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National Culture, Employee's Engagement and Employee's CSR Perceptions in Technology Based Firms of Pakistan

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Abstract: This research analyses the importance of recognizing cultural factors in order to shape CSR Perceptions of employees to derive higher levels of employee's engagement. Hofstede's five cultural dimensions were explored in Pakistani context through a thorough review of the literature on the relationship between national culture, CSR Perceptions and employee's engagement, which were then contextually presented in the form of a hypothesized model. Primary data collection was done by administering questionnaires to 192 employees from technological industry of Pakistan. Partial least squares structural equation modeling (PLS-SEM) using latest ADANCO Software was employed to statistically validate the relationship between the variables. This paper provides conceptual contribution by focusing on the identification of the most significant and relevant cultural dimensions affecting employee's CSR Perceptions and engagement in the context of Pakistan and countries with similar cultural context. Findings of this paper indicate that understanding cultural context of a particular country is crucial for enhancing the perceptions of employees regarding the CSR initiatives being practiced by the organization. This generates employees who are more engaged and productive in their work; hence, it turns advantageous for the employer and employee alike. These findings provide guidelines for the practitioners and managers so that they can capitalize their efforts in a more efficient way by making employees aware of the CSR activities taking forward by them according to the cultural orientations of workforce and reap the desired benefits out of it.

Keywords: Corporate social responsibility, national culture, employees CSR perceptions.

Introduction

Technological sector plays a key role in development of a knowledge economy. It substantially contributes in improving the growth rate for all sectors of the economy. IT sector of Pakistan contributes to 1% of total GDP which is worth \$3.5 billion. This is one of the fastest growing sectors of Pakistan, whose growth doubled in the last four years and it is expected to achieve further 100% growth in the coming 2-4 years to 7 Billion (SBP, 2018). Its total exports worth \$1.06 Billion in 2018. Hence, it is considered a rational choice to be explored for this research. However, internationally, Pakistan's IT sector constitutes just 1% of global IT industry which is a negligible contribution. This raises concerns for the critical evaluation of IT firms in Pakistan. Hence, a powerful and effective tool to measure IT firm's vigor is Employee engagement (Stankiewicz & Moczulska, 2012). Employee engagement, which is denoted as that positive state of mind in which individuals

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show high levels of energy and enthusiasm at their workplace and feel good about their work (Bakker & Albrecht, 2018). It is crucial due to its substantial impact on both individual's performance (Christian, Garza, & Slaughter, 2011) as well as financial returns for the organization. Characteristically, research on employee engagement focuses on enhancing the dedication and vigor of employees through traditional HR practices but recently, attention has been paid on how to thrive employees through the corporate social responsibility (CSR) conduct. This study explores whether employee engagement levels can be enhanced through the positive CSR perceptions of employees about their employers considering the cultural context of a particular country (Raub & Blunschi, 2014).

Extant literature has shown that Corporate Social Responsibility (CSR) generates positive employee behaviors, which is of strategic importance for many organizations (Bauman & Skitka, 2012). Rising societal and environmental issues have popularized the concept of CSR not only for academicians but also for the business sector (Rupp et al., 2018). According to UN Global Compact – Accenture CEO Study, ninety-three percent (93%) of 766 participant CEOs worldwide regarded sustainability as “very important” or “important” factor that contributes in firm's success (Peng, Dashdeleg, & Chih, 2012). Moreover, employees want to be associated with such organizations that are high on social character and display considerate attitude towards others. CSR is a concept which requires businesses to voluntarily engage in welfare activities that improve the quality of life of the society and community as well as showing its commitment towards employees, customers, shareholders and suppliers. In Pakistan, CSR activities embrace taking care of homeless, old and disadvantaged people, developing playgrounds, protecting the natural environment, actively taking part in disaster relief programs, providing scholarships and advancing knowledge enhancement and development opportunities for its employees and concern for the shareholders and suppliers. It enhances engagement of multiple stakeholders leading to financial and non-financial benefits for the organization (Cheng, Ioannou, & Serafeim, 2014). There is a growing recognition that CSR should not be considered as an expense or solely charitable contributions by organizations rather it can serve as a distinct source of competitive advantage in today's dynamic environment. In addition to that, CSR's conduct is beneficial for organizations because employees' expectations are high from their employers to act in a socially responsible manner.

Among multiple stakeholders, the emphasis of this research is on highlighting the role of cultural dimensions on employee's CSR perceptions and engagement. Cultural dimensions refer to the values, beliefs, traditions and norms that are prevalent in the country and followed by the members of that country. Studies by researchers support that employee engagement levels vary due to the cultural aspects of a particular country in which an organization operates and the differences in employee behaviors can be attributed to the different cultures of the different regions in which those individuals work. Therefore, understanding the conditions of employee engagement would be critical as national culture can play a significant role in determining how individuals plan their activities, how they interpret and respond to various types of information which ultimately impacts their behavior in an organizational context (Hofstede, 2011).

