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## Article

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## **Mediation - Moderation mechanism between the relationship of corporate social responsibility and employees' promotive voice behavior**

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### ***Abstract***

The purpose of this article is to explore the impact of corporate social responsibility on employees' promotive voice behavior through the mediation-moderation mechanism within the framework of a developing country. This is an empirical study, administered through two self-reported questionnaires. Employees of 25 manufacturing units of Pakistan are the source of data collection for this research. Data analysis was performed using SEM through SMART PLS 3. The results show a positive role of CSR for the development of employees' promotive voice behavior through indirect mechanism. The employees get psychologically empowered through organizational trust developed as a result of corporate CSR activities. Further, the employees were found to be inclined more towards the activities of personal care, concern and safety (through organizational justice used as moderator) for the development and enhancement of psychological empowerment leading towards voice behavior. The findings of the study contribute to the literature on corporate social responsibility and provide practical implications. Further, the study persuades practitioners to practice new ways of conveying the feelings of care, concern and safety, which, in turn, increase employees' psychological empowerment.

**Keywords:** corporate social responsibility, voice behavior, psychological empowerment, social exchange theory, organizational justice

## 1. INTRODUCTION

Corporate Social Responsibility (CSR) has now become the mandatory business practice across the globe (Hansen et al, 2011; Mallory & Rupp, 2014; Zulfiqar et al, 2019) due to increasing pressure from various stakeholders, including internal (top management, executive boards) and external (shareholders, third party agencies) ones, to operate in ways that are considered to be socially and environmentally responsible (Ooi et al, 2020; Zulfiqar et al, 2019; Ilkhanizadeh & Karatepe, 2017; Aguilera et al, 2007; Appelbaum et al, 2007; Cramer, 2005; Welford & Frost, 2006). Nowadays, organizations are known not only because of their financial performance but also for “doing good”. Due to such increased focus on, as well as the involvement of various stakeholders in CSR activities, ranging from shareholders through consumers to local community members to those directly influenced by social (ir) responsibility, CSR has now become one of the subjects of greater interest among various disciplines like marketing, OB, HR, industrial organization and now psychology (Ergeneli et al, 2007; Hansen et al., 2011; Rupp et al, 2013).

Unfortunately, little empirical research has directly investigated CSR from an internal stakeholders' or employees' viewpoint, i.e. how employees view the communal performance of their organization or how CSR perceptions influence their everyday attitudes and behaviors (Zulfiqar et al, 2019; Hansen et al, 2011; Aguilera et al, 2007). It is surprising that workers who are one of the key stakeholders of the organizations are overlooked and perceived to be the least relevant. However, as one of the direct stakeholders of the organizational CSR operations, they should be deemed equally relevant (Shiun & Ho, 2012).

Recently some research has been conducted to measure the effect of CSR on employee attitudes and behaviors, like employee knowledge sharing behavior (M. Farooq et al, 2014), affective organizational commitment (O. Farooq et al, 2013), OCB (Azim et al, 2014; Shiun & Ho, 2012; Wenbin et al, 2012; Ghani & Memon, 2020), employee motivation (Skudiene & Aurskeviciene, 2012) and employee work engagement (Zulfiqar et al, 2019; Memon et al, 2020). However, scholars need to explore the behavioral impacts of CSR activities in depth, to extend the social exchange relationships among various organizational stakeholders (Mallory & Rupp, 2014). Specifically, this article investigates the relationship between the perceptions of CSR from the employees' perspective and their influence on employees' promotive voice behavior, which has not previously been discussed in the literature.

Promotive voice behavior is a relatively new construct and aims at bringing positive change in the organization through behavior that resists the status quo. It consists of such behaviors as speaking up regarding organizational issues and suggesting modifications to standard operating procedures. (Whiting et al, 2012; Maynes and Podsakoff, 2014). Further, the literature reflects on voice behavior as a form of extra-role behavior (Liu et al, 2010) representing the reciprocated behavior of employees, in reaction to the favors the organization and their leaders/supervisors have done to them. The employees as a custom do raise their voice intensely (Cropanzano & Mitchell, 2005).

Today's employers demand to have employees who are more innovative, who generate ideas, take the initiative and responsibility and speak up. Those employees can bring improvement in the organization to gain sustainable competitive advantage during the era of digitalization and technological advancement (Nikolaou, et al, 2008).

The CSR literature considers CSR as an alternative to perceived organizational support, since it invokes both types of social exchanges i.e. generalized and restricted exchange (O. Farooq et al., 2013). Further, CSR has been considered as a special form of organizational justice, since CSR advocates the fair treatment of an organization with its various internal as well as external stakeholders (Mallory & Rupp, 2014). However, the emergence of social exchanges due to the experience of justice from leaders is already established (Cropanzano & Mitchell, 2005). Therefore this particular research proposes an important breakthrough for the organizations pursuing CSR activities. It proposes that perceived CSR can positively influence employees' voice behavior through social exchange relationships based on a justice framework. Such exchange relationships would result in bringing about positive change in employees. Accordingly, employees' reluctance to share new and innovative ideas would be diminished and may lead the organization towards better performance and competitive advantage. So, exploration of the role of CSR activities on employees' positive job outcomes, i.e. Promotive Voice Behavior, is the key issue of this study.

The significance of this article entails the exploration of the relationship between perceived CSR and employees' promotive voice behavior in the light of Social Exchange theory, using a justice framework. Most of the previous systematic research on voice behavior has concentrated on individual differentiation (Detert & Burris, 2007) like personality, as correlates of voice (J. A. LePine, & Van Dyne, L, 1998 & 2001) rather than the contextual factors (i.e. the organizational conditions that make

possible or restrain voice behavior). Further, no study has been conducted until now, to the best of our knowledge, empirically measuring the relationship between CSR and promotive voice behavior through mediation moderation mechanisms, on the basis of social exchange theory. Previous studies were either based on social identity theory (Zagenczyk et al, 2011) or voice behavior has been studied with different constructs, for instance psychological contract violations (Turnley and Feldman, 2000; Knights and Kennedy, 2005), performance appraisal (Zhang et al., 2014), job satisfaction (Nikolaou et al., 2008). Moreover, the promotive voice behavior construct is relatively uncommon and rarely used in organizational behavior research (Memon & Ghani, 2020). Additionally, the present study is also significant for research in an Asian country like Pakistan since previous research on voice behavior has mostly been conducted in the USA or UK or other developed countries (Antonaki & Trivellas, 2014). In this regard, research measuring the relationship of CSR and promotive voice behavior within the context of a developing country like Pakistan will surely add a distinctive contribution to the body of knowledge. Infact, the developing countries have different cultural, economic and social conditions, therefore this would work to expand the boundary conditions of previous studies (O. Farooq et al, 2017; Zulfiqar et al, 2019).

