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SUSTAINABILITY OF CSR ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR, WORK ENGAGEMENT AND JOB SATISFACTION: EVIDENCE FROM IRAQ

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Sustainability of CSR on Organizational Citizenship Behavior, Work Engagement and Job Satisfaction: Evidence from Iraq

Ferman ISMAEL¹, Mehmet YESILTAS²

Abstract

In spite of the increase attention on the corporate social responsibility (CSR) which is considered to be a responsible social behavior of a firm towards its stakeholders and environment, the underlying explanation mechanism that could describe this relationship has not been exhaustively investigated, especially in the context of Iraq. Thus, this study developed a theoretical model of moderation and mediation to provide deeper insight on the impact of CSR on the work engagement and organizational behavior. This research is focused on employees in Iraq, with primary data acquired using a structured questionnaire answered by 524 respondents. The study was undertaken to highlight employees' perception of the different aspects of CSR and their effect on job satisfaction, work engagement, and organizational citizenship behavior. Data analysis was carried out using structural equation modeling, a combination of multiple regression and factor analysis. The study findings explicitly demonstrate that the dimensions of Corporate Social Responsibility have a very strong positive effect on Organizational Citizenship Behavior and Work Engagement. In addition, work engagement was found to have direct relationship with organizational citizenship behavior and job satisfaction, while job satisfaction has a direct relationship with organizational citizenship behavior, and mediating/moderating effect on the relationship work engagement and organizational citizenship behavior. Finally, the theoretical and practical implications of our findings were discussed in the study.

Keywords: corporate social responsibility, job satisfaction, organizational citizenship behavior, work engagement, Iraq, social benefits.

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Introduction

Presently, the perception among the enterprises is on the increase that the achievement of business sustainability and the shareholder value cannot be solely achieved through the maximization of short-term profits, but through a responsible behavior (Mahajan, 2011). Firms are in the know that they can be a contributor to sustainable development through the management of their operations in the manner that it will contribute to the economic growth enhancement and competitiveness, while at the same time ensures the protection of environment and promotion of social responsibility (Farid *et al.*, 2019). In today's global market climate, one highly discussed subject is corporate social responsibility (CSR). The definition has evolved from a simple "good but optional" practice to a virtually mandatory practice for businesses, and these corporations are now actively engaged in these key social issues. The reasons that businesses are successfully integrating CSR into their business plans are company reputation, brand image, enhanced shareholder value, strengthened customer and government ties, and risk management (Mahajan, 2011). Employees today are increasingly mindful of expanding organizational responsibilities within the community, which suggests that they view CSR as one of the key things that managers ought to address. When awareness of this topic is improved, this will have a positive effect on the actions and activities of the workers (Farid *et al.*, 2019).

We can describe Corporate Social Responsibility as 'policies and practices that primarily deal with voluntary relationships between an enterprise and its community and societal stakeholders'; CSR can be considered an organization's business strategies and activities that are socially responsible and create positive outcomes in the organization (Fortunati, Mertiniell, & Morea, 2020; Maldonado-Erazo *et al.*, 2020).

Ademosu and Ademosu (2008) described "Corporate Social Responsibility (CSR)" as the commitment of any firm to the political, financial, educational, and economic growth of the community and the area in which it is involved. However, Corporate Social Responsibility (CSR), though an important thing to do morally, is not a law. CSR can also be used as a means to reward and thank the community, culture, and environment in which the company works. Today, global awareness, mostly in the private sector, of the value of social responsibility helps to uphold the society's equilibrium, environment, and economy without neglecting any of them, leading to sustainable development (Maldonado-Erazo *et al.*, 2020). Van Beurden & Gossling (2008) opined that with assistance of CSR, many organization have been able to cope with the uncertainty that pervades the business environment. In addition, Mahmood *et al.*, (2020) observed that engament of firms in CSR has assisted in the achievement of sustainable development, as it has been revealed that the demand for eco-friendly products and services has been on increase.

Brammer, Millington, & Rayton (2007) attempted to explore the effect of three facets of socially responsible behavior on organizational involvement. Their model contained a set of variables drawn from the literature, and genders were analyzed separately. From their findings, they discovered that external CSR had a strong link to work engagement and that CSR had a very noticeable effect on organizational commitment and an employee's job satisfaction. Another study sought to explore why and how CSR would positively affect employee attitudes, the study concluded that perceived Corporate Social Responsibility was strongly linked to work satisfaction, judging by its effect on total justice perceptions and organizational identity (De Roeck *et al.*, 2014). A significant part of many CSR programs, however, includes attempts to convey the socially conscious practices of the company to its workers. These communications may include, for example, reports on current CSR activities and the CSR ideology of the enterprise via email, the company website, or the company newsletter.

There are four indicators of CSR according to Carroll (1991): economic, legal, ethical, and philanthropic. The economic indicator deals with the economic obligations of the company in terms of competitiveness, productivity, and organizational performance, while the regulatory indicator deals with the duty of the company to comply with the business rules and regulations (Carroll, 1991; Lee, Lee, & Li, 2012). The ethical indicator applies to the duty of the organization to accept and uphold ethical principles and to be equitable in acting outside its legal requirement, and the philanthropic indicator is aligned with the role of the organization to be a decent corporate entity (e.g., improving the welfare of individuals) (Carroll, 1991; Lee, Lee, & Li, 2012).

Although the topic of CSR has been among extensively studied phenomena for the last couple of decades, there are still gaps that need to be discussed. As stakeholder interest grows, the trend of firms' responsibilities also increases, and this leads more specifically to global issues such as the constructive protection of natural resource perseverance, elimination of poverty, preservation of human rights, the environment (Odugbesan & Rjoub, 2019), and the perceived contribution to the sustainable competitive advantage (Liczmańska-Kopcewicz *et al.*, 2019). According to the World Bank, CSR is a global pledge to add value to sustainably develop the economy and to improve the quality of life all over the world. What is good for business, then, is good for society, as well. According to the World Business Council for Sustainable Growth, Corporate Social Responsibility is a continued pledge by firms to be ethical in their behavior and add value to economic progress in the local or larger society, as well as enhance the life of workers and their families. Meanwhile, according to ISO 26000, the key characteristic of social responsibility is an organization's ability to recognize the financial actions and behaviors that influence the community and environment (Abbas *et al.*, 2019). CSR thus tends to enhance decision-making processes that are definitely a positive influence. The CSR plan is considered part of a company's commitments (Mahmood *et al.*, 2020). A limited liability company's social and environmental

obligations reflect how it handles its effect on financial statements (Maldonado-Erazo *et al.*, 2020; Van Beurden & Gossling, 2008).

The duty inherent in each investment company is important for continuing to establish harmonious and sustainable relationships (Saedi *et al.*, 2015), as well as for complying with the environment, principles, norms, and local culture surrounding it. In his book "Corporate Social Responsibility - An Implementation Guide for Businesses", Hohnen outlined in depth the many advantages that businesses reap from the successful application of Corporate Social Responsibility, which was corroborated by other similar studies (Saedi *et al.*, 2015).

CSR will boost supply security and the overall stabilization of the sector. CSR assists the interests of parties concerned about the impact of a corporation by effectively anticipating and managing the risks. Implementation of CSR satisfies the conditions for transparency and guarantees better governance to help revenue estimates and other economic decisions. CSR complements the improvement of analyst prediction performance and thereby promotes a detailed corporate governance perspective (Maldonado-Erazo *et al.*, 2020). The implementation of CSR also has an indirect effect on the accuracy of the analysts' forecasts to boost the financial user's estimated earnings potential (Farid *et al.*, 2019).

Though, notable literature on the CSR have investigates the concept from different perspective to demonstrates its influence on firms' activities abounds, as some relates it to employees' behavior (Abbas *et al.*, 2019; Mahmood *et al.*, 2020; Wang *et al.*, 2017). Customers satisfaction (Saedi *et al.*, 2015), firm reputation (Wang & Berens, 2015), and human resources (McWilliams, Siegel, & Wright, 2006), but the empirical evidence on the relationship with work engagement and organizational citizenship behavior are limited, especially in Iraq which is an emerging economy, whereas, these areas are germane as they contribute to the sustainable competitive advantages of an organization (Liczmańska-Kopcewicz *et al.*, 2019). This view corroborated the view of McWilliams, Siegel, & Wright (2006) who posited that creation of sustainable competitive advantage by an organization is possible when the firm effectively directing and operating the firm resources and competencies, which are tacit in nature, valuable and could not be easily imitated, also no possibility of access to alternatives. Branco & Rodrigues (2006) then observed that the initiatives of CSR in an organization could help in the development of these resources and competencies. Different from before where studies on CSR was solely on the discuss of the firms' responsibilities to the society or the effect of CSR activities on firm financial performance, in the this contemporary business day, different sizes of business have embraced the CSR concept and are trying to have multiple integration of stakeholders in their policies, decisions and operations (Carroll, 2015). Due to this, the effect of CSR becomes a core business strategy that many scholars and managers pay significant attention to its implication of their strategy (Kunda, Ataman, & Behram, 2019).