Hence, this study contributes in following ways: First, it pays in extending the extant literature on the micro-level perspective outcomes of CSR perceptions and examines the

factors that determine CSR perceptions of employees. Secondly, rather than just focusing on behavior related outcomes of CSR perceptions, it highlighted the antecedents of CSR which creates a broader framework of understanding CSR Perceptions in terms of cultural context of a particular country and signifying its outcomes. Furthermore, CSR is of particular importance in the context of developing countries because Government has scarce resources to invest in a wide array of sectors. Due to this limitation, the role of corporate sector for the well-being of the society and community along with its significance for the employees and other stakeholders cannot be neglected (Raza & Majid, 2015). Therefore, this study contributes in highlighting the role of corporate sector to engage in welfare activities for the well-being of the society. In this regard, Corporations can collaborate with government and non-profit sector to get massive returns in the form of profits and better employee performance. This signifies the purpose of this research which is to examine cultural dimensions in the context of Pakistan that is instrumental in shaping employees CSR perceptions and its role in enhancing employee's engagement at the workplace.

Literature Review

Statistics based on State of the Global Workplace report showed dismal employee engagement across the world (Jee, 2019). 85% of employees are not engaged or actively disengaged at work, out of which 67% employees are not engaged and 18% are actively disengaged leading to nearly \$7 trillion loss in productivity. This global pattern shows an alarming trend that needs to be addressed by the contemporary organizations. Similar studies showed that only 24% of employees are highly engaged in their workplace. Moreover, it presented declining trends of employee's engagement in Asia (Ali, Bashir, & Mehreen, 2019). Hence, in the contemporary world, characterized by uncertainties and continuous fluctuations in the external environment, organizations need to have engaged employees because engagement has been predominantly associated with the high levels of creativeness (Gawke, Gorgievski, & Bakker, 2017), task performance (Christian et al., 2011), organizational citizenship behaviors and client contentment (Bakker & Albrecht, 2018). Furthermore, it passes on from one individual to another generating ripple effect on the performance of teams which are highly beneficial for organizational performance (van Mierlo & Bakker, 2018). Hence, lack of employee engagement will negatively impact the organization in multiple ways which highlights the importance of investigating the determinants of employee engagement.

It is observed that whenever low levels of employee engagement are detected in the organization, organizations twitch to figure out the underlying significant factors influencing it. However, this study proposes the rationale and the basis of employee engagement which is the values and beliefs they hold being part of the community where they live so it is worth determining that how national culture can affect the attitudes and behaviors of employees.

From the organizations perspective, in this contemporary era, they face constant pressure and sometimes pressed to engage in socially responsible practices for all the multiple stakeholders like customers, employees, shareholders, investors, society, and the environ-

ment (Waseem, Frooghi, & Khan, 2016). However, it can influence the engagement levels of employees based on the cultural context of a country in which those individuals work. Studies suggested that when employees positively perceive the CSR initiatives of their organization, it boosts their morale and results in innovative contributions towards the organization (Ilkhanizadeh & Karatepe, 2017). However, this relationship may vary due to the cultural framework of a particular country (Kang, Lee, & Yoo, 2016). If the cultural norms of the country focus on enhancing the quality of life of its citizens, there is tolerance and acceptance of unstructured situations along with equal rights and justice for all, this can create an impact on employee perceptions due to which they will expect their employer to be more socially and ethically responsible towards all stakeholders relevant to the organization (Bakker & Albrecht, 2018). Hence, in such a cultural framework, if an organization is able to fulfil these expectations, they might be able to generate more engaged workforce that works with dedication and becomes more involved in achieving the organizational goals and objectives. All of these particulars and details highlight the purpose of this study that is to comprehend the antecedents of employee's engagement in order to devise a comprehensive framework for resolving prevailing employee engagement issues.

National Culture

National culture refers to habits, traditions, values, beliefs and norms that are inherited by an individual, which impacts on how an individual respond and react to various situations in everyday life as well as shapes the way of how they carry out duties and tasks at workplace. In the existing literature, numerous models of culture have been studied and worked on by distinguished scholars like Fukujama, Lewis and Trompenaar amongst others. Moreover, Hofstede work on culture is the most prominent one; hence this study used it due to its wide acceptance and generalizability.

Hofstede conceptualized five cultural dimensions which includes power distance (PD), uncertainty avoidance (UA), individualism, masculinity and long-term orientation (LTO) (Hofstede, 2011). Power Distance deals with the problem of human inequality. Organizations operating in high power distance societies have hierarchical organizational structure with centralized decision making following authoritative style with no involvement of employees in decision making. Whereas low power distance societies have flat organizational structure following democratic style with an emphasis on employee's participation and show concern for feedback. Uncertainty avoidance refers to the extent society is tolerant for unstructured situations. In cultures with high uncertainty avoidance, individuals possess a high need for security due to which organizations follow high formalization with rigid rules and procedures. Whereas in societies having weak avoidance of uncertainty, individuals are acceptable to changes, they enjoy freedom and hence, organizations operating in such cultures follow low formalization (Calza, Cannavale, & Tutore, 2016).

Individualism versus collectivism refers to tendency of society to associate and integrate themselves in groups. In individualist cultures, individuals are given autonomy and are independent. Whereas collectivist culture focuses on employee's loyalty towards the group and priority is given to improving the conditions at the workplace. Masculin-

ity versus Femininity deals with the separation of emotional roles between women and men and material success. In masculine cultures where males are dominant, focus is on gaining respect, payments, promotions and challenging work. Whereas, feminine orientated culture focuses on sentiments, emotions, harmony and cooperation (Kim & Kim, 2010). Long Term versus short term orientation refers to degree of people's determination towards the future or present and past. Cultures having long-term approach emphasize on savings and investments, keeping obligations and maintaining interpersonal relations whereas in short-term oriented societies, employees concern about freedom and independence (Hofstede, 2011).