Thus the study presents a unique and innovative idea while it tries to explore and measure the different effects of the relationship between CSR and promotive voice behavior. It is worthwhile to explore such relationships since CSR can be a source of bringing about positive change in employee behaviors (Memon et al, 2020). Further, the research presents CSR as a source of employees' psychological empowerment using justice framework, leading towards employees' promotive voice behavior. The promotive voice behavior provides innovative ideas to organizations and may lead the organization towards better performance and competitive advantage.

## **2. LITERATURE REVIEW**

### **2.1. Corporate Social Responsibility**

The conceptualizations of the term CSR has become broader and more dynamic (Graafland & Schouten, 2012; Hansen et al., 2011) due to its implications at the micro (individual), meso (organizational), macro (country) and supra (transnational) levels (Aguilera et al., 2007). Much research has been done during the last quarter century on CSR and its growing concerns regarding stakeholder relations, firm performance, its implications for business ethics, the external environment, corporate citizenship etc (Graafland & Schouten, 2012; Matten & Moon, 2008). Further, it has variations in its understanding and implications (Dahlsrud, 2008) with regards to geographical locations as well as across continents and cultures (Wei et al, 2009). However it may be defined as "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams & Siegel, 2001). Thus CSR corresponds to a form of corporate behavioral outlook towards stakeholders (i.e. both external and internal) such as consumers, employees, and the general public (O. Farooq et al, 2013; M. Farooq et al, 2014).

CSR programs may include volunteer activities or policies within the firm, such as incorporating greater environmental and safety standards, human employee treatment, efforts to improve employee diversity, etc. Similarly, the activities outside the firm may include cause related marketing activities, community outreach programs, generous and philanthropic contributions to local communities etc. (Hansen et al., 2011; Zheng et al, 2014). In any case, CSR efforts are usually projected to represent an illustration of a corporation as quick to respond to the requirements of the society it depends on for endurance (Ellen et al, 2006; Manika et al, 2020).

CSR builds up the significance of an organization's implicit claims with its stakeholders. For instance, while an employee's wages can be predetermined in his contract, it is difficult to specify working conditions. An organization with a good reputation for caring and consideration for its employees will be able to implicitly ensure superior working conditions, a cooperative environment aiding better recruitment etc. (Edmans, 2012).

This article focuses on micro level i.e. internal stakeholders (individual employees) and CSR (internal and external) activities. Internal CSR means an internal code of conduct, health and safety programs and policies, working time & environmental policies, fair pay and benefits, redundancy and unfair dismissals (Basil & Erlandson, 2008; Campbell, 2007; Matten & Moon, 2008; Manika et al, 2017), while external refers to the company's behavior towards external operations i.e. customers, local communities and business partners and environmental issues (Skudiene & Auruskeviciene, 2012).

## **2.2. Voice Behavior (Promotive)**

The focus of our study is one of the recently recognized constructs, Voice Behavior, which has gained great importance for organizational change researchers and theorists (Nikolaou et al., 2008). The authors Premeaux and Bedeian (2003) defined speaking up as “openly stating one’s views or opinions about workplace matters, including the actions or ideas of others, suggested or needed changes and alternative approaches or different lines of reasoning for addressing job-related issues”.

The voice is accentuated to be a “positive voice” as recognized by NG and Feldman (2011), “expressing change-oriented ideas, opinions, and suggestions intended to improve the situation at work”, thus taken as a whole, this corresponds to the type of voice that brings about constructive change in firms and jobs. Whiting et al (2012) consider the promotive voice as behavior that confronts the status-quo with the intention of bringing about improvement rather than condemning any situation and it consists of such behaviors as speaking up about organizational issues and suggestions for modifications to standard operating procedures. Promotive voice behavior has been considered as constructive and to have fruitful results for the organization and the team in the long run (Maynes & Podsakoff, 2014). It is discretionary behavior of employees i.e. extra-role behavior, a type of behavior that will help the organization to meet business challenges but is not explicitly recognized and rewarded (Nikolaou et al., 2008; Liu et al, 2010). Further, a positive link has been suggested between voice and change-oriented OCB (LePine, & Van Dyne, 2001; Nikolaou et al., 2008).

Liu et al (2010) argue that organizations require novel ideas and superior practices because of turbulent marketplace conditions and competitiveness. Therefore, promotive voice behavior performs a pivotal role for the survival/sustainability of the organizations. The authors have emphasized the significance of the role of leaders (transformational leadership) since they inspire their workers and empower them to raise their voice for the benefit of the organizations. A number of studies have shown the relationship between perception about raising the voice and the superiority of one's relationship with one's boss (Morrison, 2011). Furthermore, upward information flow is best achieved whilst the leader is concerned and provides fair consideration and meaning to the worker's ideas and suggestions. Such behavior of leaders convey a sensation of worth and the safety of the voice (Morrison, 2011) whilst conceding psychological empowerment to the employee, permitting him to raise his voice. Moreover, researchers have considered promotive voice behavior to be based on social exchange theory (Blau, 1964) in lieu of the reciprocal behavior of employees against the favors the organization and their supervisors have done to them and thus as a custom they do raise their voice powerfully (Cropanzano & Mitchell, 2005; Memon & Ghani, 2020).

## **2.3. Organizational justice**

Organizational justice has been classified as procedural, interpersonal, informational and distributive justice (Colquitt, 2001). Earlier studies focused on only two dimensions i.e. procedural and interactional, for instance (Moorman, 1991) or procedural and distributive (Niehoff and Moorman (1993). However, the definition of organizational justice and the measurement scale as designed by Colquitt (2001) presents a very valuable tool that may be generalized for various industries, occupations and geographic locations. (Shibaoka et al, 2010)

Distributive Justice emphasizes the fairness of rewards or punishments (Alexander & Ruderman, 1987) whereas procedural justice elucidates the fairness of procedures through which a reward is to be disseminated. One must inspect the method as well as the end result, to comprehend the function of the perceived fairness of justice in human interaction (Alexander & Ruderman, 1987). Greenberg and Tyler (1987) define procedural justice as “the perceived fairness of the means used to make decisions” (p. 129). This suggests that it is a crystal-clear decision-making process that takes into account an individual employee's suggestions and opinions. Leventhal (1980) argued that a fair process is based on six factors: it should be consistent, accurate, correct, unbiased, representative & ethical.

