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Effect of Perceived Corporate Social Responsibility on Organization Pride: Mediating Role of Employee Trust in Telecom Sector of Pakistan

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Many businesses are now more concerned about their employees and the environment around them as a result of the social paradigm we currently live in. The younger generations that have entered or are currently employed are likewise keenly conscious of these challenges. Considering this new reality, the initial objective of this research is to understand the relationship between the perceived corporate social responsibility (PCSR), Organization pride and find out if employees trust is mediator of this relationship. This study supports the notion that businesses must demonstrate their concern for their workforce, the environment, and the community in which they operate. It also demonstrates how crucial it is for employees and the organization to share similar values and viewpoints in order to increase talented employee retention. The sample included employees from services sector organizations who voluntarily participated in survey. This research collected data through questionnaire survey using a convenient sampling method with the respondents who are employees in services sector. The current study has major practical implications that managers should be aware of the psychology of their workforce in order to come up with smart management strategies. In the research, it is demonstrated that when employees see a company's CSR efforts, it will increase their sense of pride in the company, which will encourage positive employee behavior and boost production and firm operations efficiency. Second, managers recognize the crucial role that well-executed CSR plays in fostering a sense of loyalty among workers, who will come to regard the company as their own, so fostering dynamism, innovation, and productivity.

Keywords: Perceived Corporate Social Responsibility, Organization Pride, Employee Trust

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Introduction

For top management, the problem of people quitting their positions has become of paramount importance (Hansen et al., 2011). When workers quit their positions in search of better opportunities elsewhere or due to a management conflict, organizations suffer and some businesses lose capable people (Ahmad et al., 2020; George et al., 2020). In addition, the cost of hiring and training new employees increases. As a result, high personnel turnover affects an organization's performance and output both directly and indirectly. Kim (2019) found that high performers' intentions to leave the firm have a particularly negative impact on organizational performance, hence it is crucial to identify and understand the various strategies that may be employed to reduce employee turnover. The most significant resource for a company is its people, and when employee turnover rates increase, they have an impact on the output and reputation of the business. Corporate social responsibility (CSR) has become one of the trendiest topics in today's business world. The emphasis on corporate social responsibility is growing as a result of two things. The first is the accessibility of unrestricted media, global commerce, and information exchange. Government had to provide solutions to these problems because society expects businesses to shoulder more social responsibilities. These programs would holistically combine innovation, stakeholder engagement strategies, risk management, environmental protection, and social inclusion. These activities fall under the corporate social responsibility (CSR) umbrella. Plans for corporate social responsibility are frequently developed and put into action using the triple bottom line principle, which considers the economy, society, and environment.

One of the main factors in an organization's success is its human capital. However, most firms now find it extremely difficult to maintain their human capital. When companies include Corporate social responsibility (CSR) in their business strategy, they gain a competitive advantage since the company becomes a symbol of pride and loyalty for the workforce. The staff members act as the company's brand ambassadors and take pride in letting others know that they work for a company whose business strategy is founded on corporate social responsibility and which is accountable for the welfare of both its staff members and of all other stakeholders. They take pride in letting others know that their company works to improve the environmental and social conditions in the community in which it operates and that this work helps the nation's economy. These opinions of the employees of socially responsible organizations foster in them a sense of emotional attachment, which in turn increases their loyalty to the organization. Ng et al. (2019) emphasized that employees' evaluations of CSR can trigger emotional responses, and understanding these emotions can help us understand why perceptions of CSR are linked to crucial job results. The authors emphasized the need for research that adopts this perspective. They also highlighted that intrapsychic reactions to perceptions of CSR may vary in intensity among employees. Therefore, future research that examines the boundary effects affecting these reactions would offer valuable insights into the relationship between perceived CSR and employee behaviors.