Employee's CSR Perceptions

Traditionally, CSR literature mainly highlighted the role it can play for the societies and communities at large in organizational context with less than 4% studies focusing on CSR at micro-level (individual) perspective. However, since last five years, CSR relevance in terms of their impact on individuals, have brought into attention (Gond, El Akremi, Swaen, & Babu, 2017).

The concept of CSR came into origin with Bowen's initial work in 1953 which was further investigated in the latter two decades. However, these days the emphasis is on investigating the theoretical as well as empirical underpinnings of this notion (Fatima, 2017). CSR is a concept where businesses realize that in addition to profit maximization, companies have to voluntarily engage in welfare activities that improve the quality of life of the society and community as well as showing its commitment towards employees, customers, shareholders and suppliers. The important dimension in CSR is volunteerism which highlights CSR activities as those that are beyond the legal requirements of the state. There are few evidences in the literature regarding employee perceptions of the organizational CSR conduct and their tendency to engage in deviant work behaviors. It shows that organizational positive attitude towards others including all the relevant stakeholders encourage employees to act in an ethical and progressive manner (Farooq, Rupp, & Farooq, 2017). Another study connected ERG theory with CSR stating that when psychological needs are satisfied through the positive image of organization because of the practices it employs for the betterment of all relevant stakeholders, it generates positive effects on the behavior-related outcomes of employees. Similarly, positive impact of CSR perceptions was observed on employee's job satisfaction and affective commitment. They found that negative perception of CSR strategies will lead to dissatisfaction on the part of employees which is displayed in their behavior (Zhao, Lee, & Moon, 2019). Therefore, it has become somewhat essential for organizations to engage in socially responsible ways and also portray this behavior to reap the maximum benefit of the approach but all of these efforts will pay-off when employers comprehend and realize the national culture which is instrumental in shaping employees' perceptions (Rupp et al., 2018).

Employee's Engagement

Employee Engagement measures the extent to which employees are energetic, committed and devoted to their job. It is linked with passion and displays emotional commitment towards work and the organization. The increased attention on employees' engagement drivers is due to the positive outcomes it contributes in. Not only has it results in better individual performance in terms of higher commitment and satisfaction and lower turnover and absenteeism rates but also improves organizational performance.

There are various determinants of employee's engagement including nature of tasks and working conditions, organizational structure and policies, high performance work practices and interpersonal relations and atmosphere of an organization. However, an important determinant, which is under exploration, is the culture of a nation in which a particular organization operates. The notion behind this is, each member of an organization is an individual who holds a specific frame of reference that is dependent on particular conditioning and the values that an individual holds due to which he makes comparison based on what he is getting and what he expected which will then impact how he invests his efforts and energy, hence, influences employees' engagement.

Theoretical Framework and Hypothesis Development

Applying the concepts of Social Identity Theory that was first proposed by Henry Tajfel in early 1970's signifies that employees prefer to identify and feel good to work with organizations that possess positive external reputation ([Ashforth & Mael, 1989](#)) and therefore, likely to drive positive results in terms of employee engagement due to positive perceived CSR perceptions ([Zhao et al., 2019](#)). In the context of this study, it can be elucidated that individual's self-esteem depends on their group membership. It satisfies employee's needs of distinctiveness when they belong to such organization that has unique constructive practices not only for the society at large where they operate but also for employees, customers, suppliers and shareholders. Thus, it enhances employee's self-image, results in perceiving the meaningfulness of their tasks and significance for the well-being of all relevant stakeholders resulting in behaviors which would benefit the organization ([Maignan & Ferrell, 2001](#)).

Moreover, Stakeholder theory is instrumental in consideration and understanding of dimensions of business and societal relationships ([Donaldson & Dunfee, 1994](#); [Carroll Archie & Buchholtz, 1993](#)). In terms of stakeholder theory, CSR is defined as stakeholder-oriented construct ([Garriga & Melé, 2004](#)). The concept of CSR can be theoretically conceptualized into four clusters namely instrumental, political, integrative and ethical approaches ([Carroll et al., 1991](#)). Instrumental approach highlights CSR as a tactic leading to profits either directly or indirectly. Political theories highlight the social obligations of organizations towards all relevant others. Integrative approach mentions that organizations cannot benefit without the resource-full society; they are dependent on society for their continuity, existence and survival. Ethical approach integrates the concept of CSR as an ethical obligation of organizations to contribute in a constructive way towards the society in which they operate ([Blomstrom & Davis, 1975](#); [Maon, Lindgreen, & Swaen, 2009](#)).

This study also integrates these instrumental, political, integrative and ethical concepts in CSR Perspective realizing it as an ethical and moral obligation that is also necessary for the survival of the firms and instrumental in profit generation.

In addition to that, Integrative Social Contract Theory (ISCT) is considered to be an approach that falls within the political domain of CSR (Donaldson & Dunfee, 1994) which is instrumental for this study in exploring the link between cultural dimensions and CSR. In this research, the theory refers to the socio-cultural aspects as to how cultural norms affect the social responsibilities expected from the organizations. This approach deals with macro-social and micro-social contracts focusing on localized communities. In this study, it is anticipated that based on the attitudes and behaviors of members of communities, employees exhibit ground rules or hyper norms that are expected to abide by organizations. Hence, based on the discussion, following hypothesis is developed:

H_{1a}: National culture significantly impacts CSR perceptions of employees and employee's engagement.

