

Impact Of Employee CSR Onbrand Citizenship Behaviour: Mediating Role Of Brand Pride And Moderating Role Of Service Climate. Evidence From Banking Sector Of Pakistan

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Abstract

Corporate Social Responsibility (CSR) has been increasingly recognized as an essential factor in enhancing brand image and reputation, as well as improving employee positive behaviors. This study aims to investigate the impact of employee perceptions of CSR on brand citizenship behavior in the banking sector of Pakistan, while also examining the mediating role of brand pride and the moderating role of service climate. Using a survey method, data was collected from 346 employees working in different banks operating in Pakistan. Structural equation modeling (SEM) was employed to test the proposed hypotheses using Smart PLS version 4. The results of the study reveal that employee perceptions of CSR initiatives positively influence brand citizenship behavior. Furthermore, the study finds that brand pride plays a mediating role in the relationship between CSR initiatives and brand citizenship behavior. Specifically, the positive effect of CSR initiatives on brand Citizenship behavior is mediated by brand pride. These findings support the notion that CSR initiatives can lead to increased employee engagement and motivation, resulting in positive brand citizenship behavior. Moreover, the study also investigates the moderating role of service climate on the relationship between CSR initiatives, brand pride, and brand citizenship behavior. Additionally, the study finds that service climate moderates the relationship between brand pride and brand citizenship behavior. Overall, the findings of this study have important implications for organizations operating in the banking sector of Pakistan. In conclusion, this study provides new insights into the relationship between employee perceptions of CSR initiatives, brand pride, service climate, and brand citizenship behavior in the banking sector of Pakistan. The findings of this study have practical implications for organizations seeking to enhance their brand image and reputation while also improving employee engagement and performance.

Key Words: Corporate Social responsibility, Brand Pride, Service climate, Brand Citizenship Behavior, customer, employee and banking sector.

Introduction

Corporate Social Responsibility (CSR) is an integral part of modern business practices. Companies across the globe are acknowledging the importance of CSR activities in building brand reputation, enhancing customer loyalty, and improving organizational performance. As a result, organizations are investing substantial resources in CSR activities to gain a competitive advantage in the marketplace. CSR

activities have been linked to numerous benefits, including increased customer satisfaction, improved employee motivation, and enhanced corporate image.

A recent study of Hoang et.al. (2022) showed that leadership commitment to service quality affects employee BCB and offers important implications for hotel managers in promoting employee BCB. So along with customer citizenship behaviour Employee BCB have also

gained importance. Hoang (2022) studied linkage between service climate and employee BCB and found it to be significant. The attributes of consumers for services industries and their management to ensure their citizen behaviours is recently evident for businesses (Qui et.al. 2021). Citizenship behaviors benefit both the service provider as well as the consumer. When employees go above and beyond the call of duty, they build stronger customer relationships, enhance the quality of their services, and help their companies succeed (Van Tonder et al., 2018).

The concept of organizational citizenship behavior (OCB) is the precursor of brand citizenship behavior (BCB). Internal branding is a philosophy that entails about inducing corporate identity and culture to employees and customers to develop them as ambassadors. According to Kaur et al. (2020), it is important to put internal branding into practice so that employees may fulfil the brand promise and eventually contribute in growing business.

Internal branding calls for the appropriate behaviours which will be consistent with outcomes required by businesses. Kim et al. (2017) pointed out that there is still a need to study customer relationship management in the context of customer behaviors in various backgrounds, such as the gambling industry, the transportation industry, and the financial services industry. Research on the correlation between perceptions of a company's commitment to social responsibility and their actions in a variety of service scenarios, especially within the banking industry, has yielded mixed results (Raza et.al. 2020). Most people today use their laptops or mobile phones to access digital services. These digital and electronic services help save both time and money. The emphasis on service is a hallmark of any firm. According to Yeh (2012), service climate is a major factor in determining both employee happiness and the quality of service delivered.