Interactional justice is concerned with the treatment of their employees by decision makers, with a high opinion and warmth and makes meticulously clear the grounds for decisions (Colquitt, 2001). Some researchers consider it as a separate dimension (for instance, Skarlicki & Folger, 1997) whereas others like (Niehoff and Moorman, 1993) treat it as a part of procedural justice. Informational justice is more inclined towards the determining of information passed to the subordinate in a proper and timely manner with reasonable and thorough explanation of the procedures involved. It includes justification, truthfulness of the authority figure and the timeliness. Thus this study measures the procedural, interpersonal, informational and distributive justice of the organization and its impacts as the perceived fairness of the system on employee attitudes & behaviors.

Wu and Chaturvedi (2009) argue that when an organization develops systems and procedures, communicating the sense of care and concern for the employee as explained by Social Exchange Theory ((Blau, 1964) that portrays the mechanism of justice perception. Furthermore, those systems

and procedures that involve employee meetings, engaging & connecting employees, getting their feedback, accentuating human development activities (people-centered practices) may develop a sentiment of fairness in the organization (Cropanzano & Rupp, 2003).

### 3. THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

#### 3.1. CSR and Employees' Organizational Trust

According to Whitener et al (1998), "Trust" is one of the most important and crucial elements of social exchange relationships and develops the roots of cooperation. Trust has a significant relationship with a range of organizational constructs, for instance, performance, quality communication, citizenship behavior, job satisfaction etc (Dirks & Ferrin, 2001) and it can be defined as having three facets: 1) trust in the other party to act benevolently, 2) willingness to be vulnerable and risk being deceived, and 3) dependency on each other.

According to the Social Exchange Theory, as long as the employee feels the care, concern and support from the organization, reciprocity occurs and the employee performs well by hard work instead of withholding efforts (Cropanzano & Mitchell, 2005; Mount et al, 2006). The results of Colbert et al (2004) are also consistent with our proposed model and their findings also demonstrate that employees who negatively perceive organizational support are less likely to show devotion instead being involved in deviant behaviors, whereas employees with high perceived organizational support perform their duties with commitment, loyalty and hard work, which are the foundations of the Social Exchange principal and perceived organizational support.

(M. Farooq et al., 2014; O. Farooq et al., 2013) argue that the rule of Social Exchange Theory is also applicable in the case of CSR activities, though CSR activities are voluntary activities beyond legal obligations and in return they invoke an obligation to reciprocate. Further, the authors have discussed the applicability of forms of exchanges, i.e. restricted and generalized social exchange. Both forms are invoked due to CSR activities. Restricted social exchange is invoked while internal CSR activities are performed since those activities are directly perceived. Generalized social exchange is invoked while external CSR activities are performed since employees consider themselves as a part of society / community.

Perceived organizational support is applied in exchanges which are only for employees i.e. restricted exchanges. Since CSR activities invoke both forms of exchanges, organizational trust is most appropriate to validate our study (Liu et al, 2010; O. Farooq et al., 2013; M. Farooq et al., 2014). In support of this view, other authors also proposed that trust is the "first result of a firm's CSR activities" or the direct or most contiguous result of CSR activity (Yu & Choi, 2014) (with attitude, behaviors, and financial performance being more distal CSR outcomes) (Mallory & Rupp, 2014; Hansen et al., 2011). Other authors also consider the development of organizational trust as an immediate outcome of such exchanges (Blau, 1964; Cropanzano & Mitchell, 2005). Hence, we present our hypothesis as:

*Hypothesis 1: Employees' perceptions of the firm's CSR activities (internal and external) positively influence employees' organizational trust.*

#### 3.2. Employees' organizational trust and psychological empowerment (perceived)

Several researchers explain that empowerment is a psychological phenomenon which should be felt by an employee instead of compelling him to be empowered. (Raub & Robert, 2012). It consists of belief in the decentralization of decision-making and responsibility to lower level employees, permitting them to think of their own and discretionary become responsible for the their tasks' quality so as to improve the organization's performance (Barton & Barton, 2011). Oladipo (2009) defines psychological empowerment as "an individual's cognitive state characterized by a sense of perceived control, competence, and goal internalization". The definition of psychological empowerment is operationalized through the conception, as elucidated by Raub and Robert (2012) that:

*"Psychological empowerment can be seen as a single higher order construct composed of the following four dimensions. Meaning refers to the value an individual attributes to a work goal or purpose. Competence reflects the belief that one is capable of successfully carrying out a task. Self-determination reflects a feeling of autonomy or a sense of choice in initiating work actions. Finally, impact refers to the degree to which an individual believes that he or she can influence work outcomes".*

Psychological empowerment is not something that an organization does to employees, but a frame of mind that employees have regarding their role in the organization, a form of intrinsic motivation termed 'psychological empowerment' (Barton & Barton, 2011).

The authors Rousseau et al. (1998:395) define trust as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another". Further, Yu and Choi (2014) define organizational trust as "employees' willingness to be vulnerable to the organization's actions" where this willingness can be provided only when the organization clearly exchanges and conveys its dealings to employees. Therefore, the organizational trust plays a critical role in organizational stability and employee welfare since trustworthy organizations are thought to be caring and supportive and have no harmful policies. Further, organizational trust becomes more important while the organizations grow larger in terms of human resources, since social relations become more complex and differentiation is more noticeable, resulting in insufficiency of interpersonal relationships. (Findikli et al., 2010). Additionally, employees expect from their organizations something which operates over and above the prescribed written contract of employment while establishing a psychological link and contract (Rousseau, 1989). These beliefs and expectations invoke reciprocal obligations between the employee and employer (Rousseau, 1989) and form the basis of trust, leading towards communal cooperation inducing norms of reciprocity (Barton & Barton, 2011; Hui et al, 2004; Fischer et al, 2020). Accordingly, the believes of employees in long term obligations (e.g. relational contracts) may drive an employee to be more engaged in OCB and work engagement related behavior, whereas short-term obligations (e.g. transactional contracts) may reduce this feeling/behavior of employee engagement (Hui et al., 2004; Fischer et al, 2020).

As discussed, organizational trust is a result of CSR activities, which are voluntary actions by the organization based on shared values and norms and strategic embedding within the organization of the three pillars "people", "planet" and "profit" (Cramer, 2005). Therefore, it is proposed that organizations performing CSR practices act as trustees for the interests of employees and all stakeholders. Such organizations work for the betterment and welfare of the employees so as to meet employee / stakeholder expectations. However, the stakeholders adhere vigilantly to the CSR-related practices of their organizations due to the social exchange relationship and greater expectations (Cramer, 2005; Dirks & Ferrin, 2001; Yu & Choi, 2014). Due to this bondage of exchange relationship, the organization tries to strengthen this relationship especially through internal CSR (for its employees). Research shows that the fulfillment of psychological contracts by the organization (through CSR activities) are related to several positive employee reactions like job satisfaction, trust, in-role and extra-role performances, intention to remain with the organization, (Hui et al., 2004) organizational citizenship behavior (Antonaki & Trivellas, 2014; Hui et al., 2004; Mallory & Rupp, 2014; Turnley et al, 2003), organizational commitment(O. Farooq et al., 2013), employee performance, employee contract behavior, employees' perceived organizational support (Coyle-Shapiro & Kessler, 2000).