Besides this, Mediation relationship of employees CSR Perceptions is expected to occur between national culture and employee engagement at work. Employees CSR Perceptions may act as a mediator, as it accounts for the relation between the national culture and employee engagement. While CSR perceptions explains the relationship between national culture and employee engagement, it further helps in explaining why or how such effects and relationship is expected to occur. Hence, following hypothesis is developed:

H_{1b}: CSR perceptions of employees mediate the relationship between National culture and employee's engagement.

Relationship between National Culture Dimensions, Employee's CSR Perceptions and Employee's Engagement

Prior empirical work has shown the influence of national culture dimensions on employees' perceptions of firm's CSR commitment (Ganescu, Gangone, & Asandei, 2014; Kang et al., 2016). By integrating signaling theory and Hofstede's cultural dimensions, based on the findings in 37 countries, a study showed the strong influence of national culture on individual corporate reputation (CR) perceptions, demonstrated 62 percent of country-level variance and highlighted the specific cultural dimensions which are imperative for attracting customers and reputation management in a particular country (Swoboda & Hirschmann, 2017).

Mainly focusing on the long-term orientation dimension, a macro-level study was conducted on 16 countries and presented the positive relationship between long-term vs short-term orientation dimension and composite CSR index, while indicating that cultures with high uncertainty avoidance results in lower CSR performance. In contrast, they found power distance; individualism and masculinity do not create any impact on CSR performance of companies. Moreover, they established that CSR policies contrast in different cultural contexts (Halkos & Skouloudis, 2017). Likewise, while conceptualizing on long-term orientation, another study mentioned that in Long-term orientation, focus is on

adaptation, learning from others based on changing circumstances and long-term success whereas in Short-term Orientation, focus is on stability and universal guidelines are followed about right and wrong (Ben-Amar, Ding, & Piera, 2014). There is self-attribution bias centering success and failure on luck and no saving from the forthcoming perspective so we can anticipate that managers in future-oriented cultures will attempt to protect and sustain the environment and will value the firm's efforts to practice CSR activities for the benefit of all. Hence, we formulate the following hypothesis:

H_{2a}: Long term orientation has a significant impact on employee's perceptions of firm's CSR performance.

There is relatively scant literature on the direct relationship between cultural dimensions and employees' engagement, however, there is a link shown by various studies through a number of intervening variables. Various studies showed the association of culture with employee engagement mainly through work environment and motivation (Bhuvanaiah & Raya, 2014; Anitha, 2014). With the same conception, it was found that error management culture, which can be understood as a learning culture and may fall within domain of long-term orientation (Hofstede, 1984), influences employee engagement in a positive manner (Guchait, Zhao, Madera, Hua, & Okumus, 2018). Hence, we formulate the following hypothesis:

H_{2b}: Long term orientation has a significant impact on employee engagement.

Primarily focusing on the Uncertainty avoidance dimension, (Peng et al., 2012) compared their findings with (Lenssen et al., 2007). Partially consistent in terms of power distance and masculinity, they observed that Individualism and uncertainty avoidance have no significant impact on CSR perceptions, hence, pointing out MNC's to shape voluntary initiatives based on the specific cultural values of a particular country (Kim & Kim, 2010). However, in contrast to that, it was indicated that countries with Individualism and low uncertainty avoidance environment, are more committed to CSR whereas high power distance and masculine cultures results in lower levels of CSR commitment (Peng et al., 2012). Moreover, it was found that in countries with Strong Uncertainty Avoidance, the stress is higher because of unknown future conditions and ambiguity, ideas and behaviors different than usual are not tolerated (Parboteeah, Addae, & Cullen, 2012). In countries with low Uncertainty Avoidance, there is lower anxiety and stress for ambiguous situations, being different is accepted and tolerated so there will be higher concerns for socially responsible behaviors (Kucharska & Kowalczyk, 2019). Therefore, following hypothesis is established:

H_{3a}: Uncertainty avoidance has a significant impact on employee's perceptions of firm's CSR performance.

Moreover, national culture matters in relation to use of incentives within firms and has an impact on efficiency. Similarly, a study in Greece showed that in uncertainty avoidance societies, managers fear risk-taking and individual initiatives are not applauded in the workplace; however, it was found that increased formalization resulted in lower job-related stress but did not impact performance (Joiner, 2001). Similarly, low uncertainty

avoidance societies seem to appreciate workplace flexibility and informality which can engage employees at work (Stankiewicz & Moczulska, 2012). Therefore, it is hypothesized that:

H_{3b}: Uncertainty avoidance has a significant impact on employees' engagement.

Furthermore, in low power distance societies, there is a participation based environment grounded on using power to a legal extent whereas in high power distance societies, there are autocratic environments where subordinates are told of what they are supposed to do. People accept the orders, equity and justice are not ensured in such highly structured environments and environmental matters are not the prime priority of organizations (Scholtens & Dam, 2007). Hence, consistent with the findings of (Peng et al., 2012), we hypothesize the negative relationship in terms of following hypothesis:

H_{4a}: Cultures with high power distance exhibit lower levels of CSR performance perceptions.