Employees play a significant and critical part in the CSR activities of the organization, so it is very important to study their attitudes towards CSR. Several companies in Iraq still carry out CSR operations for stakeholder interests and have begun engaging in CSR projects to achieve high rates of cultural, economic, and social benefits. The impacts of CSR on different elements, such as organizational citizenship behavior (OCB), work engagement, and job satisfaction, have not been extensively investigated by the previous researchers in the past, moreover, some of the few available ones were not centered on Iraq or its companies.

This research study will be helpful for analyzing the impact of corporate social responsibility on organizational citizenship behavior (OCB), work engagement, and the moderating role of job satisfaction in selected companies in Iraq in order to fill the existing gap in the literature. This research makes important contributions to the body of knowledge at both industry and academic levels by broadening awareness on the effect of the four aspects of CSR (economic, ethical, legal, and philanthropic CSR) on work engagement and organizational citizenship behavior, with the moderating effect of job satisfaction in the relationship between work engagement and organizational citizenship behavior. An analysis of this nature was conducted in the past by a handful of scholars, but none centered on Iraq's business environments. With an evolving and growing economy, Iraq aims to be a fortress market center in the Middle East, and it is thus important to research CSR properly to determine its effect on employee engagement and organizational citizenship behavior. This article responds to other researchers' calls for further analysis into the strong link between Corporate Social Relationship practices and organizational performance in growing economies which is an impetus for the achievement of sustainable competitive advantage (Hamadamin & Atan, 2019).

Literature Review

Employees are very critical internal members of an organization; they care about whether the company fulfills any of its moral obligations (Azim, 2016), and it very profoundly impacts their efficiency and behavior towards work. The theory of organizational justice is meant to clarify them. Moorman (1991) carried out research using data acquired from two companies in the midwestern United States to ascertain the relationship between employees' perceptions of fairness and organizational citizenship behavior, and it was discovered that their perceptions of fairness, especially the ones surrounding interactional justice, were very effective in forecasting citizenship incidence. This is the theory of organizational justice. Rupp *et al.*, (2006) attempted to explicitly define Corporate Social Responsibility by carrying out a small study on organizational justice. He introduced a conceptual paradigm and discovered that CSR could frame employees' perceptions of their organizational justice. The belief by workers that their organization treats society

fairly could lead to the idea that their company should also be fair with them. This mindset could result in job satisfaction.

The theory of organizational justice also gives workers the ideology that the organization will fulfill their psychological needs regarding fairness. They expect that this belief for their organization will generate positive feelings in them. The sensation of being treated equally could help employees trust their company, resulting in better and more positive attitudes to jobs (Leigh, Murphy, & Enis, 1988). This implies that if workers observe that Corporate Social Responsibility programs are undertaken by the organization, then a significant improvement can be seen in the employees' work attitudes, and the employees will display organizational engagement. According to the principle of dissonance, as workers find employers more morally and socially accountable, tensions between employees and organizations decrease, and workplace satisfaction rises (Stein, Morris, & Nock, 2012).

Theoretical Aspect of Corporate Social Responsibility

The interpretations and concepts of Corporate Social Responsibility are continually changing as a result of the ongoing transformation of the economy and culture. Not to be confused by the various CSR definitions, this research adopts the description provided by Riyadh, Alfaiza, & Udin (2019) Corporate Social Responsibility applies to corporate actions that are intended to defend or encourage social well-being and do not promote the interests of the companies and shareholders of the organizations (Riyadh *et al.*, 2019). Most scholars agree that Corporate Social Responsibility is not a straightforward phenomenon that applies to stakeholders of many organizations, including populations, workers, customers, and the surrounding community (Bosch-Badia, Montllor-Serrats, & Tarrazon-Rodon, 2017). Some of the beneficiaries of CSR are the internal stakeholders of the company, while the rest are stakeholders outside of the organization. This analysis thus splits the expected CSR for the workers into internal and external Corporate Social Responsibility (Schauefeli, Bakker, & Salanova, 2006).

External CSR applies to activities targeted towards local government, natural resources, and consumers (Ashrafi *et al.*, 2020). Among them, community-related CSR involves charitable contributions in favor of social initiatives, economic growth investments, and cooperation with NGOs (Ahmad *et al.*, 2020; Ashrafi *et al.*, 2020). CSR related to the environment involves activities relating to the conservation of the atmosphere, such as emissions control, environmental preservation programs, and sustainable growth strategies for future generations (Ashrafi *et al.*, 2020; Bosch-Badia, Montllor-Serrats, & Tarrazon-Rodon, 2017). CSR dedicated to the customer requires the delivery of quality products or services, customer satisfaction obligations, and the protection of consumer preferences above the regulatory criteria (Ahmad *et al.*, 2020; Bosch-Badia, Montllor-Serrats, & Tarrazon-Rodon, 2017). Internal CSR applies to steps that companies choose to take to achieve workplace

needs, effectively satisfy and enhance organizational fairness regarding workers (such as increasing work engagement and job satisfaction), and maintaining job protection, workforce growth, and development (Bosch-Badia, Montllor-Serrats, & Tarrazon-Rodon, 2017; Kim & Kim, 2016). By offering workplace wellness programs, internal CSR positively impacts psychological and physiological well-being, and CSR's main concept is to support staff rather than serve corporate goals (Ahmad *et al.*, 2020; Bosch-Badia, Montllor-Serrats, & Tarrazon-Rodon, 2017).

Liczmanska-Kopcewicz *et al.*, (2019) observed that due to the popularity of CSR, especially among the large business, it has often results to the instant and unprofessional implementation, which in turn leads to "greenwash effect". It is as a result of this that there have been calls for the modification of the concept of CSR, its main elements, and definition of the name among which is "corporate sustainability and responsibility". Some scholars have proposed a name changing (. Szumniak-Samolej, 2013). For instance, Szumniak-Samolej *et al.*, (2013) observed that "corporate social opportunity" was suggested which places emphasis on the opportunities that will arise from businesses through an innovation approach to this concept. Notably, these actions suggested a new paradigm that will be more than creating meaningful changes in the reasoning about strategic management, which will lead to an additional escalation of criticism and distrust of this concept (Liczmanska-Kopcewicz *et al.*, 2019). In view of these, after about 20 years of researching on CSR, Visser (2011) proposed a new model of CSR that will involve the need to change the way the concept is being understood and practices, and also the way of conducting business. Hence, CSR represents "corporate sustainability and responsibility" (Liczmanska-Kopcewicz *et al.*, 2019).

Organizational Citizenship Behavior (OCB)

When Organ (1997) defined discretion behavior, he said, "With discretion, an individual's behavior is not a requirement for an organizational role or an enforceable character specifically stated in the employment letter prior to resuming the job, but is instead a choice personally made by an individual so that failure to continue with that behavior does not have any repercussion whatsoever" (Kunda, Ataman, & Behram, 2019).

The concept of OCB, as described by Organ, is generally accepted and has been adopted many times in the literature. OCB, according to him, promotes operational performance not just to improve creativity and competitiveness but, equally, to form and benefit from good working relationships with employees (Dicke, Holwerda, & Kontakos, 2007), which in turn contributes to the achievement of sustainable competitive advantages (Hamadamin & Atan, 2019). Similar to disengaged workers, a committed staff participates more in OCB (Newman, Nielsen, & Miao, 2015). Workers demonstrate their Organizational Citizenship Behavior in five separate areas, including sportsmanship, public virtue, courtesy, and altruism. OCB-O and OCB-I are used to categorize these five areas in two

main branches (Jahangir, Akbar, & Begum, 2006). OCB-I behavior is for the people's benefit, including courtesy and altruism, while OCB-O behavior benefits recreational, political, and conscientious organizations. Altruism connotes the strong desire to do good to others without motivation from a financial benefit in the company (Dicke, Holwerda, & Kontakos, 2015). Slight refers to performing in the enterprise past the required or planned standard. Sportsmanship is the showing of no negative actions when facing challenging tasks or events that are not going as expected. Courtesy refers to demonstrating respectful and supportive attitudes towards coworkers that improve organizational social connections. Finally, public virtue is the portrayal of the company by non-organization workers. Civic virtue gives employees the ability to relate strongly with their company, leading to increased productivity and performance of the organization (Dicke, Holwerda, & Kontakos, 2015).

