	<i>t</i>	<i>p</i>
Constant	2.857		12.017	0.000
OC	.225		3.313	0.000
Dependent Variable: JP				
F value =10.975, R ² = 0.48, Adj. R ² = 0.53, Standard Error= 0.421				
Note. OC = Organizational Commitment; JP = Job Performance				

Table 8.1 shows whether the direct effect of Organizational Commitment predicts Corporate Social Responsibility perception. This is a key regression required for the estimation of indirect effect which can be done in a bivariate regression. The unstandardized beta weight is= (.021) while Standardized Standard Error= (.060). these two

values are necessary in order to conduct a Sobel test, that is to test the statistical significance of the indirect effect.

Table 8. 1 *Bivariate regression on the effect of OC on CSR*

	Unstandardized Coefficient	Standardized Coefficient Beta	<i>t</i>	<i>p</i>
Constant	3.308		15.770	0.000
OC	.201		3.359	0.001
Dependent Variable: CSR				
F value =11.285, R ² = 0.53, Adj. R ² = 0.53, Standard Error=.060				
Note. OC = Organizational Commitment; CSR = Corporate Social Responsibility Perception				

Table 9.1 shows the mediation regression analysis recommended by Pierce, (2013). We conducted a multiple regression analysis with Organizational commitment and corporate social responsibility as the independent variables and Employee performance as the dependent variable. The result from the regression indicates that the effect is not statistically significant with a (p-value .0572). After conducting a series of regressions, in order to conclude the analysis, we adopted the Sobel calculating method that assists in calculating the statistical significance of the indirect effect.

Table 9. 1 *Regression of dependent variable (JP) on independent variable (OC) and mediator (CSR)*

	Unstandardized Coefficient	Standardized Coefficient Beta	<i>t</i>	<i>p</i>
Constant	1.834		5.387	0.000
OC	.166		.584	0.0572
CSR	.305		4.058	0.000
F value =14.149, R ² = .126, Adj. R ² = .117, Standard Error=.075				
Note: JP= Job Performance; OC = Organizational Commitment; CSR = Corporate Social Responsibility				

Since the *p* -value from the Sobel test is (.18) we conclude that Corporate Social Responsibility perception does not have a mediating role in the relationship between

organizational commitment and employee job performance. In other words, the result of the regression indicates that there is no evidence of mediation.

Table 10. 1 Sobel Test

	Input:		Test statistic:	Std. Error:	p-value:
a	.263	Sobel test:	1.96048316	0.02396246	0.18799394
b	.166	Aronian test:	1.91874823	0.02448367	0.18465016
S _a	.067	Goodman test:	1.96506553	0.02342966	0.18449560
S _b	.075				

H2: CSR perceptions have a positive effect on OC

The multiple regression results of the effect of CSR perceptions on organizational commitment (OC) are reported in table 10. From the table, it can be seen that the F – statistic of the model measuring the impact of the various CSR perceptions taken as a set on organizational commitment (OC) is 3.769 with a p-value of 0.000 which is well below the 1% level of significance. This leads to the rejection of the null hypothesis that the CSR perceptions exert no influence on organizational commitment (OC). It can therefore be concluded that the various CSR perceptions are very critical in terms of policy in improving organizational commitment (OC). In terms of individual significance, corporate responsibility towards social and non-social stakeholders, customers, and government are found to have a statistically insignificant effect on organizational commitment since their p-values are even greater than the 10% level of significance. Corporate responsibility towards an employee on the other hand is found to exert a statistically significant effect on organizational commitment as the p-value is less than the 1% level of significance. Although the R-square of the model is low (about 0.07) indicating just 7% of the variation in organizational commitment can be explained by the various CSR perceptions together, the overall significance of the model is an indication that CSR perceptions are critical factors that could influence organizational commitment.