Furthermore, Hofstede's dimensions demonstrated the link between power distance dimension and employee behaviors (Hofstede, 1984; Dartey-Baah, 2013). He found that in high power distance cultures, a manager uses rigid rules inhibiting creativity and innovation with no participation in decision-making whereas in low power distance societies, managers focus on empowerment leading to engaged and committed employees (Zhong, Wayne, & Liden, 2016; Kucharska & Kowalczyk, 2019). Therefore, it is hypothesized that:

H_{4b}: Cultures with high power distance exhibit lower levels of employee engagement.

While reference to Masculine dimension, it was found that in Feminine cultures, minimum differentiation is done between genders and family where work is balanced whereas Masculine Societies are male driven, differentiation is done between men and women and few women can manage to get top positions. With gender inequalities in practice, firms are less inclined towards the betterment of society, improving the quality of life and sustainable practices (Ho et al., 2011). Hence, consistent with the findings of (Power, Klassen, Kull, & Simpson, 2015; Kucharska & Kowalczyk, 2019) demonstrating the positive relationship between feminist cultures and CSR Perceptions and vice versa, following hypothesis is formulated:

H_{5a}: Masculine cultures exhibit lower levels of CSR performance perceptions.

Masculine dimension, showed that highly masculine cultures offer limited opportunities for employee involvement and henceforth, low employee engagement (Hofstede, 1984). Therefore, it is hypothesized that:

H_{5b}: Masculine cultures exhibit lower levels of employee engagement.

Capitalizing on Collectivism dimension, it was showed that in Individualism, task is preferred over relationship, right of privacy is given, focus is on "I" notion and personal opinion is valued and accepted whereas in collectivist cultures, there are strong, cohesive groups, relationship is highly valued and focus is on building harmony and "we" notion (Ho et al., 2012). There is an inclination towards the interests of all the individuals associated directly or indirectly with the organization rather than merely focusing

on self-interest (Parboteeah et al., 2012; Kucharska & Kowalczyk, 2019). Therefore, it is hypothesized that:

H_{6a}: Collectivism has a significant impact on employee's perceptions of firm's CSR performance.

Furthermore, it was found that work engagement is found to be greater in individualist cultures. However, another study reported the significant impact of collectivism on employees' engagement specifying that individualist dimension also contributes to some extent (Kumar, 2019). Therefore, it is hypothesized that:

H_{6b}: Collectivism has a significant impact on employee engagement.

Relationship between Employees CSR Perceptions and Engagement

Extant literature shows the positive link between CSR Perceptions and employees' engagement indicating that employees exhibit sense of pride when their organization displays commitment towards the society and relevant stakeholders which in turn will escalate the engagement level of employees (Caligiuri, Mencia, & Jiang, 2013; Glavas, 2012; Tsourvakas & Yfantidou, 2018). Consistent with the results of (Zhang, Di Fan, & Zhu, 2014), it was observed amongst Chinese employees the employees who display positive work behaviors at the workplace when they possess positive perceptions of an organization engages in CSR activities for all the concerned stakeholders groups (Newman, Nielsen, & Miao, 2015). Furthermore, the relationship between these variables was determined by studying 673 adults from five different regions arguing that this relationship is not universal and it is dependent on individual and situational factors. They showed that the relationship between CSR Perceptions and employee's engagement will be stronger when employee's exhibit higher autonomy and they are high on individualism dimension (Rupp et al., 2018). Signifying the same results, a model was tested of CSR awareness and its interactive effect on behavioral work outcomes on service employees in the hospitality industry. Results showed that awareness of CSR practices is positively linked with behavioral outcomes including satisfaction and engagement and it is negatively linked to emotional exhaustion. From a theoretical viewpoint, it demonstrated that CSR awareness paybacks not only from the perspective of potential investors, customers or potential employees but also drives positive consequences for the current employees (Raub & Blunsch, 2014). Thus, it can be hypothesized that:

H₇: Employees perceptions of CSR activities significantly affect employee's engagement.

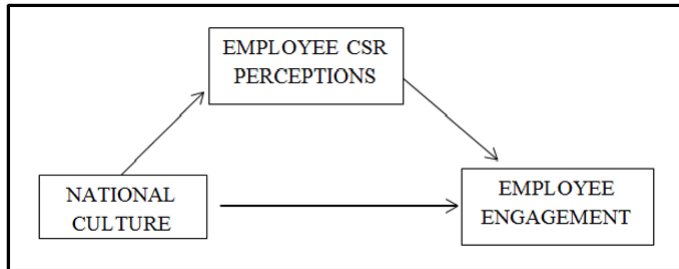
Methodology

Participants and Procedure

The research is quantitative in nature. Primary data through self-administered surveys was collected. Data is cross-sectional in nature from full-time permanent employees (N=

192) of IT sector of Pakistan. Estimates shows that total number of employees employed in IT sector of Pakistan are approximately 140,000 which constitute the target population for this study. Sample size turned out to be 384 as per the population size (Sekaran & Bougie, 2016). Therefore, 500 questionnaires were administered. Out of which 298 were received, 106 surveys were incomplete leading to 192 responses for analysis. Snowball sampling technique has been used as it was difficult to access location of IT firms so initial contacts were made and then respondents were asked to refer to similar cases (Cooper, Schindler, & Sun, 2006). However, this technique poses a threat to internal validity through selection bias. To address this, we identified certain characteristics such as age group, education level; job experience and management level so that respondents remain alike in terms of intrinsic characteristics. Moreover, wave analysis test showed that mean differences between respondents of the first and third round for the survey items were equal to zero depicting that self-selection bias is minimal in this research.