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Prior studies have indicated that CSR plays a role in achieving a competitive advantage by impacting the attitudes and behaviors of employees. In the current situation, the services sector has become a highly competitive and diverse "mature industry". Companies now need to reinvent themselves in order to effectively address new problems and opportunities. As firms take a corporate approach, they are placing emphasis on the significance of corporate identity, the development of corporate image, corporate reputation, and most importantly, the adoption of CSR as a means of gaining prestige and strategic advantage. Within this framework, the services sector is actively formulating plans and exploring avenues to expand their attention from organizational activities to their institutional operations, encompassing the corporate social responsibility initiatives of their personnel. This may encompass all actions that have an impact on society, such as environmental protection awareness initiatives, tree plantation campaigns, other community-related social work, and blood transfusion campaigns. This study is designed to investigate the impact of perceived Corporate Social Responsibility on turnover intention and organization pride by mediating the effect of employee trust in Services Sector of Pakistan. The research objectives of the study are;

- To conceptualize Perceived CSR, Organization Pride and Employee trust by conducting a literature study.
- To examine the role of Perceived Corporate Social Responsibility on Organization Pride
- To investigate the mediating effect of employee trust on the Organization pride and Perceived corporate social responsibility.

Literature Review

"Pride" in the context of an organization refers to "the pleasure felt in being identified with one's job" (Helm, 2013). It encapsulates "the degree to which people feel joy and esteem resulting from their organizational membership." (Jones, 2010). Thus, pride develops when employees are provided with cues and knowledge that enable them to positively assess their organizational membership. People are encouraged to seek out pride in their connected group memberships because pride can raise their self-evaluation and convey greater social standing to others (Swann et al., 1987; 1989), which is a premise that is universally accepted in human beings (Shariff & Tracey, 2009; Zander, Fuller, & Armstrong, 1972). According to John et al. (2019), happy feelings like OP boost employees' attitudes and behaviors that foster open-mindedness, which increases their desire for learning new things (Farooq & Salam, 2020). As a result, pleased personnel demonstrate a progressive dedication to the company and exert their efforts and energies for the development and growth of the company (John et al., 2019). Employees who dedicate their efforts to the organization's aims seek out superior and original concepts. The psychological bond between an employee and the organization is known as organizational commitment.

The OP mentions to extent to which an employee experiences joy and an increase in self-esteem due to their affiliation with the firm. When employees receive knowledge and guidance regarding the organizational actions related to corporate social responsibility (CSR), it enables

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them to assess their affiliation with the firm, leading to the emergence of pride. According to Sheel (2019), employee motivation and sense of pride result in increased self-esteem and society pride. Swanson (2019) discovered that pride elicits cognitive evaluation, and it is vital to understand the varied responses of individuals to corporate social responsibility (CSR) programs. According to Ng et al. (2019), employee pride increases when they feel that their company is doing more for societal well-being than the typical business can. The organization guarantees through perceived CSR that they will put in the time and effort necessary to advance the interests of all stakeholders. When an employee believes they are a part of a responsible and capable company that helps society advance and improve, pride is stimulated. Employees now have ideological convictions and want to participate in organizational CSR initiatives that have an impact on society as a result of globalization.

The concept of trust, according to Schoorman, Mayer, and Davis (2007), has distinct aspects and can be applied at many levels of study, including interpersonal, intergroup, and inter-organizational. The readiness to "be vulnerable to the acts of another party" (Mayer et al., 1995) and the desire to trust another person, institution, organization, etc. in the face of danger are two ways that we can define the term "trust." In other words, reliance/dependency and risk/vulnerability are the two fundamental building blocks of trust (Yue, Men, & Ferguson, 2019). According to the study the authors of this article examined, there is often a favorable and strong correlation between CSR activities and employee dedication. However, there are some discrepancies between the results. Despite considering four CSR dimensions (towards the community, toward the environment, toward consumers, and toward employees) in their study of 378 South Asian employees, Farooq et al. (2020) found that while all relationships were positive, there was no correlation between environmental CSR and trust. The research by Yu and Choi (2014) supports the existence of a substantial and positive relationship between the two factors for a sample of 168 Chinese workers. The relationship between employee trust and the perception of CSR is also shown to be positive and significant in a study conducted among 210 workers of Hindu businesses (Yadav & Singh, 2016). According to the research confidence in the organization serves as a mediator between employee attitudes and behaviors and perceptions of CSR. Galvao (2019) found that when employees have a favorable appreciation of the company's CSR actions, they feel strongly identified with their employer. This finding was based on an examination of online questionnaires that 536 Indian employees completed. This is accomplished through the growth of organizational trust founded on employee attachment and positive employee perception. According to Manimegalai and Baral's (2018) research on a sample of 284 Indian workers, there are positive relationships between the CSR dimensions in all cases, however they are not always statistically significant. Finally, Su and Swanson (2019) establish a favorable association between CSR activities and employee confidence among a sample of 441 employees from 8 hotels in China.