Table 11. 1 Multiple regression analysis of the effect of CSR perceptions on OC

Variable	B	SE	β	t	Sig.(p)
constant	2.377***	0.346		6.871	0.000
CSR towards SNS	0.027	0.068	0.033	0.392	0.695
CSR towards EMP	0.273***	0.090	0.261	3.039	0.003
CSR towards CUS	-0.050	0.096	-0.046	-0.521	0.603
CSR towards GOV	0.021	0.037	0.041	0.555	0.580
F value= 3.769 (p = 0.000), R ² = 0.071, Adj. R ² = 0.052					
Note: * p <.0.1; ** p < 0.05; *** p < .01; CSR= Corporate social responsibility; SNS=social and non-social stakeholders; EMP=employee; CUS= customer; GOV=government; OFC= Organizational Commitment					

H3: CSR perceptions have a positive effect on JP

Table 12.1 reports the multiple regression results of the impact of the various CSR perceptions on job performance (JP). From the table, the F-statistic of the test for the overall significance of the model is 5.704 with an associated p-value of 0.000 which leads to the rejection of the null hypothesis that the CSR perceptions taken as a set do not have a positive influence on job performance (JP). The implication is that the CSR perceptions taken as a set are very critical in determining the job performance (JP) of a organization. In terms of individual significance, the effects of corporate responsibility towards social and non-social stakeholders and government though positive are not statistically significant in influencing employee performance in the model since their p-values are well above the 10% level of significance. Corporate responsibility towards employees and customers on the other hand is found to have a positive and statistically significant effect on job performance at least at the 10% level of significance.

Table 12. 1 Multiple regression Analysis of the effect of CSR perceptions on JP

Variable	B	SE	β	t	Sig.(p)
Constant	2.116***	0.331		6.390	0.000
CSR towards SNS	0.057	0.064	0.073	0.882	0.379
CSR towards EMP	0.173*	0.088	0.168	1.972	0.050
CSR towards CUS	0.162*	0.090	0.158	1.798	0.074
CSR towards GOV	-0.015	0.035	-0.031	-0.431	0.667
F value= 5.704 (p=0.000), R ² = 0.105, Adj. R ² = 0.087					
Note: * p <.0.1;** p < 0.05; *** p < .01; CSR= Corporate social responsibility; SNS=social and non-social stakeholders; EMP=employee; CUS= customer; GOV=government; JP= Job Performa					

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Table 13. 1 Summary of hypothesis tests results

Hypothesis	Accept	Reject
H1: CSR mediates the relationship between organizational commitment and job performance. H2: CSR perceptions have a positive effect on OC H3: CSR perceptions have a positive effect on JP	 √ √	√
H2a: CSR perception towards social and non-social stakeholders will have a positive impact on OC. H2b: H1b: CSR perception towards employees will have a positive impact on OC. H2c: CSR perception towards the customer will have a positive impact on OC. H2d: CSR perception towards government will have a positive impact on OC.	 √	√ √ √
H3a: CSR perception towards social and non-social stakeholders will have a positive impact on JP. H3b: H1b: CSR perception towards employees will have a positive impact on JP. H3c: CSR perception towards the customer will have a positive impact on JP. H3d: CSR perception towards government will have a positive impact on JP.	 √ √	√ √

5. DISCUSSION, CONCLUSION, AND POLICY RECOMMENDATION

5.1. Discussions and Conclusion

Contrary to expectations, this research did not find a significant mediation effect on the role of CSR perception on the relationship between organizational commitment and job performance. There may be several explanations for the result. It shows that, though, employees in these organizations believe that CSR perceptions affect their behavior to a certain degree. However, the CSR perception does not play a significant role in mediating the relationship between their organizational commitment and job performance.

A similar result was also found in the studies conducted by Closon et al., 2015; Latif et al., 2020). It is apparent that the present research proposed hypothesis H1 was not confirmed. Another possible explanation for this result is that employees choose to conduct their job performance responsibly to fulfil their own sense of obligation toward a job or perhaps an interpersonal relationship which has possibly nothing to do with the employee organizational commitment. The research result is not in line with the findings of Mohammad (2016); Kim et al. (2018); Oh et al. (2021).