Figure 1
Conceptual Model



Analysis has been conducted in ADANCO software version 2.0.1. Partial least square (PLS) which is a variance-based method of SEM has been employed. A PLS path model covers two dimensions. First, it highlights Measurement model showing construct reliability and validity. Second, it highlights Structural Model by providing a way for hypothesis to be tested (Henseler, Hubona, & Ray, 2016).

Measures

Data collection was done through primary data using structured questionnaire comprising of closed-ended questions. Questionnaire was comprised of two sections. First section measured the demographic characteristics of respondents. Second section was aimed at measuring the cultural aspects, CSR Perceptions and employee's engagement levels. Likert scale is followed with options from 1 (strongly disagree) to 7 (strongly agree).

Employees' perceptions of their employer's CSR were measured by (Maignan & Ferrell, 2001) discretionary corporate citizenship measure. This measure accurately adopts the meaning of CSR employed in this study and is frequently used as a CSR perceptions measure. Five items are covered under this construct covering environmental sustainability, taking care of employees and working for the benefit of society and community. Higher scores indicate positive employees' perceptions that employer actively par-

ticipates in CSR activities. Utrecht Work Engagement Scale composed of 17 items were used to assess employees' engagement (Bakker & Albrecht, 2018), covering the three sub-dimensions of work engagement, namely, vigor, absorption, and dedication. Items were averaged to provide overall scores of work engagement. Higher scores show that employees feel more engaged at work.

Table 1
Descriptive Profile of Respondents

Characteristics	Frequency
Gender	Male (n=138) Female (n=54)
Management Level	Top level manager (n=14) Middle level manager (n=122) Lower level manager (n=56)
Formal Education	Secondary school certificate (n=5) An undergraduate degree (n=68) Master's Degree (n=89) Postgraduate degree (n=22) Other (n=8)
Age Group (years)	Under 30 years (n=64) 31-40 years (n=93) 41-50 years (n=35) 51-60 years (n=0) More than 60 years (n=0)
Experience	Below 1 year (n=48) 2-8 years (n=37) 9-15 years (n=79) More than 15 years (n=28)

National Culture 19-items scale were adopted from Hofstede (1984) covering five prominent cultural dimensions proposed by Hofstede including power distance (PD), uncertainty avoidance (UA), individualism, masculinity and long-term orientation (LTO). Higher scores indicate low power distance society, high on collectivism, high uncertainty avoidance with a focus on masculinity and long-term orientation.

Diagnostic Tests

Particularly, in this research, configural invariance (i.e., equivalent factor structure) and metric invariance (i.e., equivalent factor loadings) has been examined for the related constructs as well as reliability, convergent validity and discriminant validity of the scales were assessed.

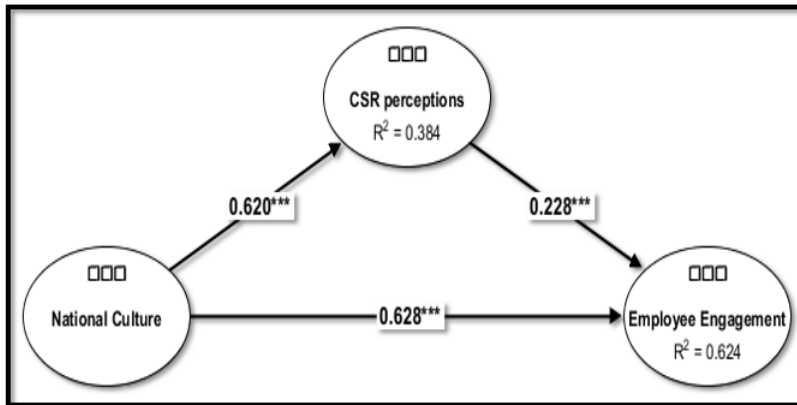
Content Validity i.e. assurance that the test is comprised of items from the desired "content domain" by the informed item selections was done through panel of two experts of relevant field. Face Validity which shows that the test "looks like" a measure of the relevant construct and depicts the type of information to the respondents that has been asked for was also verified through panel of two experts of relevant domain. ADANCO 2.0.1 provides three reliability correlation coefficients for reflective constructs with multiple indicators: Dijkstra-Henseler's rho (Henseler et al., 2016), Composite reliability (Werts, Rock, Linn, & Jöreskog, 1978), and Cronbach's alpha showing Criterion-

Related Validity and internal consistency. Intra-class correlations were also computed in order to ensure that conducting individual level hypothesis tests using the pooled sample was justified. Moreover, Internal Construct Validity through inter-item correlations and covariances were obtained.

National culture and work engagement are second-order constructs. Therefore, the hierarchical construct model was used for model (Henseler et al., 2016) assessment and hypothesis testing. In addition to PLS Algorithm, Bootstrapping procedure of 192 samples is applied to create the significance level of the paths defined, standard error of the estimate and t-values. Structural model estimates the path coefficients indicating the strength of the relationships between the independent variables and dependent variable and R-square value. Analysis includes beta values, t-value, Sig, Cohen's f². The corresponding t-values demonstrate significance level using the magnitude of the standardized parameter estimates between the constructs. A 5% significance level ($p < 0.05$) is used as a statistical decision parameter (Cowles & Davis, 1982; Fisher, 1925).