Relationship between CSR and Organizational Citizenship Behavior (OCB)

It has been revealed in the organizational studies at the micro level of CSR that impact of CSR on employees' attitude and behavior such as OCB have begun to be investigated (Fu, Ye, & Law, 2014; Gao & He, 2017; Islam *et al.*, 2016; Jones, 2010; Lee & Kim, 2013; Newman, Nielsen, & Miao, 2015 ; Rupp *et al.*, 2013; Santhosh & Rupashree, 2018; Zhang, Fan, & Zhu, 2014). Hakimy *et al.*, (2012) posited that if a company makes provision for a greater socioeconomic reward to its workers, then there is possibility that the workers will return the favor by engaging in behavior like OCB that will lead to the firms' improvement. Similarly, Fu *et al.*, (2014) conducted a survey of 450 staff of five medium to upscale hotels in China for their research paper entitled "You do well and I do well? The behavioral consequences of corporate social responsibility". The findings show that perceived CSR indirectly affects OCB, for example, via the method of organizational identification. This finding was supported with the views of Glavas & Kelley (2014) who suggested that if firm move beyond and above its main task of the achievement of financial goals by engaging in CSR activities, the company staff would also be willing to go beyond the main job requirements by engaging in extra functions and discretionary behavior that could contribute to the firm performance.

Another study was also conducted on 184 "supervisor/subordinates dyads" in China three firms which were selected from the 2010 best 20 private companies. Their study's aim was to establish "the effect of how employees perceive corporate social responsibility activities and their effect on the performance at work and organizational citizenship behavior: with strong emphasis on the private sector business in China". However, their study did not discover any strong connections between CSR and OCB perceived (Fu *et al.*, 2014).

Meanwhile, Ko *et al.*, (2018) conducted a study on four five-star hotels in South Korea using a sample of 250 frontline service workers. Their objective

was to link the views of service employees on CSR and their citizenship behavior towards the organization, as well as the moderated mediation effect of individual characteristics. "They discovered a noticeable indirect impact of Corporate Social Responsibility on OCB, driven by organizational identification".

For the most part of early studies, researchers have focused on cognitive, affective, and contextual factors (Organ, 1998), but now, researchers have discovered a strong link between employees' OCB and their identification with a company. OCB helps companies operationalize and achieve targets (Lim & Loosemore, 2017; Podsakoff *et al.*, 2000, 2009). This is evident in the study of Zhang, Fan, & Zhu (2014) who collected sample data from 700 Chinese workers and used it to investigate the missing ties between high-performance work systems (HPWS), Corporate Social Performance, and employee outcomes. They concluded from their results that the expected CSP of the workers showed a substantial effect on HPWS satisfaction, affective commitment (AC), and OCB.

In their research on Model Corporate Citizenship, "Work Engagement and Organizational Trust", Lin *et al.*, (2010) show that, on the job, people who understand that the company undertakes their CSR programs are more likely to show OCB. A recent study by Iqbal *et al.*, (2018) on the effect of adequate leadership on Organizational Citizenship Behavior and on the mediating position of CSR has shown a strong connection between Corporate Social Responsibility and Organizational Citizenship Behavior among workers employed in the banking system of Pakistan. This corroborated the study of Abdullah & Rashid (2012) who conducted research into the five dimensions of CSR (CSR for government, the employee, society, environmental protection, and CSR for the customer) to assess their effect on OCB. They circulated 170 questionnaires and evaluated 154 of them. The findings show that CSR programs play a constructive part in improving the OCB of employees. Similarly, Gao & He (2017) performed a study on numerous Chinese companies using data from a sample of 220 workers and discovered that corporate social responsibility had a strong impact on Organizational Citizenship Behavior. Moreover, Rupp *et al.*, (2013) performed a survey on 245 employees taking part in various MBA programs in the USA and found that the understanding of external CSR by employees affected OCB positively.

Lamm, Tosti-Kharas, & King (2015) developed an adaptive model in their study to evaluate the interaction between Perceived Organizational Support towards the environment (POS-E) with the organizational citizenship practices of workers towards the environment (OCB-E) and attitudes towards work. Through their results, they also found that Corporate Social Responsibility had a beneficial impact on Organizational Citizenship Behavior. The complete scientific data show that Corporate Social Responsibility affects OCB positively.

As discussed in Blau (2017: 13-16), the philosophy of social exchange shows us the reason that workers perform extra-role behaviors. If workers view the Corporate Social Responsibility efforts of the company as rational, they demonstrate

cooperative actions in the workplace in response. Moreover, when organizations provide social and emotional support to their workers, the workers show an act of gratitude (Chiang & Birtch, 2010). The concept of reciprocity suggests that workers are obligated to pay for their company's beneficial activities. In view of the understanding from the literature, we propose that perception of employee on CSR has direct relationship with the OCB.

H1: Employees' perception of CSR is directly related to their Organizational Citizenship Behavior.

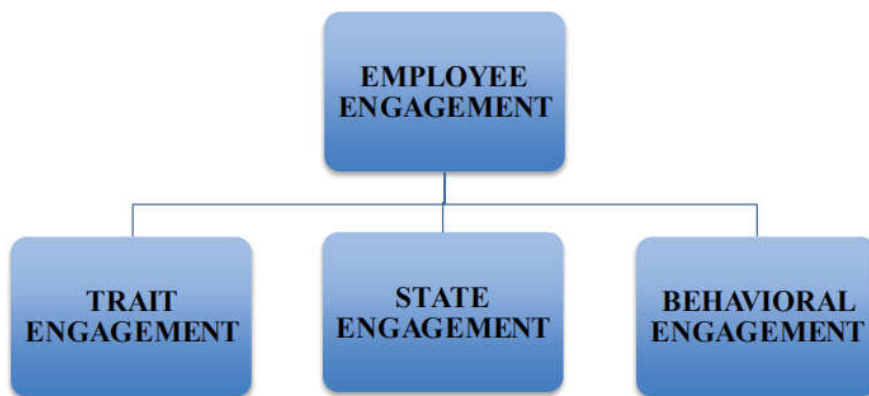
Work Engagement

Within the literature, the idea of work engagement has no clear dominant meaning. Practitioners and scholars have come up with many distinctive concepts during its evolution (Kinoglu, 2015). Practitioners approach work engagement from a performance perspective, while academics place particular emphasis on an individual's psychological state. Evaluating work engagement from all sides is critical because it can be misdefined, focusing on only psychological or performance perspectives (Macey & Schneider, 2008). It is the people and the enthusiasm with which they work that make a company get an edge over others. As Bakker and Leiter 2010: 3) described it in their book chapter "Work Engagement: Introduction", the dedication in work engagement helps workers achieve their full potential on the job.

Kahn (1990: 694) provided a description of work engagement, and this definition is the most commonly used concept in this review, described as "harnessing the participants of the company to their duties at work; engaging and communicating themselves mentally and physically during role success". Hakanen, Bakker, & Schaufeli (2006) used a model to suggest that the work-related well-being of teachers involves two parallel processes: the energetic process and the motivational processes. The results confirmed both processes, though the energetic method appears to be highly prevalent. In a survey of 102 employees working in different organizations, attempts were made to validate a model of the antecedents and repercussions of work and organizational commitments using the theory of social exchange. From their results, they also discovered a clear correlation between engagement and respected personal and organizational outcomes, such as improved commitment, lower turnover rates, stronger employee performance, and greater success of the company (Saks, 2006).

Currently, employees have huge expectations of their bosses. In addition to the standard package of rewards, they are searching for additional components, such as motivation. They expect their bosses to motivate them to feel good about their choice of work, see *Figure 1*. They expect their employer to inspire them to feel good about their choice of employment. Macey and Schneider (2008) made an important point about work engagement from past topics and insights. According to their study, engagement is used to represent participation, commitment, and

emotional feeling as a psychological condition or Organizational Citizenship Behavior and role expansion as efficacious criteria. Macey and Schneider (2008) opined that engagement has three parts, and this is depicted in *Figure 1*. As depicted in *Figure 1*, “State engagement” encompasses empowerment, commitment, involvement, and satisfaction, while “behavioral engagement” encompasses role extension and OCB, and as for “trait engagement”, it encompasses knowledge and personality. Psychological elements of engagement exist mainly in state engagement. Behavioral engagement primarily addresses individuals’ extra-role activities, and trait engagement explores workers’ favorable view of their jobs (Macey & Schneider, 2008).