According to Cheng et al. (2017), the connection between staff commitment and customer service behavior, the service climate influences employee conduct (Cheng et.al. 2017).). Researchers conducted in prior domains witnessed the phenomena only in one emerging market settings. Consequently, it has been an unexplored mechanism to be examined in another market to verify our findings and gain a better grasp of the cross-national linkages study have discovered. It can be established that the service climate can be produced and understood by the employees (Jung et al., 2017). There is an avenue to identify the motivational forces in the form of attitudes that drive the behavioural outcomes in developing economies, despite the fact that the term CSR has had a large and positive impact on citizenship behaviors in developed countries.

Onkila and Sarna (2022) conducted a systematic literature review on literature of employee-CSR by discussing 331 journal articles and concluded that their relations have grown significantly; one critical aspect of CSR is the role of employees in promoting and engaging in socially responsible activities. Employee engagement in CSR activities has been found to positively impact the brand citizenship behavior of organizations. Brand citizenship behavior refers to a set of activities and behaviors that reflect the degree to which an organization is perceived to be socially responsible and engaged in activities that promote the common good. These activities include environmental sustainability, ethical business practices, and community engagement.

The present study tries to dig out and explore as first mover the two foremost relevant domains in literature of management which are corporate social responsibility and employee responses. The purpose of this research is to examine the effect that employee perceptions of corporate social responsibility have on their responses. The way in which service providers deliver

their goods and services to customers has evolved in response to technological developments. Leading renowned companies by the virtue of their position naturally add on positively towards their businesses' overall perception with the help of their closer relations and collaboration with the communities surrounding them and their relationship and engagement with non-profit sector. The core objectives of current research have been formulated to examine the context of the relationship between CSR and employee responses.

By exploring the CSR phenomena, this study enables the field to address the indispensable research gap to existing theory and marketing literature through the current conceptual framework of CSR and creates the long-term corporate benefits for the business firms in terms of positive behaviors. In general, the current conceptual framework provides the guidelines to CSR strategy makers, and specifically for the service industry operating in Pakistan. Altogether, the principal rationale of the current research has to extend a comprehensive research framework to enable the exploration of perceived CSR initiatives on employee responses. It further intends to examine the effect of the service climate.

As the association of CSR and CCB and OCB cannot prevail in isolation, yet there are various environmental mechanisms come in to play when these intermingle. Affective events theory (Weiss & Cropanzano, 1996) can illuminate the studying of brand pride as a sense of accomplishment in service industry. This theory illustrates that events at workplace affect your feelings and overall affect state. Keeping in mind the frequency of multiple steps taken by any organization for CSR, this recommendation of Ansari and (2020) induce affect service work delivery. Information processing theory argues that the information process of human comprises of minimum the following phases; which is individual emphasis of attention, encoding, and short-term memory

judging; recoding and reasoning through retrieving long-term memory; and lastly is making a behavioural response (Miller, 1956). Tian, Wang, and Yang (2011) posits that on the basis of information processing theory, CSR related information is processed by the consumer in four stages like consumer pay attention to the information regarding CSR initiatives made by the companies, judges the degree of sincerity in CSR actions, logically associates the information regarding CSR with a company's products or services and finally shows a behavioural reaction. Under the lens of these two theories, this study proposes that brand pride can be proposed as an underlying mechanism that will enable CSR practice to develop CCB. Furthermore, the climate in which these relationships prevail termed as, service climate is proposed to have a moderating effect between brand pride and brand citizenship behaviour.

Service Climate and Employee Brand Citizenship Behavior:

The concept of organizational citizenship behavior (OCB) is the precursor of brand citizenship behavior. Bove et al. (2009) demonstrate that consumer citizenship behavior is correlated with staff commitment, trustworthiness, compassion, and loyalty, highlighting the importance of employees in encouraging customer citizenship. Support (Bettencourt, 1997), organizational socialization (Guo et al., 2013), and organizational identification (Guo et al., 2013) have been found to be associated to brand citizenship behavior (Guo et al., 2013). According to developments in both theory and research, brand citizenship behavior may be split down into a number of distinct characteristics. Despite gaining popularity, there is no consensus on the number of dimensions this concept possesses. Due to positive outcomes, service providers are willing to promote customer participation in citizenship activities (Yi & Gong, 2013). By building a virtuous circle between customers and businesses, service organizations will finally

realize the rewards of their efforts to improve the service climate (Schneider et al., 2005).