Additionally, the data presented in Table 6.1 reports the results of the correlations analysis. This study found out a positive relationship between CSR activities and organizational commitment. CSR toward social and non-social stakeholders has a positive effect on commercial banks employees' organizational commitment. However, the relationship is statistically insignificant. A possible explanation for this might be based on how the employees view the social and non-social CSR activities conducted by their employer. The Nigerian bank employees believe that although most of the commercial banks in Nigeria are known to engage in this type of social activities in the form of philanthropy, the main reason behind executing these activities toward the society and environment is still doubtful. However, CSR activities toward employees is

positively affecting organizational commitment and the relationship is significant at a 1% level. This result is in line with the finding of Turker (2009a) who examined the influence of CSR on the organizational commitment of employees in Turkey and found a significant link between CSR to social and non-social stakeholders, CSR to employees on organizational commitment. Our result also supported Khan et al. (2018) study that was conducted to highlight CSR perception of bank employees toward organizational commitment in Pakistan, the study found that CSR practices toward employees have a significant relationship with organizational commitment. Additionally, Weerasekara and Ajward (2020) findings in Sri Lanka indicated a significant positive relationship between CSR perceptions and employee organizational commitment of in Sri Lanka. Similarly, Sun and Yu (2015) found a significant relationship between CSR and organizational commitment. 1 unit increase in the CSR toward employees leads to a 0.027 increase in organizational commitment. This result may be explained by the fact that the research sample predominantly comprises reputable commercial banks that are known for conducting CSR activities in their organizations. The reputable Nigerian commercial banks are believed to implement managerial policies that are favorable to the internal stakeholders. For example, launching training programs that helps the employees to acquire new competent skills relevant to their career growth and development, placing a high priority on the employee wants such as giving them free access to the organization's gym or having a meal discount in bank's cafeteria, emphasizing on employee needs which include the provision of health insurance which covers a considerable amount of employee's medication cost, the presence of the conducive and friendly working environment. For instance, the employees of the Nigerian commercial banks are motivated to interact with coworkers throughout the board in an accessible and long-lasting manner to execute tasks. These organizational policies can influence the organizational commitment of an employee. As a result, this paper suggests that employees who have the perception that their organization is socially responsible toward the internal stakeholders are more likely to commit more to activities that will lead to the achievement of organizational goals. However, in contradiction to Turker (2009a) findings, where CSR toward customers indicates a significant association with organizational commitment, CSR practices aimed toward customers by the Nigerian banks were found to have no relationship with employee organizational commitment.

Adequately, the results of the study have shown that there is no significant relationship between CSR toward government and organizational commitment.

On the other hand, the research was to set out to examine the role of corporate social responsibility perception on employee job performance. CSR perception towards social and non-social stakeholders was proposed to have a positive impact on employee job performance. The result of the study's finding backed up the above assumption by indicating a positive relationship between the variables. These results reflect those of (Liu and Qin 2018) who, on collecting data from Chinese employees also found a moderate relationship between CSR perception and employee job performance.

According to the study, CSR perception toward employees was reported to have a significant positive relationship with employee performance. The findings are directly in line with the study expectation because internal CSR activities usually showcase a high concern for the employee's desires and welfare (de Roeck et al. 2014). According to Saks (2016) showing a sense of gratitude and concerns by the employer toward employees' desires and interests, as expressed according to CSR practices aimed at the employees improves the overall concept of organizational support and causes the employees to return the favor by displaying a higher and effective work performance. Similarly, CSR activities that are conducted toward the customers have shown to significantly effect employee job performance. This study supports evidence from previous observations (e.g. Chaudhary, 2020; Shuli and Suwantee, 2017). These results further support the findings of Imran Ali et al. (2010) whose empirical study indicated a significant relationship between CSR perception and employee job performance in the developing country of Pakistan. As a result, this paper argued that when bank employees from Nigeria perceive that their organizations are acting socially responsible toward the internal and external stakeholders, such as implementing fair and flexible policies to the employees and providing full and accurate information about its services to its customers are more likely to improve their working performance and commitment. Our argument was supported by Sun and Yu (2015) study which implied that employees in socially responsible organizations perform their job duties more effectively than their counterparts whose work is less socially responsible organizations.