CSR activities directly influence the attitudes and behaviors of internal as well as external stakeholders where several studies have associated CSR with cognitive, emotional, and behavioral reactions (Cramer, 2005; Hansen et al., 2011). This particular research also reveals that attitudes and behaviors follow perceptions or cognitions. The researchers associate the feelings of organizational trust with psychological empowerment since employees feel supported while receiving due care and selflessness from the organization (Findikli et al., 2010; Seibert et al, 2011; Memon et al, 2020). Trust is cognition based since employees choose whom to trust, and under what conditions they trust. Choice is based on the cognitive judgment of all empirical indications of trustworthiness, including competence, responsibility, reliability and dependability. In addition, evidence that the trust partners' behavior is reliable and dependable, with norms of reciprocity and fairness, is essential to the development of trust (Barton & Barton, 2011).

Empowerment is a psychological variable relating to the employee's self-perceptions. Therefore the employee should feel psychologically what the organization is trying to make its employees feel. Ergeneli et al. (2007) refer to this approach as the cognitive or motivational approach, where the cognitive approach puts emphasis on open communication, sentimental and emotional support to reduce stress and anxiety, inspired goals to enhance loyalty and participation, rather than the transmission of power. The cognitive approach aims to boost the employee's feeling of self-efficacy. Further, the authors report that researchers have examined many firms and found that the lack of trust within an organization is a key element of failure being an invisible obstacle preventing personnel empowerment efforts whereas empowerment is the fruit of trust (Ergeneli et al., 2007; Erturk, 2010). Thus, the creation of a trusting organizational environment results in the psychological empowerment of the employees (Whitener et al., 1998). Similarly, Ugwu et al (2014) have studied the relationship between trust, psychological empowerment and employee engagement through social exchange theory. The authors argue that if employees recognize the organization as trustworthy, the employees are more

likely to reciprocate trust by becoming more engaged in extra role behaviors (i.e. promotive voice behavior). Further, employees feel psychologically empowered in an environment of self-efficacy and trustworthiness. (Ugwa et al, 2014). Similarly, Erturk (2010) explains that the only way organizations can benefit from empowerment is through a high-level of trust culture. Organizational effectiveness is closely linked with empowerment while employees work in a trust based environment, resulting in an amplified sense of ownership and attachment. Therefore, we present our second hypothesis as:

*Hypothesis 2: There is a positive and significant relationship between employees' trust in an organization and employees' perceptions of psychological empowerment.*

### **3.3. Moderation of organizational justice between organizational trust and psychological empowerment**

Previous researchers have demonstrated that employees may deem it mandatory to exhibit positive attitudes and behaviors for the reason that of fair social exchange experiences. For instance, a well-made performance appraisal system may amplify the discernment of procedural and interactive justice among employees, consequential to employee reciprocator behavior of OCB, organizational commitment (Cropanzano & Rupp, 2003; Alexander & Ruderman, 1987). Therefore, the greater the extent to which employees are involved and engaged in HR systems (e.g. performance appraisal), the greater the motivation will be to make their voices heard in the decision-making processes, which eventually boosts the overall feeling of procedural & interactive justice (Wu & Chaturvedi, 2009). Seibert et al (2011) argue that high performance managerial practices including open information sharing, extensive training, participative decision making, decentralization and contingent compensation increase employees' motivation to higher levels and become the source of a superior level of psychological empowerment. These fair practices of an organization enhance the employees' feeling of having control of their work, the information they possess and the job related skills, knowledge and abilities (Singh & Singh, 2019).

Employees may get psychologically empowered in terms of initiation and consistency towards their task behavior, if they are allowed to participate in suggesting their thoughts, raising their voice for communicating dynamic changes, and to discuss the issues related to their organization (Spreitzer, 1995). Moreover, permitting and encouraging employees to raise their voice and pass judgment on the procedure (their legitimacy) for fairness purposes, rather than criticizing, is heartening for the employees. This may result in an increase in perceived fairness (procedural, interpersonal, informational and distributive) and employee satisfaction (Folger, 1977). Thus, this feeling of satisfaction, safety and care develops psychological empowerment in employees. Hence, we present our hypothesis as:

*H3: Organizational justice moderates the relationship of organizational trust and psychological empowerment.*

### **3.4. Psychological empowerment and promotive voice behavior**

Morrison (2011) recognizes voice behavior, from the employee perspective, as a point of apprehension for individual safety as his / her behavior may result in bringing about negative consequences because of a person present being in a higher post/ position. As a result, employees hold back their voices due to the apprehension of unfairness from those in positions of authority and the term "defensive silence", "quiescent silence" has been used for such types of situation. Thus voice can bring tension in affairs and reflect unconstructively upon others.

Several studies depict the relationship between perceptions of raising the voice and the quality of one's relationship with one's boss (Morrison, 2011; Gao et al., 2011). Additionally, upward information flow is simply possible where the leader/ supervisor is concerned and values the employees and provides fair consideration of their ideas and suggestion. Such actions of a supervisor conveys a feeling of worth and safety of voice (Morrison, 2011) whilst giving psychological empowerment to the employee and consent to raise his voice. The literature considers promotive voice behavior as extra-role behavior (Liu et al., 2010) representing the reciprocator behavior of employees, in response to the favors that organization and their leaders have done to them and thus as a norm they do raise their voice intensely (Cropanzano & Mitchell, 2005). Organizations and leaders/managers are required to act in an encouraging manner, demonstrating care and concern, openness and trustworthiness, involvement in goal setting, communicating their vision to their employees, so as to grant them a sense of psychological empowerment. Employees' feelings of being psychologically empowered will enable them to raise their voice positively (Arnold et al, 2000; Liu et al., 2010; NG & Feldman, 2011). Therefore we present our fourth hypothesis as:



*Hypothesis 4: Psychological Empowerment positively influences promotive voice behavior such that the higher the felt psychological empowerment, the higher will be employees' voice behavior.*