“Employee BCB is described as “consistent with the brand identity and brand promise, so that they jointly strengthen the brand” (Piehler et al., 2016). Organizational Citizenship Behavior (OCB) was the driving factor behind BCB, which is based on the desire of employees to go above and beyond their professional tasks (Organ, 1988). Outside the scope of OCB, BCB encompasses measures that boost brand awareness (Burmam&Zeplin, 2005). Internal organizational conduct includes helping co-workers with work-related concerns and sticking to corporate standards (Burmam et al., 2009). Consider the brand's influence before interacting with customers, rectify customer misperceptions, and advocate for the brand to other customers are examples of externally focused activities connected to BCB (Baker et al., 2014; Xie et al., 2014).

In recent years, the research of the factors that influence employee BCB has increased. The impact of brand knowledge, brand commitment, brand communications and brand leadership (Nguyen, 2019) on the BCB of employees has been studied in research on internal brand management (Nguyen et al., 2019). This research has increased our understanding of how service-related organizational characteristics (such as a company's “service atmosphere”) can influence employee BCB. The relevance of a positive work environment on employee outcomes such as job happiness, loyalty, and overall service quality has been the subject of much research (Yavas et al., 2010).

Previous studies have demonstrated that service climate influences employee behavior in the service business, although little research has been conducted on the topic (Little & Dean, 2006; Yavas et al., 2010). (Li et al., 2017; Huang, 2017). According to the researcher's best knowledge, no prior research has explored the effect of employees' cultural values (Kang & Busser, 2018). Multiple studies demonstrate

that economic globalization and social development have led to varied cultural values even within the same nation. BCB developed in a customer has potential outcomes as brand equity (Nyadzayo, Matanda, & Ewing, 2016) consumers' purchase intentions and positive word of mouth (Saleem & Hawkins, 2021). In the same stream this study intends to determine whether BCB will initiate CCB in customers. Moreover, Hoang (2022) explored certain moderators i.e. employees' cultural values, such as their orientation towards power distance, whereas previous literature between service climate and employee outcomes have studied service types and organizational hierarchy (Kang & Busser, 2018).

Service climate has long been understood to refer to employees' opinions of the organization's service requirements, awards, rules, and processes (Mahon et al., 2019). The climate for service, according to Susskind et al. (2018), is a combination of well-established service standards, back-end support functions, and line-level service providers' attention on the visitor. Service environment refers to employees' perceptions of the norms, procedures, and behaviors that organization expects and reward in providing high-quality services (Schneider et al., 1998). The amount to which management priorities are reflected in the job performed by employees influences their perceptions (Hoang et al., 2017). Different service contexts i.e. hospitality, financial services, and IT professional services, have investigated the concept of service climate. The extent to which SMT members believe that their knowledge, abilities, efforts, and performance are conducive to providing great customer service is one definition of service climate. Leadership, service-oriented human resource policies, work facilitation resources, and internal processes have all been demonstrated to influence the service climate of an organization (Hoang et al., 2018).

Prior research identified service types and organizational hierarchy as mediators of the relationship between service climate and its

outcomes (Bowen & Schneider, 2014; Hong et al., 2013; Kang & Busser, 2018). In contrast, Kang et al. (2018) stated that hospitality academics have placed greater emphasis on customer satisfaction than staff behavioral outcomes with regard to service climate. When employees perceive a positive service climate, they are more likely to exhibit positive brand citizenship behaviors, such as going above and beyond for customers and representing the brand positively to others (Groth, Hennig-Thurau, & Walsh, 2009). This is because a positive service climate can lead to a sense of commitment and loyalty to the organization, which in turn can translate into positive attitudes and behaviors towards the brand (Liao, Toya, Lepak, & Hong, 2009). Moreover, a positive service climate can also enhance employee engagement and job satisfaction, which can lead to better customer experiences and a positive brand image (Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005). Therefore, creating a positive service climate is an important strategy for organizations to improve brand citizenship behavior and build a positive brand image. This study proposes that a positive service climate can have a significant impact on brand citizenship behavior. By creating a supportive and positive work environment, organizations can enhance employee commitment, engagement, and satisfaction, which can translate into positive brand attitudes and behaviors. Thus, the following hypothesis is proposed