One unanticipated finding was that CSR perception toward government negatively affects employee job performance, this is contrary to the result of (Chaudhary 2020) where CSR aimed toward government indicated a significant positive relationship with employee job performance. interestingly, the result is fascinating to such a degree by indicating that CSR practices aimed toward the government that is related to legal issues such as regular tax payment by the organization, abiding by the legal regulation in conducting operations do not necessarily motivate an employee of a Nigerian bank to increase his or her job performance. It is difficult to explain this result, but it might be related to the legal misconducts that Nigerian commercial banks are accused of. Several events of business scandals and deep corruption had been witnessed in the Nigerian banking sector which might prompt the employees to feel that their organizations do not adhere to ethical duties adequately. Additionally, several Nigerian commercial banks are associated with practicing substandard corporate governance and dishonest operational practices such as the unnecessary deduction of money from the bank customers in the name of bank charges. The customers of the banks have shown a great concern for this although the management of the commercial banks we sampled indicated that all the charges are occurring based on the direction of the Nigerian central banks who regulate and ensure that the banks carry out their duties within the confines of the law. Finally, there was an expectation that employees might react to CSR aimed toward various stakeholders in the same and consistent manner. consequently, the results of our study show that employees distinguish the four aspects of CSR oriented toward various internal and external stakeholders which categorically demonstrated a significant positive or negative relationship with employee job performance and organizational commitment.

5.2. Managerial implications

The present study provides several practical implications for CSR activities in organizations. It has examined the Role of Corporate Social Responsibility Perception on the Relationship Between Organizational Commitment and Job Performance, particularly in the case of the employees working in the Nigerian banking sector, which has been overlooked in prior research. When organizations begin to emphasize CSR activities, the employees usually perceive the activities to be honest and responsible corporate actions. thus, increasing employee self-esteem in the organization. As a result, it is highly critical for organizations to place an important emphasis on CSR activities because it

demonstrates a great of sense of corporate responsibility and increases employee organizational commitment and job performance. Moreover, CSR activities improve the organization's public image, enticing prospective employees while maintaining present employees satisfied. Organizations in developing countries are losing significant competitive advantages due to the lack of research that deals with CSR practices on employees. The employees are considered to be pivotal to an organization's growth, and previous research has shown that employees who exhibit a more dedicated organizational commitment and job performance can help businesses operate more efficiently and deliver better services, the deliverance of quality services in the banking sectors of developing countries is much needed. Similarly, Imran Ali et al. (2010) asserts that committed, competent, knowledgeable, and skilled employees have a key role in the long-term growth of a organization, making human capital a critical intangible asset. therefore, it is of utmost importance for managers to have a better understanding of how to implement and incorporate CSR actions into their corporate strategies if their organizations aim to achieve effective productivity which might only be possible through the improvement of employee organizational commitment and job performance. the research findings will also be relevant to various bank managers who are already engaged in CSR actions and implementation.

Additionally, these results offer paramount administrative drive for the execution of CSR activities in the banking sectors of the developing nations by encouraging organizational managers to acknowledge the benefits that are associated with CSR practices. Further, it can be noted from the study findings that CSR activities oriented toward social and non-social stakeholders, employees and government have a significant relationship with employee organizational commitment whilst the activities toward the customers do not influence the commitment of the employee. This implies that employees are highly concerned with issues regarding the natural environment, sustainable growth, flexible working policies implemented on them, skill acquisition programs launched by their organizations in helping employees to develop competent skills as well as respecting law and order as enshrined by the government. It is critical for the bank management; However, it is recommendable for managers to place an important emphasis on customer satisfaction and consumer rights which in turn can positively affect the commitment of employees.

The research also found that when employees have a higher CSR perception about programs that address their fundamental wants and needs which includes better schemes for achieving a good work and life balance, encouragement for them to participate in extracurricular activities, empowering the employees with tools that are critical for their skills development, the overall job performance of employees will increase. As a result, it is recommendable for the organization to pay attention to these activities in order to enhance the job performance of an employee.