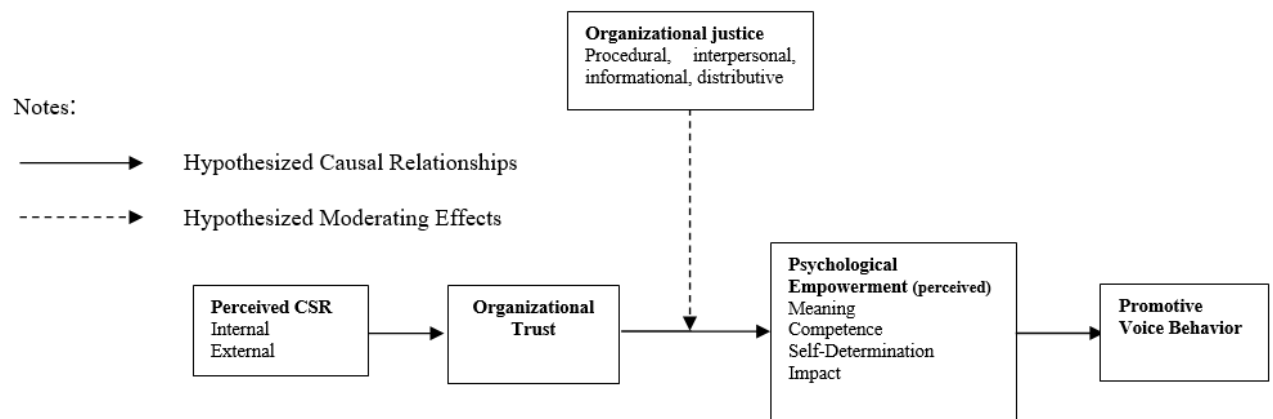
Consequently, according to the above discussion and hypothesis, we wrap up the arguments through our final hypothesis:

*Hypothesis 5: CSR (internal and external) influences employees' promotive voice behavior such that CSR positively influences employees' organizational trust, where organizational trust increases the perception of psychological empowerment, resulting in the development of promotive voice behavior.*

Figure 1 represents the conceptual framework of our model for the relationship between perceived CSR and promotive voice behavior, in the light of social exchange theory using the justice framework.

### 3.5. Conceptual Framework

**Figure 1. Proposed model of the relationship between perceived CSR and promotive voice behavior**



## 4. METHODOLOGY

### 4.1. Sample and procedures

The study is based on a survey managed through self-reported questionnaires. Our focus is on the employees of manufacturing units working in FMCG and the telecom sector of Pakistan. These include both multinational and national level organizations. Their products consist of mineral water, food items and mobile network services along with mobile phone assembling and selling. These companies are operating over almost all of Pakistan except a few of the national companies and they have larger sales volumes due to the fact that Pakistan has a population of approx 220 million inhabitants. 25 companies were selected on the basis of their CSR information available through secondary data sources, specially websites, implying that they are involved in CSR activities and their employees are well aware of the related concepts and activities (M. Farooq et al., 2014; O. Farooq et al., 2013). Further, data has been collected from non-management staff who are not directly involved in CSR policy making and implementing but are direct observers and are affected by CSR activities (Rup et al, 2006).

We have used a time lag technique to avoid common method bias and accordingly temporal and psychological separations of our variables are used (O. Farooq et al, 2017). We divided our variables into two portions in two different sheets. The first booklet measured the variables of CSR, organizational trust, psychological empowerment, organizational justice and demographic variables, whereas the other one measured the promotive voice behavior of employees. We have used a snow ball sampling method for the collection of data with the help of our field survey team; questionnaires were handed over to the employees of the relevant organizations working in Pakistan. The questionnaire was forwarded with a cover letter indicating the rationale for the study and the consent of the employee to participate in study. Upon handing over the first booklet, each employee was assigned a code so that the second booklet could be handed over to the same employee. However, the collection of data included the separation of a time interval of 15 to 20 days between the first and second booklets.

Through this procedure, we collected data from 300 employees, in line with the definition of employee as described by (Rupp et al., 2006), whose responses were completely filled in and could be used for analysis purposes. Demographic characteristics of the sampled employees are given in table 1. This shows that the sample comprised 252 males and 48 female respondents, having educational qualification of bachelors for 141 informants, 126 participants were less educated than bachelors, 27 had masters and the others had MS/MPhils (18 years education). Employees hold various service tenures i.e. 78 participants had 3-year service, and 51 employees had 4-year experience, 63 respondents had 5-year employment tenure, 21 had 6 or more years of service, whereas the remaining had less than 3-year service time. 99 of them were functional managers/lower management, whereas the others were supervisors and operational level staff members.

**Table 1. Demographic characteristics of the respondents**

Demographics		Frequency
Age	18-28	193
	29-40	81
	41-55	26
Gender	Male	252
	Female	48
Service Tenure (years)	1	48
	2	39
	3	78
	4	51
	5	63
	6	21
Qualification	Below Bachelors	126
	Bachelors	141
	Masters	27
	MS/Mphil	6
Management Level	Middle / Lower Management	99
	Supervisor	87
	Non-Management Lower Level Staff	120

#### **4.2. Tools and measurements**

A number of tools, whose validity and reliability have already been established, have been adapted, to test the model. For instance, perceived CSR has been measured through the instrument originally developed by (Turker, 2009) but adopted from (O. Farooq et al, 2013). Infact, the same was amended by adding one additional item from Maignan and Ferrell (2000) related to charities and donations to fulfill the contextual requirements of Pakistan by (M. Farooq et al., 2014; O. Farooq et al., 2013), therefore the same has been adapted accordingly. This tool includes 16 items in total, with 10 items for External CSR (community, environment and consumers) for example, “Our company implements special social programs to minimize its negative impact on the natural environment” and 6 for Internal CSR (Employees), for example “Our company encourages its employees to participate in corporate volunteerism programs”.

**Promotive Voice Behavior:** Voice Behavior items have been measured through a 10 item instrument developed by Maynes and Podsakoff (2014). It measures the promotive voice behavior of employees as per our operational definition, i.e. voice behavior in a positive and constructive sense, to be self reported. The actual tool has 20 items, which have been divided into four types of voices with each type including 5 items. But we restrict ourselves to 2 of these types i.e. supportive and constructive, since they are defined under the heading of promotive voice behavior. 10 items in total have been selected, as per our study definition. However, this will not affect the reliability and validity of the instrument since each of these types has been tested separately by Maynes and Podsakoff (2014).

**Psychological Empowerment:** The mediating variable of Psychological Empowerment has been measured with the 12 item scale originally developed and validated by Spreitzer (1995) on 5-point Likert scales (1 strongly disagree to 5 strongly agree) since it measures the psychological empowerment as meaning, competence, self-determination and impact as per our operational definition.