Hypothesis 1: Service Climate is positively associated with Brand citizenship Behavior.

Perceived CSR and Brand Pride

The definitions of CSR have been changed with the development in the socio-business operating environment: The most cited definition of CSR by Carroll's (1979), is taken as an operational definition in this research; it states that "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of

organizations at a given point in time". Brands that do not engage in CSR initiatives will frequently become left over due to intense global competition, however at same time multinational organizations with comprehensive CSR activities result in stronger consumer's response (Crane & Matten, 2016). The terms, CSR, branding and brand management have been considered as management main concern and strategic objectives meant for firms from a number of years (Dolbec & Chebat, 2013). Though, small academic consideration has been given to the customer's responses in the context of a specific brand, specifically in the service industry context (Levy & Hino, 2016). Furthermore, in the preceding decade, an exponential research growth is recorded in the area of CSR (Glavas, 2016). Aguinis and Glavas (2012) resulted that during the last decade, CSR remained a topic of over half of peer reviewed journals. The sparse research conducted in the context of developed countries in the CSR domain came up with the fact that term CSR had significantly and positively affected the behavior of consumer, although a little research work identified the motivational forces in the form of attitudes behind the behavioral outcomes in the context of developing countries. Marquina and Morales (2012) found that CSR initiatives made by the enterprises give confidence to the consumers to value those firms and helps to increase their brand value, which enables higher financial outcomes due to the increased citizenship.

Egeler et.al. (2022) developed the scale for Internal Corporate Brand experience and studied the impact of corporate brand experience on brand pride and supporting behaviors. The concept of "brand pride" is new to the field of internal branding research. As part of our study of brand-related self-concept, identity, and behavior, current study cites the following grounds for its inclusion: (1) Employee behavior, particularly citizenship behavior, has been identified as a significant motivator by pride (e.g., Arnett et al., 2002;

Helm, 2011 and 2012; Jitpaiboon et al., 2006). Second, it's common to see identification as a cognitive process (Donovan et al., 2006), whereas pride is more commonly seen as an emotional one. Jung and Hur (2022) found that there exists relationship between employee perceptions of Corporate Social Responsibility (CSR) and their employee citizenship behaviors, through the mediating effects of both corporate brand pride and self-brand connection. This adds to a more comprehensive understanding of the dynamics that drive BCB. In contrast to identification, pride demonstrates one's uniqueness by highlighting one's differences from the rest of society. When others see that you've gone above and beyond what's expected of you, you'll feel a sense of accomplishment and pride (Webster et al., 2003; Verbeke et al., 2004).

As previously said, individuals are motivated by both the desire to connect with others and the desire to stand out (Donovan et al., 2006). (Katzenbach 2003) Lastly, managerial literature argues that pride is an important managerial notion, although little attention has been paid to it in marketing and management research. It is clear from that the vast majority of assertions about pride in the workplace are based on hunches rather than empirical data. As a positive brand emotion, brand pride has a beneficial effect. A brand's sense of accomplishment is directly linked to its sense of pride. A brand's attributes are viewed as a source of pride when they fulfil or exceed the needs and expectations of a brand. There is evidence to support the idea that brand tribalism can lead to an elevated sense of self-worth and loyalty to one's favourite product or service. Brand pride is also a sign that a brand has a healthy and profitable relationship with its customers (McEwen, 2005).

Product knowledge is the most important factor in determining a person's reaction to a new item. As a result of strong brand identification, people are more likely to purchase products through brand links (Nandy&Sondhi, 2020).