5.3. Limitations and Future Research

This research has made a significant contribution to the CSR literature and confirms previous findings that add to our understanding of CSR. However, several limitations need to be addressed by future research. Firstly, the study data was gathered from organizations located in the Northern part of Nigeria, specifically, Sokoto state. Although, the research sample can be necessarily reflective of the whole of Nigeria's banking sector, it is critical to know that these findings may not be generalizable to the commercial banking sectors of other parts of the world. Furthermore, the analysis of the study does not go beyond commercial banking sectors. As a result, Future research should further develop and confirm these initial findings by testing our research hypothesis in different countries and consider various industries to additionally validate the general applicability of our findings. For instance, employees' perception of CSR could be examined in the Tourism and hospitality sector. In addition, the most important limitation lies in the fact that the study has not in any way controlled the possible effect of organizational factors including the size of the organizations sampled, demographical and geographical factors that could alter how employees react to CSR activities conducted by the organization including participants gender, and where the organization is situated. For example, the main branches of some organizations are believed to place an important emphasis on CSR activities by motivating their employees to actively engage in CSR practices while small-medium branches located in rural locations do not seem to prioritize CSR activities. In this case, the workers employed in the main branches of some organizations are more likely to be exposed and have a better understanding of CSR activities than their colleagues employed in small- and medium-size organizations located in a non-commercial rural area. Therefore, Further research could usefully control the

factors and examine more closely how these variables affect CSR perception, organizational commitment, and employee job performance.

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APPENDIX

INFORMED CONSENT FORM

This survey is part of a study titled “The Mediator Role of the Role of Corporate Social Responsibility Perception on the relationship with Organizational Commitment and Job Performance”. The aim of the study is to highlight the ways in which employees perceived their organization’s role in corporate social responsibility and the way in which these perceptions affect their organizational commitment and individual job performance. The research is conducted for the partial fulfillment of the master’s degree at Anadolu University of Turkey, under the supervision of Assoc. Prof. Dr. Ozan Ađlargo. The information provided was confidential and used only for purpose of academic research. Your participation is completely voluntary, and your name will not be disclosed within the final report of this research project.

Ethical principles which will be applied throughout the study is given below:

- Your participation in this study is voluntary.
- The information of the participants will be kept confidential throughout the research process.
- The data obtained within the scope of the research shall be used for scientific purposes only and shall not be used for purposes other than the purpose of the research.
- A copy of the questionnaire can be shared with you if you wish.
- If you have any questions or requests during the data collection process, you can share them with me. If you feel uncomfortable for any reason during your participation, you can leave the research process at any time. If you leave the research process, the data obtained from you will not be used and be deleted immediately.

Thank you for taking the time to read and evaluate the information and consent form.

Researcher: Mas'ud Aminu BATURE

Address: Şirintepe Mh. Söđütcü Sok. 37/6 Tepebaşı/Eskişehir

Telephone: 0 538 955 02 67

I participate in this study voluntarily, knowing that I can leave the study if I wish, and agree that the information I provide will be used for scientific purposes.

Participant’s Name - Surname:

Signature:

Date:

Part 1: Socio-Demographic Information

Directions: For the following, please check only one response for each item.

1. **Gender:** Female male

2. **Age:** 16-25 26-35 36-45 46 and above

3. **Nationality:** Nigerian Others

4. **Educational Status:** Primary School High School Vocational school
 Bachelor's degree Master's degree Doctoral degree

5. **Professional Experience:** 1 -5 6-10 11-15 16-20 21-25 26
and above

6. **How long have you been an employee of the organization?:** 1 -5 6-10
 11-15 16-20 21-25 26 and above

7. **Your Department:**

Part II: Corporate social Responsibility Perception

Directions:Please indicate your level of agreement or disagreement with each of the following statements. **(1)**