**Organization Trust:** The instrument of organizational trust was actually developed by Mayer et al. (1995) and Shockley-Zalabak et al. (2000) but the same has now been adopted from Yu and Choi (2014). Accordingly, four measurement items have been used to measure the CSR-oriented

Organizational Trust by employing a related question using a five-point Likert-type scale. An example of the items includes “Our organization treats employees fairly and properly”.

**Organizational justice** was measured as per our operational definition of organizational justice i.e. procedural, interpersonal, informational and distributive. It was measured through an instrument adapted from Colquitt (2001) with all relevant dimensions, in total 20 items categorized and measured separately. For instance, distributive justice was measured using four items assessing the fairness of different work outcomes, including pay level, work schedule, work load, and job responsibilities. Procedural justice was measured with seven items evaluating the degree to which job decisions included mechanisms that ensured the gathering of accurate and unbiased information, employee voice, and an appeals process. Informational justice was measured with 5 items determining the information passed to the subordinate in a proper and timely manner with a reasonable and thorough explanation of the procedures involved. Interpersonal justice was measured through 4 items gauging the level of respect, dignity and politeness adopted while enacting the procedure. It has a reliability of .90.

**Demographic and control variables:** Demographic variables have been measured as per the practice of (M. Farooq et al., 2014; O. Farooq et al., 2013). Only that information has been sought from the respondent which has been presented/sought by (M. Farooq et al., 2014; O. Farooq et al., 2013). Research implies that age, gender, service tenure, type of employment could potentially manipulate employees’ trust in management and voice behavior (Liang et al, 2012), and therefore we controlled these demographic variables in the data analysis. For instance, gender (male = 0 and female = 1) type of employment (part time = 0 and full time = 1) were dummy-coded.

We adapted the instrument and translated it into Urdu (the national language of Pakistan). The translated questionnaire was then examined by 2 management research experts. We also pre-tested the instrument through 20 MBA students to identify any potential problems associated with adaptation and translation. We found some minor problems regarding the translation which were corrected at once. However, no such problem was found with its structure and flow. Thus, both the expert review and the pre-test revealed that the questionnaire is readable and comprehensible as well as fit for the Pakistani contextual requirements.

#### 4.3. Data Analysis

Data was analyzed in-depth through Smart PLS 3 by using confirmatory factor analysis (CFA) using a Structure Equation Modeling (SEM) technique. However, before this data was entered through SPSS version 22 and initial tests of data normality, correlation etc were tested, later model/hypothesis testing was performed through PLS 3. The plan was to conduct a comprehensive analysis of the relationship between corporate social responsibility and employee voice behavior through the mediation of organizational trust and psychological empowerment and further to test the moderating effect of organizational justice between organizational trust and psychological empowerment. The violation of data normality (e.g. studies using employee voice behavior, organizational justice, etc. tend to have non-normal data) and while the correct model specification cannot be ensured, led us to the application of Smart PLS (Wong, 2013).

### 5. RESULTS

#### 5.1. Descriptive Statistics

Table 2 indicates that organizational justice (Mean=3.69, SD= .57) has the highest skewness (2.02). Psychological empowerment (Mean = 3.45, SD=.62) has the lowest skewness and it is negative too (-0.423) but the highest kurtosis, which is 1.979. Skewness for all the items is negative apart from organizational justice, but it has the highest skewness as stated and the lowest kurtosis is for CSR (Mean=3.46, SD= .56), which is -0.239. As all the construct are within the range of  $\pm 3.5$ , it is implicit that the data has a normal tendency (Hair Jr. et al, 2010).

**Table 2. Descriptive statistics**

Construct	Mean	Std. Deviation	Skewness	Kurtosis
Promotive voice behavior	3.56	0.69	-0.195	0.502
Organizational trust	3.54	0.69	-0.396	0.602
CSR	3.46	0.56	-0.123	-0.239
Psychological empowerment	3.45	0.62	-0.423	1.979
Organizational justice	3.69	0.57	2.02	1.417

## 5.2. Correlation Analysis

Table 3 presents the relationship amongst all the variables through correlation analysis and mainly these have significant relationships with each other. The relationships were measured at the 95% confidence level symbolized through a single star whereas 99% confidence levels were symbolized through a double star. For example, CSR has a strong correlation with all the variables, which is significant at .01 whereas the dependent variable promotive voice behavior has a significant relationship with CSR (i.e. 0.408\*\*), organizational trust (.164\*\*) and psychological empowerment (.455\*). Further, except for 3 values out of the total 15 values, all other values are higher than .20, demonstrating high-quality correlations among all the variables.

**Table 3. Summarized correlations**

Construct	CSR	OJ	PE	Org.trust	PVB
CSR	1.00				
Organizational justice	0.181**	1.00			
Psychological empowerment	0.487**	0.48*	1.00		
Organizational trust	0.529**	0.407**	0.372**	1.00	
Promotive voice behavior	0.408**	0.146	0.455*	0.164*	1.00

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed)

## 5.3. Validity and reliability tests

Table 4 presents the validity and reliability of all the constructs included in our study i.e. the outer model as per the recommendations of Hair et al, 2017 i.e. through the measurement of internal consistency reliability, convergent validity and discriminant validity. The table 4 shows the values of construct reliability (CR) and average variance extracted (AVE) and Cronbach alpha values, where CR is an established measure of internal consistency reliability (Hair et al, 2017); AVE and outer loadings represent the convergent validity of our constructs (Hair et al, 2017) The CR values indicate that construct reliability of all the variables is greater than 0.7, which is an acceptable standard in terms of internal consistency. Moreover, average variance extracted values are greater than 0.5 for each construct, thus indicating that the data has convergent validity.

**Table 4. Construct reliability and convergent validity through AVE**

Constructs	# of Items	Construct Reliability	Average Variance Extracted (AVE)	Cronbach Alpha values @
1. CSR	14	0.834	0.562	0.82
2. PVB	8	0.839	0.511	0.88
3. Psy.empow	9	0.75	0.511	0.85
4. Org.justice	16	0.824	0.549	0.90
5. Org. Trust	4	0.882	0.559	0.92

In addition to this, table 5 presents the discriminant validity of the data through the method given by Fornell and Larker (1981). The values on the diagonal represent the square root of average variance extracted values, whereas the remaining values represent the correlations between the variables. All diagonal average variance extracted values are greater than the correlations, which indicate the existence of the discriminant validity of the data. Moreover, to prove discriminant validity, we also checked the cross-loadings of all the items. The cross-loadings were appropriate and above 0.7 for each relevant item of a specific variable.