Relationship between CSR and Work Engagement

Various studies on CSR and work engagement have shown that recognizing these principles can help companies and can add to their relationship with their employees (Hamed, & Kiumars, 2015). Tariq (2015) described engagement as having a strong connection with how workers evaluate the corporate social responsibility programs of their organizations. He highlighted in his study that workers are less interested in their work when they are not pleased with their company’s corporate social responsibility activities as compared with happy workers. If workers understand the commitment of the company to CSR, then they are more likely to demonstrate constructive actions, which contributes to better production on the job (Tariq, 2015). Other advantages of CSR include decreased turnover and attraction of prospective workers. Slack, Corlett, & Morris (2015) attempted to explore work engagement with corporate social responsibility using one-on-one interviews and observations from a large competitor company in the UK. His study was able to explain the relationship between employees’ work engagement and CSR using the principle of Social Exchange Theory. Similarly, Abdullah & Rashid (2012)

conducted research on the five CSR dimensions (CSR for government, employees, society, environmental protection, and CSR for customers) to determine their effects on OCB. There were 170 questionnaires distributed, although only 154 were analyzed. They built their work by analyzing the impact of internal and external CSR measurements and found that internal and external CSR interventions had a positive impact on improving the OCB-0 of workers.

Hadad and Fallahi (2015) made another claim by demonstrating that the constituents of OCB-0, which are civic integrity and conscientiousness, are clearly related to the organizations' Corporate Social Responsibility execution. Therefore, even though we do not require workers to undertake extra-role duties, such as acquiring extra education and job knowledge - activities described as civic virtue - they do it without being asked to. Meanwhile, the study of Glavas and Piderit (2009) shows the impact that organizational citizenship can have on high-quality interactions, work engagement, and innovative engagement. The authors tested the model on a group of 347 employees and found that the impact on work engagement arising from CSR's favorable perception by employees was increased according to how relevant corporate social responsibility was to him/her.

A recent study by Caligiuri, Mencin, & Jiang (2013) discovered a strong link between CSR and worker motivation in his research to assess the impact of industry-sponsored voluntary activities on workers and other business units, such as NGOs, using feedback from 116 corporate volunteers from a multinational pharmaceutical firm. This findings corroborates Glavas & Kelley (2014) who indicated that an explanation for the favorable link between Corporate Social Responsibility and commitment could be seen from how workers derive a great sense of satisfaction and value from their jobs. In view of these, corporate social responsibility encourages firms to surpass declarations of traditional principles, which are mere words and hold little value, and to simply start taking necessary actions to add significant value. In effect, it provides messages to staff that tell them the company's values; this observation is on the same path as the study that showed a favorable association between Corporate Social Responsibility and anticipated value congruence for potential workers (Jones, 2010). In fact, Corporate Social Responsibility may likewise help in seeking more meaningfulness through the workplace. In a study on meaningfulness, Rosso *et al.*, (2010) explored previous relevant studies with an aim to introduce new mechanisms for classifying current work and seeding new work. The study then opined that CSR is a way for workers to find meaning, as it has shown that it contribute to the common good.

Grant & Grant (2008) conducted three studies from data that they acquired from both the lab and the field, and they discovered that pro-social motivation strengthened the link that independent creativity ratings had on intrinsic motivation. In other words, once individuals feel confident about themselves, they are motivated emotionally and contribute to greater organizational identity. Generally, it is evident from the literature review that a positive relationship exists between CSR and work engagement.

Thus, we propose the following hypothesis: H2: *Employees' perception of CSR is positive and directly related to Work Engagement.*

Relationship between OCB and Work Engagement

Basing our claim on the notion that psychological experience from the workplace determines organizational behavior [66], we can state that Organizational Citizenship Behavior connects directly to commitment. Several scholars also believe that OCB is a kind of behavioral contribution (Organ, 1998). Babcock-Roberson & Strickland (2010) tested a mediation model on a group of 91 participants to connect leader charisma with organizational citizenship behaviors (OCB) through job engagement. Their findings revealed a full mediation of the effects of leadership on OCB through work engagement.

Certain studies have found that in-role and extra-role activities such as Organizational Citizenship Behavior are strongly affected by job commitment (Caligiuri, Mench, & Jiang, 2013). The studies stressed that some workers that are mentally engaged with their jobs and in their business are most likely to perform tasks that do not require their job status, and they invest the most time and energy in career-related problems and partnerships, i.e., OCB. In view of these arguments, the following hypothesis is formulated: H3: *Employees' Work engagement is positively related to OCB.*

Work engagement between Perceived CSR and OCB

From the study of Saks (2006), 'engagement is not an attitude; it is how much an employee pays apt attention and is focused in performing his duties.' Engagement emphasis is on the execution of one's structured function rather than extra-work and informal activities (Skas, 2006). Two types of engagement are identified in line with the roles that employees perform in an organization: job engagement (referred to as JE) and organizational engagement (referred to as OE).

May, Gilson, & Harter (2004) conducted empirical research in an insurance company in America to explore the causes and mediating impacts of three psychological conditions and found that safety and availability, together with meaningfulness, were significant antecedents of employee commitment. The company's performance of CSR may lead to workers' feeling a larger sense of purpose in the job in the sense that they may feel that they are not working for the corporation merely for their daily bread; instead, as stakeholders, they are making the community and the entire world better.

Albdour and Altarawneh (2012) attempted to evaluate the effect that corporate social responsibility had on employees' work engagement in the Jordanian banking sector by using data from 336 frontline employees. They found a strong positive association between the workers' perceived internal CSRs and their job and organizational engagement, but their analysis did not find any mediating factors.

According to Farid *et al.*, (2019), in a situation where a firm develop CSR practices, the employees do have a feelings that their firm is distributing parts of its resources through CSR, and thus rewards their efforts and this makes the employees to be more dedicated to their firm. This idea of Farid *et al.*, (2019) is rooted in “social exchange theory” (Wayne, Shore, & Liden, 1997), and at the period that the workers feels they are getting rewards from social responsibility actions, the employees then have obligation of gratifying the firm. Therefore, this discourse opined that work engagement will be developed by the employee, and extra-role behavior such as OCB with the aim of giving back in appreciation of what they received. In view of these reasoning, this study however, in line with work satisfaction, envisage that work engagement will mediate between perceived Corporate Social Responsibility activities and OCB. Therefore, we propose the following hypothesis:

H4: Work engagement partially mediates the relationship between perception of employee on CSR and OCB.

H5: Work engagement partially mediates the relationship between perception of employee on CSR and job satisfaction.

Job Satisfaction

For a long time, job satisfaction has been a very prominent research topic for scholars in the fields of psychology, management, human resources, and, most importantly, organizational behavior (Kosteas, 2011). In the existing literature, Saari & Judge (2004) defined job satisfaction in his study on employee attitudes and job satisfaction as a state of mind that can show if an employee likes his or her work or not. This attitude further increases the personal perception of the employee and strengthens the positive relationship between the company and the worker (Saari & Judge, 2004).

Kaliski (2007: 446) described job satisfaction as one’s enthusiasm and delight for his/her work, and it is the core factor that helps workers gain financial advancement, appreciation, and also the achievement of numerous goals that contribute to feeling fulfilled. Job satisfaction is a series of people’s thoughts and opinions about their present work. It is a person’s evaluation of the level to which the job fulfills his or her own work values that trigger a positive fulfilled state of mind or a corresponding negative sense of unhappiness (Calgiuri, Mencin, & Jiang, 2013).

The study by Antoncic & Antoncic (2011) on workplace happiness, intrapreneurship, and business growth illustrates the four dimensions of job satisfaction: (a) general employment satisfaction, (b) work relationships, (c) client salaries and incentives, and (d) workplace loyalty. Job satisfaction can be characterized as the positive state of mind attained by a person when pleased with his or her work. Zheng (2010) did a survey among employees in China to investigate the impact of employee perception of CSR on job attitudes. They

concluded from their findings that Corporate Social Responsibility not only has a strong impact on the work attitude and behavior of workers but also can contribute to the organization's success and development, which is definitely a win-win. Adding to his previous findings, economic, legal, discretionary, and ethical CSR, which are the four dimensions of Corporate Social Responsibility, should also be paid adequate attention to.