Results

Figure 2
Measurement Model



Measurement Model Assessment

SRMR value of 0.08, as proposed by Hu and Bentler (1999), appears to be better for variance-based SEM. In this case, which is 0.0668, displaying theoretical model's fit. Table 2 displays the model fit indices. Internal consistency reliability was proven for all constructs as all Cronbach's α estimate were greater than or close to 0.6. The model displayed satisfactory convergent validity as the AVE of all the uni-dimensional constructs is above the criterion of 0.5 (Fornell & Larcker, 1981) except CSR perceptions construct. Likewise, heterotrait-monotrait (HTMT) values are significantly smaller than 1 so it can be inferred that all constructs fulfill discriminant validity requirements (Henseler et al., 2016).

Table 2
Construct Reliability and Convergent Validity

Construct	Sub-dimensions	Indicators	Dijkstra-Henseler's ρ_A	Jöreskog's ρ_c	Cronbach's alpha (α)	Average variance extracted (AVE)
National Culture		5	0.9146	0.9364	0.9144	0.7468
	Power Distance	3	0.6113	0.714	0.4342	0.4969
	Individualism / Collectivism	4	0.7864	0.8577	0.7776	0.6026
	Uncertainty Avoidance	3	0.7098	0.8379	0.7097	0.6327
	Masculinity / Femininity	4	0.5232	0.7350	0.5193	0.4103
	Long term Orientation	3	0.7528	0.8190	0.7196	0.4829
CSR Perception		5	0.6796	0.7726	0.6319	0.4160
Employee Engagement		3	0.8599	0.9055	0.8436	0.7619
	Vigor	6	0.7187	0.8047	0.7086	0.4101
	Dedication	5	0.8508	0.8903	0.8450	0.6199
	Absorption	6	0.7934	0.8466	0.7811	0.4822

Table 3
Discriminant Validity: Fornell-Larcker Criterion

Construct	National Culture	CSR Perceptions	Employee Engagement
National Culture	0.7468		
CSR Perceptions	0.3845	0.4160	
Employee Engagement	0.5924	0.3813	0.7619
Squared correlations; AVE in the diagonal.			

Hierarchical Construct Models and Structural Model Assessment

As shown by sig values and consistent with the expectations, H_{1a} and H_{1b} is supported as a significant relationship was observed between national culture and CSR perceptions of employees ($p < .05$) and employee's engagement ($p < .05$). Moreover, mediation relationship was recognized. Furthermore, CSR perceptions are also found to be related with employees' work engagement ($p < .05$). Hence, H_7 is supported.

With reference to cultural dimensions, H_2 is also supported which shows that Long term orientation is related with employee's perceptions of firm's CSR performance. H_3 is not supported indicating that Uncertainty avoidance has no link with employee's perceptions of firm's CSR performance. H_4 showed that cultures with high power distance exhibit lower levels of CSR performance perceptions, which is accepted. This effect is consistent with the conceptualization of this study as employees with lower power distance approach actually derive the most meaning from the CSR they perceive, when they view their compliance with, advocacy for, and involvement in CSR. H_5 indicate that Masculine cultures exhibit lower levels of CSR performance perceptions, which is also accepted as this research also highlighted that feminine culture which stresses quality of life as more important would show higher levels of CSR performance perceptions. H_6 is not supported emphasizing that Collectivism is not related with employee's perceptions of firm's CSR performance.

As per Cohen (1988) effect size interpretations, $f^2 \geq 0.35$ shows strong effect, $0.15 \leq f^2 < 0.35$ demonstrates moderate effect, $0.02 \leq f^2 < 0.15$ shows weak effect and $f^2 < 0.02$ shows un-substantial effect. Therefore, national culture and CSR Perceptions shows a strong effect, national culture also has strong effect on employee engagement whereas CSR Perceptions shows weak effect on employee's engagement. Supplementary analyses

revealed that 62% variation in employee engagement is because of the significant independent variable in this model. Taken together, these findings support the effectiveness of this theoretical model in ascertaining boundary conditions on the national culture-CSR perceptions-work engagement relationship.

Table 4
Effect Overview And Path Analysis

Effect	B	Indirect effects	Total effect	p-value (2-sided)	Cohen's f ²	Hypothesis Supported
National Culture ->CSR PERCEPTIONS	0.620		0.620	0.000	0.624	YES
National Culture ->Employee Engagement	0.628	0.141	0.769	0.000	0.646	YES
Power Distance ->CSR perceptions	0.265		0.265	0.000	0.096	YES
Power Distance ->E.E	0.351		0.351	0.000	0.163	YES
Individualism / Collectivism ->CSR perceptions	0.030		0.030	0.696	0.000	NO
Individualism / Collectivism ->E.E	0.072		0.072	0.448	0.003	NO
Uncertainty Avoidance ->CSR perceptions	0.118		0.118	0.170	0.009	NO
Uncertainty Avoidance ->E.E	-0.033		-0.033	0.725	0.000	NO
Masculinity / Femininity ->CSR perceptions	0.309		0.309	0.000	0.122	YES
Masculinity / Femininity ->E.E	0.243		0.243	0.000	0.073	YES
Long term Orientation ->CSR perceptions	0.204		0.204	0.020	0.027	YES
Long term Orientation ->E.E	0.277		0.277	0.010	0.048	YES
CSR Perceptions ->Employee Engagement	0.228		0.228	0.000	0.085	YES