**Table 5. Discriminant validity**

	CSR	VB	Psy.Empow	Org.Justice	Org.Trust
CSR	0.75				
PVB	0.134	0.715			
Psy. Empow	0.27	0.016	0.715		
Org.Justice	0.253	0.075	0.582	0.741	
Org. Trust	0.422	0.177	0.525	0.502	0.748

Furthermore, after checking the reliability and validity of the outer model, we examined whether any multi-collinearity issue exists in the data. It was examined for both the inner and outer models through variance inflation factor (VIF) values. The rule states that variance inflation factor values must

be below 5, indicating no issue of multi-collinearity; the values for our model lie between 1.0 and 3.5, which are less than the threshold of 5 (Cohen et al, 2013). Thus, the risk of any problem related with multi-collinearity is not present. After that we conducted regression tests for the inner model. Results indicate that the overall model fitness is 31%, which is represented through the value of R square and depicts a good model fit. In addition to the above test, another test was performed for calculating the F2 (F square values, which represent the contribution of individual variables to R square. F square values for each variable should be at least 0.02 for a minimum contribution, greater than 0.15 for a moderate contribution and greater than 0.35 for a high contribution (Cohen et al, 2013). Our data results showed that F square values for all the variables were above the threshold value, which means that all the variables contributed to R square.

#### 5.4. Path Coefficients

Table 6 presented below summarizes the acceptance of the hypotheses and our overall regression results. A bootstrapping method was used with 5000 re-samples and a t-test was employed. In addition, the Q Square (Geisser Criterion value) is 0.14 i.e. greater than 0 (zero) being its minimum value, which implies that the latent variables in the model has high predictive ability (Yi, Natarajan, & Gong, 2011). Further, Q2 evaluates the predictive validity of a large complex model and shows how well the data collected empirically can be reconstructed with the help of model using PLS parameters (Hair et al, 2017, p. 202). Q2 values are obtained by using a blindfolding procedure.

**Table 6. PLS Structural Model Results**

	Coefficients	Standard Deviation (STDEV)	T Statistics	P Values	2.50%	97.50 %
CSR → O.Trust	0.251	0.041	6.096	0.01	0.168	0.327
O.Trust → Psy.Empow	0.219	0.082	5.204	0.03	0.321	0.236
O.Trust → O.Trust*OJ → Psy.Empow	0.216	0.089	3.36	0.01	0.238	0.201
Psy.Empow → PVB	0.218	0.051	4.309	0.02	0.021	0.214
CSR → O.Trust → Psy.Empow → PVB	0.269	0.051	4.317	0.04	0.307	0.119

Notes: O.trust=Organizational trust; Psy.Empow= Psychological empowerment; PVB = Promotive voice behavior; OJ=Organizational justice

Table 6 clearly shows all the regression (direct and indirect) paths, their significance levels, and standard deviation values of all variables. The first path as per our first hypothesis is from corporate social responsibility to organizational trust (CSR → org.Trust) i.e. a direct relationship, which has been shown to be positive and significant at  $p < 0.001$  (H1 accepted). Likewise, to demonstrate the mediation of psychological empowerment between organizational trust and employee voice behavior, we should see two paths (one from org.trust → psych.empow, and other from psych.empow → PVB). Table 4 indicates that the relationship between CSR → org.trust is positive and significant at  $p < 0.001$  (H1 accepted) and the relationship between org. trust → psych.empow is also significant and positive at  $p < 0.05$  (H2 accepted) whereas the relationship between psych.empow → PVB is significantly positive at  $p < 0.05$ . This supports our second and fourth hypotheses, that there exists a mediation of employee trust and psychological empowerment (H3 and H4 accepted). Moreover, we tested the moderating effect of organizational trust on the direct path (from Org.trust → psych.empow). Results show that organizational trust moderates the relationship, having a significant impact at  $p < 0.01$  (H3 accepted). Finally, the result of our last hypothesis (H5) was tested through CSR to PVB including multiple mediation and the same is significant at  $p < 0.001$ . Hence all of our hypotheses were accepted and have shown a significant impact on our dependent variable. This also underlines the strength of our structural model as well as the model fitness.

## 6. DISCUSSION

This study explores the impact of corporate social responsibility on the promotive voice behavior of employees working in FMCG and the Telecom sector of Pakistan. Further, we explored whether employees' trust in their organization plays any role in getting these employees psychologically empowered based upon their firm's corporate social responsibility towards them. Accordingly, the effect of organizational trust was tested on employees' psychological empowerment. In addition to this,

the moderating effect of organizational justice was tested to identify whether this aids in affecting employees' psychological empowerment through organizational trust developed as a result of firms' CSR activities.

Unlike previous studies which incorporated social identity theory, our study employed social exchange theory to test the above discussed relationships. Results revealed numerous important findings and thus contributed to the theory in multiple ways. Contrary to previous studies, which have focused on other constructs for measuring the effect of corporate social responsibility, for instance, affective organizational commitment (O. Farooq et al., 2013), organizational identification and knowledge sharing behavior (M. Farooq et al., 2014), our study has focused on the broader construct of employee promotive voice behavior. Also, the mediation of organizational trust and psychological empowerment as well as the moderating effect of organizational justice has been measured, whereas previous studies have not conducted empirical studies by taking into account all these variables.

Our study is consistent with the previous study of Raub and Robert (2012) in the sense that psychological empowerment has been revealed to be an important predictor of promotive voice behavior, whereas organizational justice (the moderator in our study) has played a solution providing role for the development of empowerment leading towards voice behavior, consistent with the study of Singh & Sing (2019). Research has shown the great impact of organizational support in the form of organizational trust and social relationships between supervisor and subordinates. This in-turn develops & increases the perception of having a safe environment and the development of psychological empowerment, enabling an employee to raise his/her voice (Raub & Robert, 2012). Further, our research supports the notion that perceived fairness (procedural, interpersonal, informational, distributive) has become an ever more remarkable construct (Colquitt, 2001) especially in a developing country like Pakistan, since very rarely do employees get such types of treatment from the employers. It is very unfortunate that countries like Pakistan, where we have an authoritarian and bureaucratic style of dealing, employees are less inclined to show positive and constructive voice behavior.

Our results of, for instance, hypothesis 1 and hypothesis 2 are consistent with other studies on corporate social responsibility conducted in a Pakistani context (M. Farooq et al., 2014; O. Farooq et al., 2013; Zulfiqar et al, 2019; Memon et al, 2020), suggesting that taking corporate social responsibility initiatives and showing care and concern for employees leads towards the development of trust and then getting employees psychologically empowered. However, it is found that due to direct support for employees through perceived organizational justice (hypothesis 3), the moderating effect of organizational justice has enhanced the significance and strength of the relationship between organizational trust and psychological empowerment (Singh & Singh, 2019; Seibert et al, 2011).