This study proposes that employee perceived CSR will positively influence brand pride in terms of employee. The following hypothesis is drawn:

Hypothesis 2: Employee Perceived CSR is positively associated with Employee Brand Pride.

Brand Pride and BCB

Brand pride and brand citizenship behavior are two important constructs in the field of marketing and consumer behavior. Brand pride is the degree to which consumers associate themselves with a brand and feel proud to be associated with it. Brand citizenship behavior, on the other hand, refers to the positive behaviors exhibited by consumers towards a brand, such as recommending it to others or defending it against negative comments. Jung and Hur (2022) build upon previous studies on corporate social responsibility (CSR) and examine the role of corporate brand pride and self-brand connection in mediating the relationship between CSR and customer citizenship behaviors.

Research has found that brand pride is positively related to brand citizenship behavior. When consumers are proud of a brand, they are more likely to engage in positive behaviors towards the brand, such as word-of-mouth communication, loyalty, and advocacy. This relationship is mediated by a sense of attachment and commitment to the brand. Furthermore, corporate social responsibility (CSR) initiatives can also impact brand citizenship behavior. When a brand is perceived as socially responsible, individuals may feel a stronger connection to the brand and be more likely to engage in positive behaviors towards it (Lii & Lee, 2012). In fact, research has shown that CSR can positively influence brand pride and citizenship behavior (Sen & Bhattacharya, 2001).

Overall, brand pride and brand citizenship behavior are important factors for organizations

to consider when building and managing brand relationships. By fostering brand pride and engaging in CSR initiatives, brands can enhance their image and build stronger relationships with their customers. Having one's self-esteem bolstered by favourable feedback from others is another benefit of using these brands. One can feel accomplished by owning this sentiment, but it doesn't necessarily apply only to famous organizations (Griskevicius et al., 2010; McEwen, 2005). To be proud of your brand, you must believe that you are better than your competitors or at least have had a long history of success in the industry. Additionally, this notion was used to examine the influence of brand tribalism (Taute et al., 2017). Positive behavioural outcomes have also been connected to a person's sense of brand pride (Kim et al., 2005). Corporate social responsibility (CSR) is the voluntary actions that companies take to promote positive social and environmental outcomes, which can lead to positive brand image and reputation (Bhattacharya & Sen, 2004). Recent research has shown that brand pride and CSR are important antecedents of brand citizenship behavior. Moreover, brand pride has been found to mediate the relationship between CSR and brand citizenship behavior, such that when employee feel proud of a brand's CSR efforts, they are more likely to engage in positive behaviors towards the brand (Kumar & Pansari, 2016).

Hypothesis 3: Employee Brand pride is associated with Brand citizenship Behavior.

Moderating Role of Service climate between Brand Pride and BCB

The research model comprises of variables: Employee CSR, Employee brand Pride, Service

Service climate has been found to be an important predictor of customer citizenship behavior, which refers to customers' positive behaviors towards a brand, such as advocating for the brand or defending it against negative information (Loureiro & Kaufmann, 2018). Moreover, recent research has found that service climate may moderate the relationship between brand pride and customer citizenship behavior. Brand pride is an important predictor of customer citizenship behavior (Loureiro & Kaufmann, 2018). However, recent research has found that the effect of brand pride on customer citizenship behavior may be stronger in organizations with a positive service climate. Specifically, when employees perceive a high level of service climate, the effect of brand pride on customer citizenship behavior is amplified (Chang et al., 2021).

It has also been witnessed that service climate on customer citizenship behavior is stronger when customers have a higher level of brand identification (Chang et al., 2021). Brand identification is the extent to which consumers see themselves as a part of a particular brand, and it has been found to be an important predictor of positive brand attitudes and behaviors (Bhattacharya & Sen, 2003). Thus it is worthy to say that service climate can play a moderating role between brand pride and customer citizenship behavior. The effect of brand pride on customer citizenship behavior is amplified in organizations with a positive service climate.