Table 5
Inter-Construct Correlations

Construct	National Culture	CSR Perceptions	Employee Engagement
National Culture	10000		
CSR Perceptions	0.6200	10000	
Employee Engagement	0.7696	0.6175	10000

Table 6
Inter-Construct Correlations

Construct	Power Distance	Individualism / Collectivism	Uncertainty Avoidance	Masculinity / Femininity	Long term Orientation	CSR perceptions	Vigor	Dedication	Absorption
Power Distance	1								
Individualism / Collectivism	0.6474	1							
Uncertainty Avoidance	0.5695	0.8152	1						
Masculinity / Femininity	0.5893	0.5957	0.6586	1					
Long term Orientation	0.6240	0.8040	0.8337	0.6756	1				
CSR Perceptions	0.5368	0.4849	0.5051	0.6059	0.5311	1			
Vigor	0.6656	0.6320	0.6037	0.6191	0.6661	0.6284	1		
Dedication	0.6108	0.5173	0.5179	0.4607	0.5689	0.4312	0.6538	1	
Absorption	0.5529	0.5189	0.4870	0.6169	0.5798	0.5291	0.7142	0.5698	1

Discussion

In this research, the relationship between CSR Perceptions and employee's engagement has been recognized but at the same time, it inquires and explore the impact of national culture on employee's CSR Perceptions and then on employee's engagement. Hence, based on the integrated framework of social identity, social contract and stakeholder theory, it was proposed that national culture impacts engagement levels of employees through CSR Perceptions. Extant literature showed empirical link about the relationship between CSR perceptions and employees engagement (Caligiuri et al., 2013; Zhao et al., 2019).

Based on the complex framework of social identity theory and social exchange theory, it can be inferred that cultural aspects affect CSR perceptions of employees and employees derive commitment from these initiatives, however, cultural dimensions are relevant for creating meaningfulness only in low power distance society with a long-term orientation and where feminine culture prevails. These findings are consistent with the results of Peng et al. (2012); Power et al. (2015). Similarly, link between national culture and employees' engagement explored in this study has reaffirmed the findings of Zhang et al. (2014) depicting that low power distance cultural orientation leads to more engaged employees (Hofstede, 1984; Dartey-Baah, 2013). Furthermore, employees having positive CSR perceptions of their employers are found to be more committed and engaged at workplace (Gond et al., 2017; Tsourvakas & Yfantidou, 2018). Moreover, when employees will be aware and involved in the CSR initiatives and will stress quality of life and show concern towards the society and community because of the significant cultural norms of that country, it will earn more commitment and loyalty from employees and they will be more engaged at their work leading to positive outcomes.

Practical Implications

This research provides insights for global and both for-profit and nonprofit organizations to understand the cultural context of a particular country in order to engage employees using CSR Perceptions. Based on the findings, it can be suggested that Managers/Practitioners may come up with employee programs/portals where employees can register themselves and express their opinions without fear of retribution considering their opinions as valuable contributions for the organization. Moreover, clear and detailed organizational rules should be set clarifying what is expected from employees and rules and regulations should be presented in such a way that it creates respect in the views of employees rather than considering it as a hindrance to their freedom. Alongside, Flexible Company Policies should be practiced clearly stating all the available flexible programs with the expected outcomes to enable employees to better coordinate work and personal life. Furthermore, Managers may introduce simple and effective planning tools which can be referred before taking actions. Managers must take care of self-esteem and self-recognition of individuals which should be the key priority, for organizations, to make employees committed. Moreover, work should be designed in such a way that it creates meaningfulness and enhances satisfaction and determination of employees. Additionally, Employee Benefit Plans and Policies should be in place preferring long term outlook rather than seeking immediate benefits that will set direction and will allow employees to work persistently.

Theoretical Implications

This study sheds light on the relationship between CSR Perceptions and employee's engagement but its novel contribution lies in the micro-CSR literature by linking national

culture dimensions with Employees engagement, an area which is less explored as compared to other determinants of employees' engagement. Thus, by integrating social identity, social contract and stakeholder theory, it provides comprehensions regarding how and why cultural aspects affect employees CSR Perceptions and their reactions at workplace.

Methodological Implications

This research reported new empirical links/evidences and offers empirical support for the notion that employee's CSR Perceptions are derived from the national culture. This indicates better and deeper understanding of how employee's CSR perceptions are shaped by the cultural aspects of a particular country, which is Pakistan in our case, and then its impact on enhancing the level of engagement of employees. Moreover, methodological contribution is made which highlights Employees' CSR Perceptions as a mediator. Furthermore, IT sector of Pakistan was taken as a social lab which is explored not so often in other similar studies.

Conclusion

To conclude, nobody can deny the benefits of employee's engagement. When employees are engaged, they are healthier, feel energetic and are more productive for the organization. Before this, earlier researches focused on designing motivating jobs for engaging employees, recent attention has been paid to CSR as it is found to act as a unique source of meaningfulness for employees. However, it is essential to understand that engaging in CSR activities is not enough rather making employees aware and involving them in those activities is also important. This is where the role of culture comes into play. All efforts will be useless if organizations and particularly managers fail to understand the cultural context of the workforce. At last, this study highlights the need to engage the most valuable asset of the organization for the benefit of the employees, organization and region on the whole.

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