	Corporate Social Responsibility perception survey	1	2	3	4	5
1	Our bank participates in activities which aim to protect and improve the quality of the natural environment.					
	Our bank makes investment to create a better life for Future generations.					
3	Our bank implements special programs to minimize its negative impact on the natural environment.					
4	Our bank targets sustainable growth which considers future generations.					
5	Our organization supports non-governmental organizations working in problematic areas					
6	Our bank contributes to campaigns and projects that promote the well-being of the society.					
7	Our bank encourages its employees to participate in voluntarily activities.					
8	Our bank policies encourage the employees to develop their skills and careers.					
9	The management of our organization is primarily concerned with employees' needs and wants.					
10	Our bank implements flexible policies to provide a good work and life balance for its employees.					
11	The managerial decisions related with the employees are usually fair.					
12	Our bank supports employees who want to acquire additional education.					
13	Our bank respects consumer rights beyond the legal requirements.					
14	Our bank provides full and accurate information about its products to its customers.					
15	Customer satisfaction is highly important for our bank.					
16	Our bank always pays its taxes on a regular and continuing basis.					
17	Our bank complies with legal regulations completely and promptly.					

Part III: Organizational commitment

Please indicate your level of agreement or disagreement with each of the following statements. (1) Strongly Disagree; (2) Disagree; (3) Unsure; (4) Agree; (5) Strongly Agree.

	Organizational commitment scale	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attracted to another organization as I am to this one.					
5	I do not feel like part of the family at my organization.					
6	I do not feel emotionally attached to this organization.					
7	This organization has a great deal of personal meaning for me.					
8	I do not feel a strong personal sense of belonging to my organization.					
9	I am not afraid of what might happen if I quit my job without having another one lined up.					
10	It would be very hard for me to leave my organization right now, even if I wanted to.					
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
12	It would not be too costly for me to leave my organization now.					
13	Right now, staying with my organization is a matter of necessity as much as desire.					
14	I feel that I have too few options to consider leaving this organization.					
15	One of the few serious consequences of leaving the organization would be the scarcity of available alternatives.					
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.					
17	I think that people these days move from organization to organization too often.					
18	I do not believe that a person must always be a loyal to his or her organization.					
19	Jumping from organization to organization does not seem at all unethical to me.					
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
22	I was taught to believe in the value of remaining loyal to organization.					
23	Things were better in the days when people stayed with one organization for most their careers.					

24	I do not think that wanting to be a “organization man” or “organization woman” is sensible anymore.					
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Part IV: Job performance

Please indicate your level of agreement or disagreement with each of the following statements. (1) Seldom; (2) Sometimes; (3) Frequently; (4) Often; (5) Always

	Employee performance survey	1	2	3	4	5
	Task performance (TP) scale					
	In the past 3 months.					
1	I managed to plan my work so that it was done on time.					
2	My planning was optimal.					
3	I kept in mind the results that I had to achieve in my work.					
4	I was able to separate main issues from side issues at work.					
5	I knew how to set the right priorities.					
6	I was able to perform my work well with minimal time and effort.					
7	Collaboration with others was very productive.					
	Contextual performance (CP) scale					
	In the past 3 months...					
8	I took on extra responsibilities.					
9	started new tasks myself, when my old ones were finished.					
10	I took on challenging work tasks, when available.					
11	I worked at keeping my job knowledge up-to-date.					
12	I worked at keeping my job skills up-to-date.					
13	I came up with creative solutions to new problems.					
14	I kept looking for new challenges in my job.					
15	I did more than was expected of me.					
16	I actively participated in work meetings.					
17	I actively looked for ways to improve my performance at work.					
18	I grasped opportunities when they presented themselves.					
19	I knew how to solve difficult situations and setbacks quickly.					

	Please indicate your level of agreement or disagreement with each of the following statements . (1) Never; (2) Seldom; (3) Sometimes; (4) Frequently; (5) Often				
	Counterproductive work behavior (CWB) scale	1	2	3	4
	In the past 3 months...				
20	I complained about unimportant matters at work.				
21	I made problems greater than they were at work.				
22	I focused on the negative aspects of a work situation, instead of on the positive aspects.				
23	I spoke with colleagues about the negative aspects of my work.				
24	I spoke with people from outside the organization about the negative aspects of my work.				
25	I did less than was expected of me.				
26	I managed to get off from a work task easily.				
27	I sometimes did nothing, while I should have been working.				

Thank you for your participation.