Hypothesis 4: Service Climate moderates the influence of Employee brand pride on Brand Citizenship Behavior.

Hypothesis 5: Employee Perceived CSR is positively associated with BCB.

Research Model

climate and Brand citizenship behavior. Study model is as under:

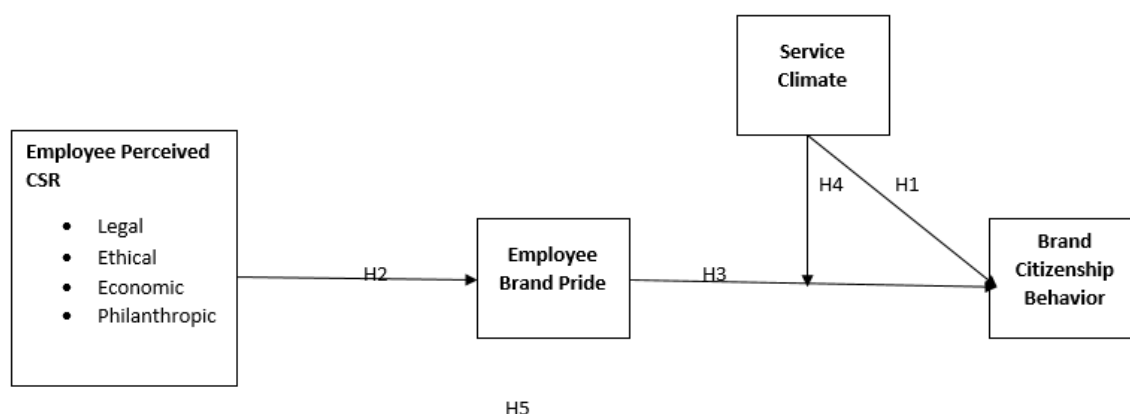


Fig 1: Research Model

Methodology

This study follows positivism with quantitative approach as research method. Unit of analysis for this study was individuals. The population for this study were employees working in banking sector of Pakistan. Among the other service industry businesses functioning in Pakistan, banks are considered since they were deemed to make a greater contribution in terms of external CSR operations for the general public (Ali et al., 2010). Employees of top six banks Habib Bank Limited, Muslim Commercial Bank, United Bank Limited, Meezan Bank, and National Bank of Pakistan in Lahore, Islamabad, Faisalabad and Sargodha.

In this study, data was collected using a questionnaire that comprises of two sections. The initial section focuses on the demographic features of the participants and the name of the financial institution they are employed in. The second section includes questions that evaluate the constructs of study. These questions are obtained from research literature and are evaluated using the Likert 5-point scale.

Anchors used for responses ranging from 1 to 5 as 1= strongly disagree to 5=strongly agree.

Scale and Items:

Carroll (1979) proposed a popular four-part CSR definition. CSR measuring scale comprised of social and environmental oriented values was also used by (Sarvaiya & Wu, 2014). The construct scale comprised of twenty 29 items. Brand pride of employee was

measure with five-item scale based on Helm et al (2011). A four-item scale adapted from Strödter, (2008) was used to assess brand citizenship behavior. Schneider et.al. (1998) thirteen items was be used to operationalize the service climate. Al-hawari (2019) utilized the same scale to evaluate the impact service climate in their study.

Data Analysis:

A total of 420 questionnaires were distributed and 366 questionnaires were returned, 21 of which were incomplete, and a total of 345 questionnaires were usable for final data analysis. Therefore, we obtained a response rate of 82%. Out of 345 employees 78% were male and, 22% were female. 39.1% employees were of age group between 20 and 30 years, 45.5% were of age group 31-40 years of age and 15.4% were of age group 41 and above. Total of employees 19.4% possess bachelor's degree, 69.9% having Master's degree, 7.5% had MS/Mphil and 3.2% had other higher education. 8.7% employees were having less than 1-year tenure, 45.5% had 1-5 Years and 45.8% had 5 Years and above job experience. 28.4% getting salaries below 50k monthly, 45.8% getting 51-100k monthly income, 25.5% were in 101-200k monthly income bracket and only 0.3% were getting salary above 201-500k. 31.1% were at manager level, 59.1% were front level employees, 18% were back office employees from whom data was collected. 41.1% data was collected from the city of

Lahore, 28.4% was collected from Islamabad, 20.3% from Faisalabad and 10.1% from Sargodha.