Research Methodology

The primary aim of this study is to examine the influence of perceived CSR on organization pride, with a focus on the mediating role of employee trust. The sample is an

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accurate and indicative subset of the population. When conducting research on a large community, a representative sample is selected to make inferences about the entire population. It consists of members that are selected from the population. There are two sampling techniques: probability or representative sampling, and non-probability sampling. Data collection is a method used to choose what kind of information has to be gathered, how, when, and from whom. First, the telecom sector was chosen among other service industry organizations in Pakistan since it was discovered to have a higher contribution to CSR (Ali, 2011). Second, the study used the universal sampling method, choosing as its sample every telecom company operating in Pakistan and giving each company in the chosen industry identical weight. Thirdly, the convenience sampling method was utilized to collect data from as many employees as possible who were knowledgeable about CSR, affected by it, and approachable. Considering that nearly all of the head offices are located in Pakistan's major cities, including Islamabad, Rawalpindi, Lahore, Faisalabad, and Peshawar, the survey method was used to collect the data from employees (both male and female) of five telecom businesses people lived in these cities, making them a representative sample of the population.

This study has utilized well-established scales to measure the factors under investigation. The scales have been shared and debated with experienced researchers in the same field, namely those who have expertise in variables related to trustworthiness and quality. This was done to confirm the face and content validity of the scales. All constructs are assessed using a five-point Likert scale ranging from "strongly disagree" to "strongly agree". The following information provides a comprehensive overview of the scales utilized:

Community support was measured using a 8-item scale from Turker (2009b) and by Lin (2010). Legal factor was measured using a 8-item scale from Turker (2009b) and by Lin (2010). Employee relation was measured using a 9-item scale from Turker (2009b) and by Lin (2010). Environment Support was measured using a 10 item scale from Turker (2009b) and by Lin (2010). Employee trust will be measured using a seven-item scale developed by Schoorman et al. (1996). Cronbach's alpha (0.90) has allowed us to verify the reliability of our system. Using a four-item scale created by Cable and Turban, the OP has been evaluated (2003). Examples are "I am proud to associate myself personally with this group" and "I am proud to be a part of this organization." In her research, Helm (2013) also utilized this scale. Cronbach's alpha (0.87) has allowed us to verify the reliability of our system. Factor loading in the range of 0.68 to 0.75 established the convergence validity, while the AVE confirmed the discriminant validity (Hair et al., 2010). According to fitness indices, the four items had the best model fit.

Results

Hypothesis 1 Community support positively affect the employee trust.

The hypothesis was made that employee trust is influenced by community support. According to Table 4.1, the score that indicated that employee trust is positively influenced by community support as $\beta = 0.08$, $t = 2.78$, and $p = 0.00$. These findings demonstrated that value is

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positive but weak and demonstrates the size of the path, i.e. $\beta = 0.08$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypothesis 2 Environmental support positively affect the employee trust.

The hypothesis was made that employee trust is influenced by environmental support. According to Table 4.1, the score that indicated that employee trust is positively influenced by environmental support as $\beta = 0.04$, $t = 1.73$, and $p = 0.04$. These findings demonstrated that value is positive but weak and demonstrates the size of the path, i.e. $\beta = 0.04$, t value below 1.96 but p value is less than 0.05 demonstrates the significance of the path.

Hypothesis 3: Employee relation positively affect the employee trust.

The hypothesis was made that employee trust is influenced by employee relation. According to Table 4.1, the score that indicated that employee trust is positively influenced by employee relation as $\beta = 0.23$, $t = 5.40$, and $p = 0.00$. These findings demonstrated that value is positive and demonstrates the size of the path, i.e. $\beta = 0.23$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypothesis 4: Legal factor positively affect the employee trust.

The hypothesis was made that employee trust is influenced by legal factor. According to Table 4.1, the score that indicated that employee trust is positively influenced by legal factor as $\beta = 0.61$, $t = 13.53$, and $p = 0.00$. These findings demonstrated that value is positive and demonstrates the size of the path, i.e. $\beta = 0.61$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypothesis 5: Community support positively affect the organizational pride.

The hypothesis was made that organizational pride is influenced by community support. According to Table 4.1, the score that indicated that organizational pride is positively influenced by community support as $\beta = 0.09$, $t = 2.39$, and $p = 0.01$. These findings demonstrated that value is positive but weak and demonstrates the size of the path, i.e. $\beta = 0.09$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypotheses 6: Environmental support positively affect the organizational pride.