In his analysis, Rao & Holt (2005) explored the notion that a person's happiness with the job serves as a motivation to work. Motivation also leads to employees' job fulfillment, which not only encompasses the pleasure of identifying and satisfying one's self but also blends people's environmental and psychological effects for their satisfaction with their work. The rates of work satisfaction among people can vary from being intensely satisfied to extremely unsatisfied, coupled with other employment issues. Individuals may also have opinions towards every facet of their careers, such as the kind of job they are doing; their colleagues, bosses, or superiors; and their salaries (Lee, Lee, & Li, 2012). Job satisfaction is related to the behavior of employees at work, the type of job they do, the colleagues they work closely with, and many other psychological artifacts within the environment they work in. A good disposition towards these factors suggests work satisfaction and vice versa.

Locke, Sirota, & Wolfson (1976) carried out a research experiment in three clerical work units of a government agency to determine the degree to which job enrichment in the respective agency could explain job satisfaction as a person's psychological condition that enhances cognition and feelings as a result of experience at work. Through their experiment, they found that behaviors had not changed because the demand and motivation for these incentives had not been achieved. This result addresses the issues and limits of career enrichment. Similarly, Velnampy (2008) conducted a survey in Sri Lanka to assess the job attitude and efficiency of workers in the country's public organizations. Their selection consisted of 220 workers from 14 Jaffna District Public Sector organizations. In their study, they discussed the positive influence of job satisfaction on the efficiency of the employees; they also reported that it promoted work involvement and made workers feel very happy and committed to the vision of the company. Employee happiness and success depend on each other. Job satisfaction and workplace engagement lead to high success rates.

From a psychological viewpoint, workers and all other stakeholders feel engaged and happy according to social identity theory only when they have a good feeling about the organization's activities (Peterson, 2004). In their research to explain how corporate social responsibility influences employee satisfaction, Bauman and Skitka (2012) noted that employees have four psychological needs, which are security, self-esteem, belonging, and a meaningful life with the company they work for. These can strongly affect the extent to which the firm is wholly involved in performing CSR programs. They also suggested that CSR practices, as exclusively discretionary activities that infer a pro-social rather than instrumental orientation,

have the capacity to assign morality that can reinforce the social ties between individuals and the organization. As a result, corporate social responsibility activities will improve, for instance, “the recognition and contribution to the organisation, the organizational citizenship behaviors and the importance of the job” (Aguilera *et al.*, 2007). A firm’s engagement in socially responsible activities will greatly improve workers’ favorable views of their company (Brown & Dacin, 1997). For example, Chiang and Birtch (2010) believed that employee satisfaction, customer attitude, and organizational trust have a strong dependence on the company’s ethical and productive socially responsible activities.

Relationship between Job satisfaction and OCB

Several studies have examined the relationship between job satisfaction and OCB, which has been rooted in the literature. As a result of the reciprocal relationship between job satisfaction and OCB, some studies opined that there is possibility that some researchers might not be able to conclusively establish the direction of the causality between job satisfaction and OCB in the coming years (Koys, 2001; Podsakoff, MacKenzie, & Hui, 1993). Podsakoff *et al.*, (1993) observed that there is uncertainty on the direction of the directional causality, but results from empirical studies indicate an existence of a relationship, which made Podsakoff *et al.*, (1993) to conclude that there is possibility of an improved job satisfaction in an organization where OCB is prevalent. Meanwhile, the study of Foote and Tang (2008) demonstrated a significant relationship between job satisfaction and OCB which is in contrast to a recent finding from a study that found no significant relationship between job satisfaction citizen behavior (Haque *et al.*, 2019).

Though, studies abound on the relationship between employee satisfaction on job and OCB with respect to the conventional working atmosphere, it is believed that it is imperative to examine the relationship in a “self-directed team environment” using a position that align with other researchers (Allen & Rush, 1998; Bateman & Organ, 1983; Bishop, Scott, & Burroughs, 2000) by considering job satisfaction to be an antecedent of OCB. Therefore, we propose the following hypothesis: *H6: Job satisfaction is directly related to OCB.*

Relationship between Work engagement and Job satisfaction

In reference to the study of Lu *et al.*, (2016), individual dimensions are embedded in work engagement in which employees’ satisfaction on there is the outcome of these dimensions. This finding corroborates another study who opined that employee that has strong and positive work engagement with energy and dedication, often get satisfied with their job (Karanika-Murray *et al.*, 2015). Meanwhile, another author established a contrary view with the findings that

employee with high work engagement in a firm are negatively affected by the activities they encounter in the course of their working and this get them affected by “work-related stressors” (Britt, Castro, & Adler, 2005). Moreover, another study argued that organizational pressure and uncertainties do force the workers to exhibit how they are engaged and committed with work which sometimes results to decrease in their level of satisfaction with their job (Caldwell & O'Reilly, 1990). The study then conclude that the mismatch between individual preference and demand from external actors leads to lower job satisfaction.

Similarly, another study established a negative relationship between workaholism and employee satisfaction with their job (Burke & MacDermid, 1999). Meanwhile, a conclusion from the study of Rayton and Yalabik (2014) indicates that employee gets engaged with their work when they have a feeling that their employers meets all their obligations and this leads to their satisfaction. This finding was in agreement with the study of Yeh (2013) who confirmed a positive relationship between work engagement and job satisfaction. This finding from Yeh (2013) was confirmed in a recent study that investigate the relationship between the job satisfaction of managers working in private sector bank and their work engagement, and the results shows a positive relationship (Garg, Dar, & Mishra, 2018). It is in view of these arguments in the literature that we propose the following hypothesis: *H7: There is a direct relationship between work engagement and job satisfaction.*

Job Satisfaction between Perceived WE and OCB

The relationships between job satisfaction and occupational citizenship behavior have been investigated in previous studies, where a significant correlation has been found between the two variables (Foote & Tang, 2008). An author opined that if employees are happy with the work that they do, they will contribute more to the organization in return. Happy workers are most likely to demonstrate shared respect for their employer and to make contributions willingly that go beyond their work requirements (Schneider, Salvaggio, & Subirats, 2002). This indicates a connection between employee job satisfaction and organizational citizenship behavior.

Even as research has demonstrated that workers' understanding of their organization's contribution to CSR can improve workplace satisfaction, job satisfaction may also have a strong impact on OCB performance. Satisfied workers will voluntarily devote their skills, power, and motivation to the organization. Consequently, when the perceived CSR programs satisfy employee expectations, employees are likely to show the organization what they have achieved in return through OCB.

Several studies have proven a significant relationship between employee engagement with OCB. There is possibility for an employee that is enthusiasm with their work to be better than those that are not enthusiastic. Similarly, not all studies have been able to established a positive and significant relationship between

employee engagement and job satisfaction. Also, employees that are engaged with their work contributes to their organizational citizenship behavior, while a recent study by Ocampo, Tan, & Sia (2018) in addition established a significant relationship between job satisfaction and OCB. In reference to these discussions, we propose that the relationship between work engagement and OCB is likely to be moderated by job satisfaction in the following hypothesis:

H8: Job satisfaction mediates the relationship between work engagement and OCB

H9: Job satisfaction moderates the relationship between work engagement and OCB

Methodology

The research framework of our study as depicted in Figure 2 indicates the relationship among our constructs in the model. The organizational citizenship behavior and work engagement are proposed to be the outcome of an organization that deployed corporate social responsibility on their firm. We also contend in our study that when an employee got engaged with their work, there is possibility of having satisfaction with their job and also contributes to firm citizen behavior. In addition, work engagement is proposed to mediate the relationship between corporate social responsibility and organizational citizenship behavior, while job satisfaction is proposed to moderate and mediate the relationship between work engagement and organizational citizenship behavior. In other words, corporate social responsibility will have a direct and indirect impact on work engagement, organizational citizenship behavior and job satisfaction.