For the analysis, current study employed the most recent version of SmartPLS, 4.0. Regression and mediation and moderation analyses were conducted using PLS-SEM. Table 1 shows the reliability statistics. BCB=0.825, CSR=0.780, EBP=0.814, Economic CSR=0.722, Ethical CSR=0.872,

Legal CSR=0.752 and SC=0.852. The standard value for the Cronbach's Alpha is 0.6 (Sekaran & Bougie, 2016) and above which is significant for all the variables used in the study. Further the table shows the AVE value of variables which is above 0.5 and is acceptable. Thus the reliability statistics of all the variables used in study are significant and acceptable for further analysis

Table 1: Reliability Statistics

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BCB	0.825	0.830	0.884	0.656
CSR	0.780	0.845	0.791	0.530
EBP	0.814	1.031	0.852	0.664
Economic CSR	0.722	0.702	0.798	0.549
Ethical CSR	0.872	0.891	0.913	0.625
Philon CSR	0.827	0.829	0.878	0.591
SC	0.852	0.868	0.877	0.562
legal CSR	0.752	0.762	0.828	0.548

After finding that measurement model has generated appropriate and acceptable data, structural equation modelling was conducted to find results of the research hypotheses. Figure 2 shows the empirical findings of the structural model, including the explanatory power, values of the path coefficients, and significance values pertaining to the paths. The bootstrap resampling (5000) procedure was successfully run to assess the path's significance. As reported in Table 2, all of the study hypotheses are supported.

Structural equation modelling uses T-values and R² criteria to assess the fit of the structural model. The T-value is the primary criterion for evaluating the relationship between constructs in the model's structural part. A T-value exceeding the absolute value of 1.96 confirms the relationship between constructs and hypotheses at a 95% confidence level. However, some relationships may have T-value

coefficients lower than the absolute value of 1.96, indicating a weaker relationship.

After the measurement model has generated appropriate and acceptable data, this research tested a structural model to assess the research hypotheses. Figure 2 shows the empirical findings of the structural model, including the explanatory power, values of the path coefficients, and significance values pertaining to the paths. The bootstrap resampling (5000) procedure was used to assess the path's significance. As reported in Table 2, all of the study hypotheses are supported. The results reveal that direct effect of SC on BCB is positive and significant ($\beta=0.43$, $p<0.01$) that leads to accept H1 and moderated effect of SC on relationship between EBP and BCB is also significant ($\beta=-0.065$, $p<0.01$) which supports H4. These results are in line with the past studies (Hoang 2022, Zhang and Zu 2021) whose results shows the positive impact of

service climate on BCB in hotel industry. The results also show positive and significant impact of ECSR on EBP ($\beta=.301$, $p<.01$) and EBP on BCB ($\beta=.309$, $p<.01$) respectively that lead to accept H2 and H3. Past studies are in line with the acceptance of H2 and H3 (Youn & King 2022, Zhang & Zu 2021). The last hypothesis H5 present the direct relationship between the independent and dependent variables and show that ECSR have a significant positive effect on BCB ($\beta = 0.39$, $p < 0.000$). Thus H5 is also accepted.

Current study used SEM with bootstrapping (5000) approach to test this mediating effect (Iacobucci et al., 2007) of EBP on ECSR and BCB. Indirect effect is the strength to which a change in the predictor variable results in a change in the criterion variable via the mediator variable. The significance of indirect effects is seen in Table 3. The findings of this study showed the path ECSR-> EBP -> BCB.