The hypothesis was made that organizational pride is influenced by environmental support. According to Table 4.1, the score that indicated that organizational pride is positively influenced by environmental support as $\beta = 0.10$, $t = 3.35$, and $p = 0.00$. These findings demonstrated that value is positive but weak and demonstrates the size of the path, i.e. $\beta = 0.10$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypotheses 7: Employee relation positively affect the organizational pride.

The hypothesis was made that organizational pride is influenced by employee relation. According to Table 4.1, the score that indicated that organizational pride is positively influenced by employee relation as $\beta = 0.22$, $t = 3.67$, and $p = 0.00$. These findings demonstrated that value is

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positive and demonstrates the size of the path, i.e. $\beta= 0.22$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypotheses 8: Legal factor positively affect the organizational pride.

The hypothesis was made that organizational pride is influenced by legal factor. According to Table 4.1, the score that indicated that organizational pride is positively influenced by legal factor as $\beta= 0.35$, $t= 5.33$, and $p= 0.00$. These findings demonstrated that value is positive and demonstrates the size of the path, i.e. $\beta= 0.35$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Hypotheses 9: Employee trust positively affect the organizational pride.

The hypothesis was made that organizational pride is influenced by employee trust. According to Table 4.1, the score that indicated that organizational pride is positively influenced by employee trust as $\beta= 0.14$, $t= 2.17$, and $p= 0.02$. These findings demonstrated that value is positive and demonstrates the size of the path, i.e. $\beta= 0.14$, t value above 1.96 and p value is less than 0.05 demonstrates the significance of the path.

Table 4.1: Hypotheses testing

Hypotheses	β	T values	P values	Decision
H ₁ : Community Support → Employee Trust	0.08*	2.78	0.00	Supported
H ₂ : Environmental Support → Employee Trust	0.04*	1.73	0.04	Supported
H ₃ : Employee Retention → Employee Trust	0.23*	5.40	0.00	Supported
H ₄ : Legal factor → Employee Trust	0.61*	13.53	0.00	Supported
H ₅ : Community Support → Organization Pride	0.09*	2.39	0.01	Supported
H ₆ : Environmental Support → Organization Pride	0.10*	3.35	0.00	Supported
H ₇ : Employee Retention → Organization Pride	0.22*	3.67	0.00	Supported
H ₈ : Legal factor → Organization Pride	0.35*	5.33	0.00	Supported
H ₉ : Employee Trust → Organization Pride	0.14*	2.17	0.02	Supported

Table 4.2: Mediation evaluation

	β	T values	P Values	Confidence Interval		Decision
				LCI	UCI	
H ₁₀ : CS → ET → OP	0.02	1.77	0.04	0.01	0.02	Supported
H ₁₁ : ES → ET → OP	0.01	1.29	0.10	0.00	0.01	Not Supported
H ₁₂ : ER → ET → OP	0.03	1.98	0.02	0.01	0.06	Supported
H ₁₃ : LF → ET → OP	0.09	2.11	0.02	0.02	0.16	Supported

CS- community support, ES- environmental support, ER- employee relation, LF-legal factor, ET-employee trust, OP-organizational pride, LCI-lower confidence interval, UCI-upper confidence interval

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Hypothesis 10: Employee trust mediate the relationship between community support and organizational pride

The community support and organizational pride is mediated by employee trust. The data in the Table 4.2 indicate that when employee trust is used as a mediator, there is a substantial indirect influence of community support on organizational pride ($\beta = 0.02$, t-value = 1.77, $p < 0.05$). Preacher and Hayes (2008) state that a mediation occurs when "0" in 95% confidence interval (LCI = 0.01, UCI = 0.02) does not lie. Accordingly, H₁₉ is supported by the findings of this study, which show that employee trust mediates the relationship between community support and organizational pride.

Hypothesis 11: Employee trust mediate the relationship between environmental support and organizational pride

The environmental support and organizational pride is mediated by employee trust. The data in the Table 4.2 indicate that when employee trust is used as a mediator, there is no significant indirect influence of environmental support on organizational pride ($\beta = 0.01$, t-value = 1.29, $p > 0.05$). Preacher and Hayes (2008) state that a mediation does not occur when "0" in 95% confidence interval (LCI = 0.00, UCI = 0.01) lie. Accordingly, H₂₀ is not supported by the findings of this study, which show that employee trust does not mediate the relationship between environmental support and organizational pride.