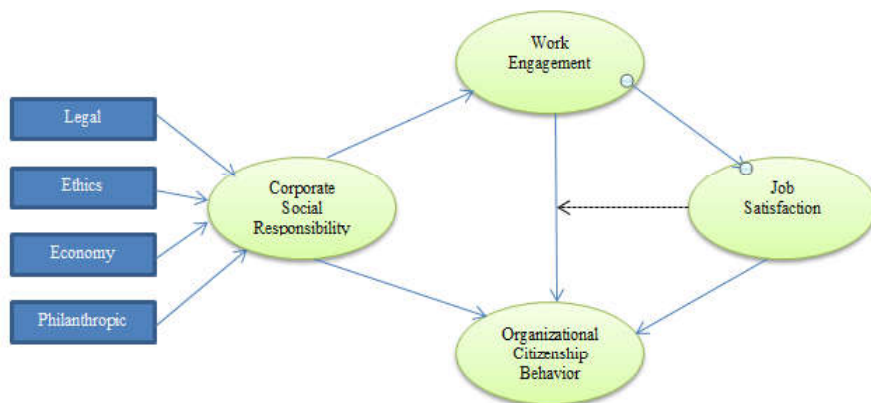


Figure 2. Research Framework

Variables measurement

The model of this study was measured with four constructs: corporate social responsibility (CSR), work engagement (WE), organizational citizenship behavior (OCB), and job satisfaction (JS). The items for each of the constructs were adapted, modified, and were scaled on five-point likert scale. The elements adapted from Lee, Lee, & Li (2012) have been used to render employee views of Corporate Social Responsibility operational. In fact, seven items each consisted of the legal and economic CSR, while five items each consisted of philanthropic and ethical CSR. In summary, CSR was assessed using 24 items. Meanwhile, five (5) items were dropped from the analysis as a result of low loading factors. Five (5) items were adapted and modified from Greenhaus, Parasuraman, & Wormley (1990) to measure job satisfaction for the employees. Lastly, twenty-four (24) items adapted and modified from Lee, Lee, & Li (2012) were used for the organizational citizenship behavior measurement (see appendix).

Collection of data

The target sample for this study encompasses all categories of workers (i.e., lower-, middle- and senior-level workers) in a Multinational Communication Company in Iraq. Participants comprised 524 workers employed in this chosen company, of which 272 (52 percent) were male and 250 (48 percent) were female; two others did not indicate their gender for personal reasons. The respondents were grouped into four (4) categories according to their ages (18-24, 25-34, 35-44, 45-54), with their numbers and percentages as follows: 18-24 (45 or 8.62%); 25-34 (143 or 27.4%); 34-44 (207 or 39.7%); 45-54 (127 or 24.3%). As for the educational background of the respondents, about 44.25% (231) and 37.16% (194) of the respondents has four-years college and graduate degree respectively, while others have two-years college degree (10.54%) and high school (8.05%). In addition, the marital status of the respondents showed that about 60.27% (314) of the respondents are married, while about 39.73% (207) are single/divorced (see Table 1).

Table 1. Respondent Profile

Category	no	%
<i>Age</i>		
18-24	45	8.62
25-34	143	27.4
35-44	207	39.7
45-54	127	24.3
Total	522	100

<i>Gender</i>		
Male	272	52
Female	250	48
<i>Education</i>		
High School	42	8.05
Two-year college degree	55	10.54
Four-year college degree	231	44.25
Graduate degree	194	37.16
Total	522	100
<i>Organizational tenure</i>		
Less than 1 year	21	4.04
1-5	244	46.92
6-10	218	41.92
11-15	31	5.96
More than 15	6	1.15
Total	520	100
<i>Marital Status</i>		
Single or Divorced	207	39.73
Married	314	60.27
Total	521	100

Results

In reference to the study of Dijkstra (2010), “Partial Least Square-Structural Equation Modeling (PLS-SEM)” was employed for the analysis of our data. It was argued by the author that the “path-weighting scheme” is more preferable among other PLS method because it gives the highest value for the endogenous latent variables, and its mostly applicable for all model specifications and estimations for PLS path. The choice of PLS-SEM was in accordance with the position of an author who opined that with the use of PLS-SEM, the explained variance in the dependent variables will be reduced, especially when the data are in contrast to the assumptions on normality and probably certain significant regressor are excluded from the model (Petter, 2018). The analysis was done with the use of SmartPLS3, and the examination of the constructs psychometric properties were carried out through factor loadings of the items (Dijkstra & Henseler, 2015), including composite reliability (CR) (Henseler, 2017; Nunnally & Ira, 1994), average variance extraction (AVE) (Henseler, 2017; Henseler, Hubona, & Ray, 2016), variance inflation factor (VIF) (Henseler, Hubona, & Ray, 2016), and, Fornel-

Larcker criteria (Fornell & Larcker, 1981) and Heterotrait-monotrait (HTMT) ratio of correlations (Henseler, Ringle, & Sarstedt, 2015) was utilized for the assessment of discriminant validity. Finally, the analysis of the study theoretical construct was carried out. In order to enhance the test for the significance and computational time of the PLS-SEM results, bootstrapping was used with the resampling of the data to 5000. As suggested by Zhang, Fan, & Zhu (2014), accuracy of the estimates of the p-value will be obtained with the use of model-based bootstrapping. In addition, for the assessment of the model fitness, chi-square (X^2) measurement, “standardized root-mean-square residual (SRMR), and “normed fit index (NFI)” were carried out.

Evaluation of model measurment

The assessment of the construct psychometric properties of the constructs are done and the results as presented in *Table 2* showed that all the loading factors for CSR, OCB, WE and JS ranged between 0.534-0.957. Although, some studies suggested a factor loadings that are higher or equal to 0.70 (Dijkstra & Henseler, 2015), but another argued that researcher can sustain and accept a factor loading below 0.50-0.60 (Henseler, 2017). It is in view of these that we sustained and accepted the factor loadings for all the construct in *Table 2* for further analysis, as none of them loads below 0.50. In order to evaluate the reliability of the constructs, the composite reliability (CR) as presented in *Table 2* revealed that the value for all the constructs (0.968, 0.945, 0.900, and 0.972) for CSR, OCB, JS and WE respectively exceeds the minimum recommended thresholds 0.70 (Henseler, 2017), which is an indication of an internal consistency of our scaled items. In addition, convergent validity of the constructs was examined through AVE, and the result as presented in *Table 2* showed that CSR, OCB, JS and WE have a value that is above the recommended minimum threshold of 0.50 (Henseler, Hubona, & Ray, 2016), which is an indication that we extracted the dominant factors out of the set of indicators and also indicates the convergence of the items that gives explanation of at least 50% variation in each of the construct, therefore has an acceptable convergent validity. Moreover, “variance inflation factor” was used to assessed the significant contribution of all the items in respect of their sign and strength of the weight of the indicatos. In suggested with the suggestion of some author who recommends ab acceptable ratio that is not less than 1 and not greater than 5, our finding as presented in *Table 2* is consistent with the suggested threshold as none of the ratio is less than 1 and not greater than 5.

Table 2. Assessment of model measurements

Construct	Indicator	Loadings	CR	AVE	VIF
CORPORATE SOCIAL RESPONSIBILITY	ECSR2	0.854**	0.968	0.600	1.538
	ECSR3	0.867**			3.333
	ECSR4	0.787**			2.518
	ECSR5	0.781**			4.210
	ECSR6	0.668**			3.812
	ECSR7	0.804**			3.118
	LCSR1	0.853**			3.096
	LCSR2	0.654**			3.343
	LCSR3	0.846**			4.602
	LCSR4	0.818**			3.525
	LCSR5	0.682**			3.451
	LCSR6	0.889**			4.011
	LCSR7	0.626**			4.545
	ETCSR1	0.888**			4.016
	ETCSR2	0.929**			3.022
	ETCSR3	0.883**			3.211
	ETCSR5	0.846**			4.219
	PCSR4	0.534**			3.302
	PCSR5	0.649**			3.706
ORGANIZATIONAL CITIZEN BEHAVIOR	OCB5	0.569**	0.945	0.554	2.021
	OCB10	0.674**			2.012
	OCB12	0.695**			3.418
	OCB13	0.822**			4.705
	OCB15	0.776**			3.001
	OCB16	0.577**			2.961
	OCB17	0.713**			2.896
	OCB18	0.811**			1.113
	OCB19	0.821**			2.991
	OCB20	0.700**			1.546
	OCB21	0.824**			1.706
	OCB22	0.884**			1.902
	OCB23	0.681**			4.174
	OCB24	0.791**			3.022

JOB SATISFACTION	JS1	0.860**	0.900	0.647	1.564
	JS2	0.916**			1.356
	JS3	0.878**			1.223
	JS4	0.624**			1.321
	JS5	0.704**			1.369
WORK ENGAGEMENT	WE1	0.928**	0.972	0.794	2.564
	WE2	0.957**			3.654
	WE3	0.956**			2.301
	WE4	0.862**			2.013
	WE5	0.913**			1.012
	WE6	0.768**			1.032
	WE7	0.839**			2.546
	WE8	0.894**			2.301
	WE9	0.885**			1.302
Model fit indices: $\chi^2 = 645.62$; SRMR = 0.075; NFI = 0.91; rms theta = 0.103					

*Note: ** denote significance at 1% confidence level; CR = composite reliability; AVE = average variance extracted; VIF = variance inflation factor; SRMR = standardized root mean square residual; NFI = normed fit index; rms theta = root mean square error correlation.*