Table 2: Path Coefficients

Paths	Original sample	Sample mean	Standard deviation	T statistics	P values	Results
CSR ->EBP	0.802	0.807	0.030	27.074	0.000	Supported
EBP -> BCB	0.007	0.606	0.064	10.104	0.000	Supported
SC -> BCB	0.557	0.570	0.046	12.103	0.000	Supported
SC x EBP -> BCB	0.087	0.901	0.069	12.701	0.000	Supported

Table No 3: Specific Indirect Effect

Path	Original sample	Sample mean (M)	Standard deviation	T statistics	P values
ECSR-> EBP -> BCB	0.005	0.005	0.051	18.104	0.000

In Smart-PLS, the evaluation of the R values is the primary way to calculate the model's explanatory power (Chin, Thatcher, and Wright 2012). R square values demonstrate how much independent variable is explained by dependent variables. Here, R square for BCB is 0.699 that

means ECSR causes variance in BCB to 69.9% that is strong explanation by the variable whereas the R square value of EBP is 0.875, ECSR is 0.0.751 that means EBP causes strongest variance in BCB up to 87.5%.

Table 4: R² Statistics

Constructs	R-square
BCB	0.699
ECSR	0.751
EBP	0.875

Discussion and Conclusion

The study employs a cross-sectional survey design, and data were collected from 340 employees working in the banking sector of Pakistan. The researchers used structural

equation modeling (SEM) to analyze the data and test the hypotheses.

The study found that employee CSR positively influences brand citizenship behavior. This indicates that when employee's perception CSR is higher, they are more likely to exhibit BCB.

Additionally, the study found that brand pride mediates the relationship between employee's perception CSR and brand citizenship behavior. This suggests that when employee's perception CSR, it enhances their pride in the organization, which in turn leads to BCB.

Furthermore, the study found that service climate moderates the relationship between employee's perception CSR and brand citizenship behavior. Specifically, the positive relationship between employee's perception CSR and BCB is stronger when the service climate is favorable. This means that a positive service climate enhances the effect of employee's perception CSR on BCB.

The results of this study have significant implications for organizations, particularly those in the banking sector of Pakistan. Firstly, the findings suggest that organizations should ensure that their employee's perception of CSR is higher and as per Organization's CSR activities as it can lead to increased BCB. Secondly, the study highlights the importance of brand pride in shaping employees' behavior towards the organization. Hence, organizations should invest in initiatives that enhance employee pride and attachment to the organization. Lastly, the study emphasizes the importance of a favorable service climate in facilitating the positive effects of employee CSR engagement on BCB.

In conclusion, the study provides valuable insights into the relationship between employee CSR engagement, brand citizenship behavior, brand pride, and service climate in the banking sector of Pakistan. The results suggest that organizations should invest in CSR activities, enhance employee pride, and foster a positive service climate to enhance BCB. Further research is needed to explore the relationship

between employee CSR engagement and BCB in other sectors and contexts

Limitations and Future Directions

Despite significant outcomes of this research, yet there have been few limitations as always. First the study has been conducted on a limited sample size. Future researchers can explore diverse samples to test theory and generate outcomes. Second the study has focused on banking sector in Pakistan that makes it less generalizable to other cultures. Culture is one of the major predictors of consumer behaviours (Hofstede, 2011). Thus results of various theory testing studies may vary across culture. Future efforts may include other cultures to examine the same dynamics of employee brand pride for other outcomes. Corporate social responsibility has been the driver used in this study to initiate the employee oriented model for brand pride and brand citizenship behaviour. These phenomena can be further explored with longitudinal study across these variables as cross sectional design itself becomes a limitation of this study.

Outcomes of this study were limited to brand citizenship behaviour that can be a least outcome which can be derived from the predictors, future efforts may determine many other consumer outcomes that may serve beneficial for marketers. The underlying mechanism used in this study was brand pride that can be one of the various mediating factors which can channel CSR to BCB. This study strived to achieve the bridging role of BP among CSR and BCB at employee level. It is recommended that coming research initiatives may consider other mechanisms which underlay to connect CSR to BCB in order to help policy makers and businesses.

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