Hypothesis 12: Employee trust mediate the relationship between employee relation and organizational pride

The employee relation and organizational pride is mediated by employee trust. The data in the Table 4.2 indicate that when employee trust is used as a mediator, there is a substantial indirect influence of employee relation on organizational pride ($\beta = 0.03$, t-value = 1.98, $p < 0.05$). Preacher and Hayes (2008) state that a mediation occurs when "0" in 95% confidence interval (LCI = 0.01, UCI = -0.06) does not lie. Accordingly, H₂₁ is supported by the findings of this study, which show that employee trust mediates the relationship between employee relation and organizational pride.

Hypothesis 13: Employee trust mediate the relationship between legal factor and organizational pride

The legal factor and organizational pride is mediated by employee trust. The data in the Table 4.2 indicate that when employee trust is used as a mediator, there is a substantial indirect influence of legal factor on organizational pride ($\beta = 0.09$, t-value = 2.11, $p < 0.05$). Preacher and Hayes (2008) state that a mediation occurs when "0" in 95% confidence interval (LCI = 0.02, UCI = 0.016) does not lie. Accordingly, H₂₂ is supported by the findings of this study, which show that employee trust mediates the relationship between legal factor and organizational pride.

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Discussion

The Western context has been used for the majority of CSR research, which is a very different environment than the one that exists in Pakistan. This disparity is the result of a number of variables, including lower levels of economic development, higher levels of collectivism, and a significant number of enterprises that are run by families. These factors have the potential to affect the chance that a company will adopt CSR, the initiatives that are available under CSR, and ultimately the implementation and perception of CSR. Our research enhances the subject of CSR by demonstrating that an organization's perceived level of CSR can accurately predict employee turnover. Additionally, we provide a detailed explanation of the techniques that can be used to reduce employee turnover. Employees demonstrated a decreased likelihood of contemplating departure from the company if they perceived their employer to exhibit a higher degree of social responsibility. Employees are more inclined to think about leaving their employer if they don't believe that their company's CSR benefits society or addresses social issues. Because employee perception of CSR is now recognized as a novel element that may affect turnover intention, this study adds to the body of knowledge about CSR. Moreover, workers who have faith in their company are not more inclined to depart to work for another one. This is in part due to the fact that empirical research in this area is even though academics have recommended embeddedness as a productive method for retaining personnel, there is still a lack of understanding regarding how embedding forces can be produced proactively by employees (Ng et al., 2018). Turnover intention measures the psychological intent to leave that workers can have due to dissatisfaction with their company and/or the possibility of better chances with other organizations; these intentions serve as one factor of actual turnover. Management is deeply concerned about employee turnover since it can cost a company between 50% and 200% of the annual salary of the departing employee. This study found that when employees perceive their organizations as responsible, compassionate, and benevolent members of their community, they are more likely to be satisfied with their employment relationships with those organizations and less likely to seek employment elsewhere. This aligns with the necessity of ethical treatment and principles of moral obligation applied to the setting of corporate social responsibility perceptions.

Limitation and Recommendation:

This study has a number of shortcomings, despite the fact that it has made several important contributions. It is difficult to generalize the results and to derive from this study assumptions about the nature of the causal relationships that are raised in the model because, first of all, the data were collected in a national context and were of a cross-sectional nature. This makes it difficult to generalize the results. In subsequent research, attempts should be made to reproduce this finding at other times and to expand its applicability to other cultural, economic, and social settings. In addition, researchers should make an effort to carry out longitudinal studies, as this would shed more light on the relationship between shifts in employees' views of CSR and shifts in employees' intentions to leave an organization and feelings of pride in that organization.

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Future research on the CSR-employee interaction should address the various gaps identified in this study. Upon doing a comprehensive analysis of the existing literature, four notable problems arise regarding the prior studies, which in turn offer valuable recommendations for future avenues of research. These pertain to change processes initiated by employees from the bottom-up, employees being held accountable, gaining a deeper knowledge of the tensions and complexities in employees' perception of CSR, and enhancing the theoretical rigor, techniques, and contexts of future research. Several recommendations for future study involve including microlevel CSR research (Jones et al., 2017), thereby examining employee-CSR research from an individual level perspective.

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