Moreover, the evaluation of our model construct convergent validity was assessed through the use of Fornel-Larcker criteria (Fornel and Larcker, 1981) and Heterotrait-monotrait (HTMT) ratio of correlations (Henseler, Ringle, Sarstedt, 2015). According to Fornel and Larcker (1981), the square root of the AVE in the diagonal of the table must be larger than the respective correlations in both the row and column, which is an indication of an acceptable discriminant validity of the construct. Our result that is presented in *Table 3* shows consistent with the Fornel and Larcker postulation as all the value for the square of AVE in the diagonal are greater than the correlations in both the row and column. However, as a result of the criticism of the Fornel-Larcker criteria, HTMT was developed as an alternative for the assessment of discriminant validity of constructs (Henseler, Ringle, Sarstedt, 2015). The HTMT result presented in *Table 3* shows that each of the HTMT ratio is less than 0.9 recommended threshold, therefore, our constructs are discriminantly valid. In other to ensure there is absence of “common method bias (CMB)” in our measurement, we first employed Harman’s one-factor test for the assessment of the common method variance in accordance with Podsakoff *et al.*, (2003). In this case, “principal component analysis (PCA)” was carried out and the result revealed that there was no dominant by a single factor. But due to the criticism of this method, the suggestion of Kock (2017) was followed to

examine the VIF. Kock (2017) suggested that in PLS-SEM analysis, the VIF can be examined to check for the presence of CMB. Hence, our result that is presented in *Table 2* revealed that none of the VIF value is less than 1 and greater than 5, then its safe to conclude that our measurement has no common bias method issue.

Table 3. Assessment of discriminant validity

	Fornel-Larcker Criterion					Heterotrait-Monotrait Ratios		
	OCB	CSR	JS	WE		OCB	CSR	JS
OCB	0.744							
CSR	0.693	0.775				0.755		
JS	0.660	0.706	0.804			0.737	0.851	
WE	0.710	0.609	0.829	0.891		0.863	0.879	0.881

Note: OCB = organizational citizenship behavior; CSR = corporate social responsibility; JS = job satisfaction; WE = work engagement.

Hypotheses Testing

After the satisfactory assessment of our model measurement, we resampled the data to 5000 sample size and used bootstrapping method for the examination of the significance of the path coefficients. From *Table 2*, the model fit indices showed the SRMR to be 0.075 which is less than the recommended threshold of 0.08 as suggested by Henseler, Hubona and Ray (2016) for “PLS path model”. Moreover, the “Normed fit index (NFI)” was examined in accordance with Henseler, Hubona and Ray (2016) who suggested that a value close to 1 indicate the fitness of a model. The result from these two indices indicates the fitness of our model. The model testing as presented in Figure 3 showed that about 18.6% explanation variance of organizational citizenship behavior could be offered by corporate social responsibility, work engagement and job satisfaction; 79% variations in work engagement could be explained by corporate social responsibility; while, about 78% variations in job satisfaction could be explained by work engagement.. This is due to the coefficient of determination (R^2) for OCB, WE, and JS (0.186, 0.785, and 78.1 respectively) as depicted in *Figure 2*.

In reference to the Henseler, Hubona and Ray (2016) argument that the effect size (f^2) should be examine to determine the weight of the path coefficient, the result of the effect size is presented in *Table 5*. The result as presented in *Table 4* indicates that CSR has a strong effect on WE (0.785) and OCB (0.313); WE also has a strong effect on OCB (0.479) and JS (0.781); while, JS has a moderate effect on OCB (0.115) which are in accordance with the recommended threshold by Cohen (1988).

Table 4. Effect size (f^2)

Interaction	Effect size
CSR WE	0.785
CSR OCB	0.313
WE OCB	0.479
WE JS	0.781
JS OCB	0.115

Note: OCB = organizational citizenship behavior; CSR = corporate social responsibility; JS = job satisfaction; WE = work engagement.

In addition, the statistical significance and relevance of the path coefficients were examined to validate or otherwise the hypotheses stated in our study. The results are summarized and presented in *Table 5* and *Figure 3*. The result of the hypothesized relationship between CSR and OCB as presented in *Table 5* revealed a negative and statistically significant relationship between CSR and OCB ($-.395^{**}$), thus, we accept H1 and conclude that there exist a direct relationship between CSR and OCB at less than 1% confidence level. The negative sign of the coefficient is an indication that a change in the CSR as its been practiced in the multinational company in Iraq at the moment is contributing negatively to the organizational citizenship behavior of the employee. Meanwhile, CSR was found to have a positive and direct relationship with WE (0.886^{**}), while WE was found to have positive and direct relationship with OCB (0.577^{**}), therefore, we accept H2 and H3 and then conclude that CSR has a direct and significant relationship with WE, while WE also has a significant relationship with OCB at 1% confidence level. The significance of the path coefficient for H2 and H3 is that a change in CSR and WE will contribute positively to the enhancement of WE and OCB respectively. Furthermore, the influence of WE on job satisfaction (JS) on OCB was examined in H6, while relationship of JS on OCB was examined in H7. The result of the two hypotheses as presented in *Table 5* revealed a positive and significant relationship of work engagement with job satisfaction (0.173^{**}), and similarly a positive and significant relationship was found between job satisfaction and organizational citizenship behavior (0.884^{**}). Thus, we accept hypotheses 6 and 7, and then conclude that a change in work engagement will improve employee job satisfaction at 1% significant confidence level, while a change in job satisfaction will directly influence a positive change in organizational citizenship behavior at 1% confidence level.

Table 5. Direct relationship

Hypotheses	Interaction	Beta	Decision
H1	CSR OCB	-0.395**(0.042)	Supported
H2	CSR WE	0.886**(0.039)	Supported
H3	WE OCB	0.577**(0.041)	Supported
H6	JS OCB	0.173**(0.043)	Supported
H7	WE JS	0.884**(0.039)	Supported

Note: ** denote 1% confidence level. CSR = corporate. OCB = organizational citizenship behavior; CSR = corporate social responsibility; JS = job satisfaction; WE = work engagement.

Moreover, the mediating effect of work engagement and job satisfaction as hypothesized in hypotheses 4, 5 and 8 were examined and the results presented in Table 6. The result in Table 6 showed that work engagement mediates the relationship between CSR and OCB (0.511**). Thus, we accept hypothesis 4 and conclude that CSR has an indirect relationship with OCB through work engagement, and the indirect effect is statistically significant at 1% confidence level. Similarly, the indirect effect of CSR on JS through work engagement was hypothesized in H5. The result in Table 6 revealed that the indirect effect of CSR on JS through work engagement is significant (0.783**), therefore, we support hypothesis 5 and conclude that work engagement partially mediates the relationship between CSR and job satisfaction at 1% confidence level. In addition, the indirect effect of work engagement on organizational citizenship behavior through job satisfaction was examined and the result as presented in Table 6 showed that the indirect effect of work engagement on OCB is significant, therefore hypothesis 8 is supported and we conclude that job satisfaction partially mediates the relationship between work engagement and organizational citizenship behavior at 1% confidence level.

Table 6. Mediating analysis

Hypotheses	Indirect effect	Beta	Decision
H4	CSR WE OCB	0.511**(0.029)	Partial mediation
H5	CSR WE JS	0.783**(0.028)	Partial mediation
H8	WE JS OCB	0.153**(0.030)	Partial mediation

Note: OCB = organizational citizenship behavior; CSR = corporate social responsibility; JS = job satisfaction; WE = work engagement.

Lastly, the moderating effect of job satisfaction on the relationship between work engagement and organizational citizenship behavior was hypothesized in H9 and the result presented in Table 7. The Table 7 showed that job satisfaction has a positive moderating effect on the relationship between work engagement and

organizational citizenship behavior (0.137**), thus we accept H9 and conclude that the relationship between work engagement and organizational citizenship is moderated by job satisfaction.