This shows that employees in the Pakistani environment are more concerned with activities which are performed directly for them instead of other employees or external stakeholders, probably due to having a low economic status and it being a developing nation. Thus our overall results have shown that CSR is associated with promotive voice behavior; however, employees anticipate the feeling of care and concern and are likely to raise positive voice for the implementation of sound organizational changes (Whiting et al, 2012). Nevertheless, this demands first and foremost influencing employees by valuable organizational justice and a fairness system, allowing them to trust their organizations and causing them to be empowered and gladly speak out about organizational changes which can trigger organizational improvement (hypothesis 4 & 5). Yet such feelings of perceived organizational support and organizational justice can be conveyed by focusing more on internal CSR activities. For example, researchers compared CSR directed towards employees with High-Performance Work Systems (HPWS) and claimed that there is significant overlap between Human Resources Management (HRM) and the internal component of CSR (Cropanzano & Rupp, 2003; Alexander & Ruderman, 1987) Further, previous studies demonstrate that employees may feel obliged to exhibit positive attitudes and behaviors for the organizations having good internal practices. (Memon et al, 2020) Moreover, leadership has the potential to shape employees to speak-up positively, to craft tough psychological associations, and then happen to be empowered throughout the development of trust in the organization (Detert & Burris, 2007; Memon et al, 2018).

## **7. CONCLUSION**

The research proposed a mediation-moderation model based on social exchange theory using a justice framework for investigating the relationship between CSR and employees' promotive voice behavior. Based on the results from the data gathered from 300 employees of FMCG and the telecom sector of Pakistan, the study presents the positive role of CSR for the development of employees' promotive voice behavior and getting employees psychologically empowered through organizational justice. Further, CSR activities based on workers themselves had the greatest positive effect on their conduct, as compared to the CSR activities targeted at society at large. These findings on the

differential effects of two types of CSR activities have many implications for managers and researchers, as discussed below.

### **7.1. Research implications**

This study proposes a model based on the construct of employees' psychological empowerment, developed as a result of organizational trust and organizational justice, being the fundamental element of the relationship between corporate social responsibility and employees' promotive voice behavior. This empirically tested model within the context of Pakistan provides important implications for researchers as well as practitioners. The present research has contributed in multiple ways. Firstly, it explored the effect of firms' CSR activities on the least explored employee behavior i.e. promotive voice behavior (Memon & Ghani, 2020; Maynes & Podsokoff, 2014). Secondly, it presented organizational trust and psychological empowerment as mediators and organizational justice as a moderator, between CSR and employees' promotive voice behavior, which is a newly presented framework (O. Farooq et al, 2013, 2014; M. Farooq et al, 2019; Memon & Ghani, 2020). Thirdly, the study incorporates the theoretical basis of social exchange theory in explaining the interrelationships among the stated variables (M. Farooq et al, 2019; Zulfiqar et al, 2019). Finally, the study has been conducted in a developing country (Pakistan) context, whereas previous studies were done mostly in the developed countries (Antonaki & Trivellas, 2014; Kim et al, 2017; Maynes & Podsokoff, 2014).

Through this study the emphasis has been on the relationship between corporate social responsibility and employees' promotive voice behavior through a social exchange perspective and considering "organizational trust" and "psychological empowerment" as the critical elements. It has been proposed that corporate social responsibility plays a major part in gaining employees' trust in organizations. Further, it is proposed that employees may perceive corporate social responsibility as good for identification purposes, but for personal interest and engagement, employees need internal support and care through internal corporate social responsibility. However, concepts such as organizational justice through leader member exchange may also play an important role in catalyzing the relationship and boosting it to the next level.

The domino effect of our research advances the underlying theories on the relationship of CSR, organizational trust, psychological empowerment, organizational justice and voice behavior. Our study finds support in the existing literature that perceived fairness at the place of work influences psychological empowerment (e.g. Singh & Singh, 2019; Ugwu et al, 2014; Seibert et al, 2011) leading towards voice behavior ((Antonaki & Trivellas, 2014; Seibert et al, 2011; Morrisson, 2011; Liu et al, 2010) and organizational trust (Cropanzano & Mitchell, 2005; Mountet al, 2006; Colbert et al, 2004; Liu et al, 2010; Yu & Choi, 2014; Fischer et al, 2020). Similarly we found support for CSR oriented organizational trust (Zulfiqar et al, 2019; M. Farooq et al., 2014; O. Farooq et al., 2013; Yu & Choi, 2014; Mallory & Rupp, 2014) and psychological empowerment (Hui et al, 2004; Hansen et al, 2011; Raub & Robert, 2012; Whitener et al., 1998; Seibert et al, 2011; Singh & Singh, 2019).

Therefore, we put forward the suggestion that an organization being socially responsible, both internally and externally, develops in employees the sense of trust in the organization, that the organization is reliable and will not deceive people on personnel issues too. This in-turn advances the feeling of personal care, concern and safety through the support of perceived fairness at the place of work, resulting in the development of a higher level of psychological empowerment. This psychological empowerment helps the organization in influencing employees towards the enactment of organizationally preferred discretionary job behaviors (i.e. promotive voice behavior).

This study persuades practitioners to experience new methodologies of passing on the feelings of concern, care, and protection. This can be achieved through varied human resource interventions, supervisor/ leader mentoring behaviors and communication systems being the most gratifying drivers of employee engagement and promotive voice behavior aiming towards employee performance as well as gaining the trust of employees (Bedarkar & Pandita, 2014). Further, employees are involved in mid-year or quarterly review sessions, which result in the assignment of targets/goals and the suggestions for their performance improvement, if required,. Similarly, training and development activities like on the job training, rotations, educational opportunities and involvement in the decision making process will surely develop a sense of shared ownership. Accordingly, employees will perform reciprocally and will go beyond their work obligations provided they receive a sense of meaningfulness, safety and availability as proposed by Kahn (1990).

### **7.2. Limitations and Future Research**

As this particular study is only within the context of Pakistan (a developing country), with a limited number of respondents, the study cannot be generalized to developed settings, where the results may vary with different contexts and countries. Yet the same model may be tested to compare the

variations of results between a developing and developed country's settings. Further, it may be extended to the other Asian Countries, specially developing South Asian countries with a similar infrastructure and economic conditions. Therefore, the authors propose that a survey or interviews with the co-workers may be carried out to determine the exact reaction and dealing in practical situations for testing how individuals with different personality traits behave under those circumstances and control the situation. Accordingly, the validity of these personality traits and the expected performance can be measured; weak and strong relations can be found as well. The use of other theories like social identity and employee expectancy theory are also recommended.

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