Table 7. Moderating analysis

Hypotheses	Interaction	Moderating effect	Decision
H9	JS*WE	0.137**(0.043)	Supported

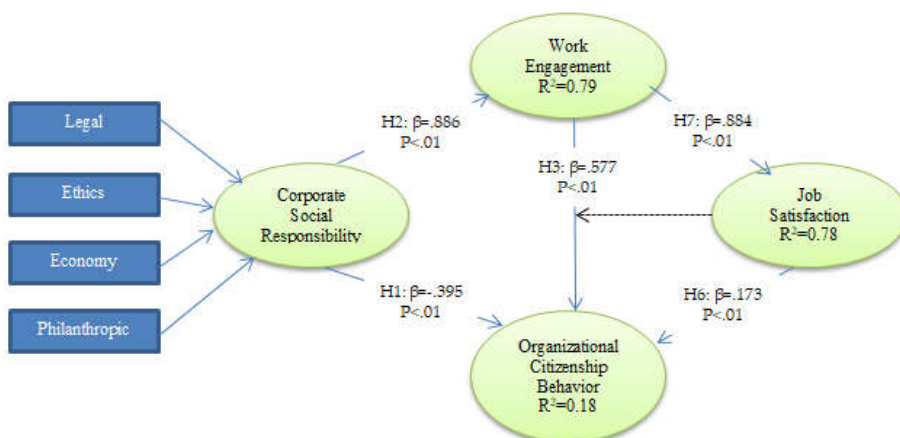


Figure 3. Structural model test

Discussion

In our study, we explored the influence of CSR on the OCB and work engagement, the relationship between work engagement and OCB, and also the mediating and moderating effect of job satisfaction in the relationship between work engagement and OCB in a multinational communication company in Iraq. Our study found a significant relationship between employees' perception of CSR and work engagement, and also relationship between CSR and OCB. Our understanding of employees' perception of CSR and its theoretical underpinning it is broaden with our contribution to the literature of CSR in some significant ways.

First, previous studies investigates the influence of employees' perception of CSR on some employees workplace behavior and attitudes (Abbas *et al.*, 2019; Mahmood *et al.*, 2020; Wnag *et al.*, 2017), and those that believes that it place a significant role in organizational performance which results to the achievement of sustainable competitive advantages for the firm (Liczmańska-Kopcewicz *et al.*, 2019). As a result of these significant roles, some previous studies has been showing interest in the employees' perception of CSR and its impact on work

engagement and OCB (Gao & He, 2017; Islam *et al.*, 2016; Jones, 2010; Lee & Kim, 2013; Rupp *et al.*, 2013; Santhosh & Rupashree, 2018; Zhang, Fan, & Zhu, 2014). Therefore, our study extended these studies by exploring the impact of CSR on CSB and work engagement in Iraq.

Secondly, we found a negative and significant relationship between CSR and OCB which is not consistent with some previous studies who found positive influence of CSR on OCB (Fu, He, & Law, 2014; Gao & He, 2017; Rupp *et al.*, 2013; Santhosh & Rupashree, 2018) while a positive impact of CSR was found on work engagement which corroborates some previous studies (Abdullah & Rashid, 2012; Glavas & Kelley, 2014; Slack, Corlett, & Morris, 2015; Tariq, 2015). Meanwhile, the negative influence of CSR on OCB was not surprising because some previous studies could only establish the relationship of two dimensions out of the four dimensions of CSR on OCB (Kunda, Ataman, & Atan, 2019), while an author could not establish a relationship between CSR and OCB (Newman, Nielsen, & Miao, 2015). Our argument on this negative result could be that the employee feels their firm is not socially responsible enough in their contribution to the sustainable development by creating a better life for generations to come which results to their distrust in the firm, hence affect their engagement in OCB. Another argument is that the organization might not be encouraging their employee to participate in some activities like eco-friendly, which could make the employee to see their firm as not being environment-friendly and subsequently not engage in discretionary behavior that are outside their task. Moreover, we examined the relationship between work engagement and OCB, and we found it to be positive and significant. This finding is consistent with the study of Sulea *et al.*, (2012) and Ko *et al.*, (2018) who conducted similar studies and argued that an employee that is engaged with his/her work has possibility of being proud of his/her work and thus engaged in OCB.

Thirdly, we identified work engagement to be a significant underlying variable that could link CSR with OCB, this study responds to a suggestion by Farid *et al.*, (2019) to investigate the mediating effect of work engagement in the relationship between CSR and OCB. Our findings provide an empirical evidence to support the role of work engagement in the contribution of CSR to the engagement of employee in OCB. Moreover, this study extends the study of Foote and Tang (2008) by first examining the impact of job satisfaction on OCB, the contribution of work engagement to job satisfaction, and then the moderating and mediating effect of job satisfaction in the relationship between work engagement and OCB. Our study found job satisfaction to have significant relationship with OCB. This finding is consistent with previous study (Foote & Tang, 2008) who had established some result in a similar study. Though, we established a significant relationship between work engagement and job satisfaction in our study which corroborates the findings of some previous studies (Garg, Dar, & Mishra, 2018; Lu *et al.*, 2016; Rayton & Yalabik, 2014; Yeh, 2013), however, our findings are in contrast to some studies who established a negative relationship of work engagement on

with job satisfaction (Britt, Castro, & Adler, 2005; Burke & MacDermid, 1999; Caldwell & O'Reilly, 1990). Finally, the moderating and mediating effect of job satisfaction on the relationship between work engagement and OCB was found to be statistically significant.

Conclusion

The key purpose of this research analysis was to examine the effect of corporate social responsibility on workers' engagement, job satisfaction, and organizational citizenship behavior. The model proposed was tested on a group of 524 workers of a Multinational Company in Iraq to see if their perception of the organization's CSR practices affects their relationship with the organization. From the results, the perception of this organization's workers is favorable, as they favor CSR activities and are pleased with their organization's performance. From the statistical analysis, it is clear that CSR has a significant positive effect on Work engagement and negative effect on Organizational Citizenship behavior, while work engagement was found to have significant influence on job satisfaction, and job satisfaction has significant effect on OCB which means that the employees are having mixed feelings with the CSR programs in their organization. In addition work engagement was found to have mediating effect on the relationship between CSR and OCB, and the relationship between CSR and job satisfaction. Job satisfaction was found to revealed a positive effect on the employee's voluntary commitment to non-contractual tasks within the company (OCB). Thus, whether the employees are satisfied with their jobs or not, their OCB towards the company does not change. Finally, the job satisfaction was found to have a significant moderate effect on the relationship between work engagement and OCB.

Ideally, CSR implies that organizations business model should be socially responsible and also contribute to sustainability of environment. Being socially responsible implies that the society should benefit from the firm's activities, while being environmentally sustainable implies that their activities should not be detriment to the environment. In addition, it has been established in this study that CSR is critical to the employee morale which is was revealed in the work engagement and in turn enhance the performance of the firm and in turn contribute to the environmental sustainability. Moreover, it is the duty of every organization to be conscious of the consequences of their operations by focusing on the principles that could make prevention to be easier than to treat, owing to the fact that we have only one planet and the behavior of everyone including firm should be to save it and preserve it for future generation through their activities (Ashrafi *et al.*, 2020; Bosch-Badia, Montllor-Serrats, & Tarrazon-Rodon, 2017).

Theoretical implication

Our study has some theoretical implications. Our contribution to current literature is significant with the introduction of a novel way to cultivate the linkage between CSR and OCB through the work engagement in the context of Iraqi company. Moreover, another contribution of our study is in respect of the incorporation of job satisfaction to mediate and moderate the relationship between work Engagement and OCB which we found both effect to be statistically significant.

Practical Implications

The findings from this research have strong practical implications, especially for the board members of organizations, as they are the key personnel responsible for initiating and implementing CSR activities in the various establishments. CSR activities, whether external or directed towards the employees, promote positive performance and instill the right attitudes in them. Instilling the right attitudes in employees means that they are motivated, which will directly improve their work engagement and subsequently lead to job satisfaction. Moreover, the impact of CSR on an employee's work engagement is not the same among individuals. Therefore, our findings can help managers develop more targeted and effective CSR initiatives. Managers should be aware of these disparities when evaluating the importance of Corporate Social Responsibility, which will contribute significantly to the attitude and behavior of the employee towards their organization and this will enhance the firm performance and in turn results to the firm achievement of sustainable competitive advantage.

Limitations and suggestions for future research

The findings from this research contribute remarkable progress in determining the different impacts of the employee's perception of CSR, but some limitations exist, and areas remain for further study.

- The data used for the findings were acquired from just one sector/industry, and they represent the views of those individuals alone. While this study is centered on “employees in Iraq”, additional analyses on employees of different industries are required.
- Region/geographical location and traditional beliefs of employees in these locations can also significantly affect the employee's perceptions of CSR. Hence, more analyses on different geographical locations in Iraq in which citizens have different traditions and beliefs are suggested. This will provide a broader view of this analysis.
- The research focused solely on private organizations, and subsequent research should be done on government establishments to see if their perceptions of CSR are the same. This is very important considering that government organi-

zations were established using taxpayer money, and since the employees also pay tax, there is often a sense of entitlement from workers in these types of organizations.

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