

ROLE OF EXTERNAL CSR AND SOCIAL SUPPORT PROGRAMME FOR SUSTAINING HUMAN CAPITAL IN CONTRASTING ECONOMIES

Haque A. U., Aston J., Kozlovski E., Caha Z.*

Abstract: The paper contributes to enhance the body of knowledge for academicians and companies to enhance employees' commitment and efficiency through CSR framework. There is no previous paper containing variables of interest in comparative economies' context. This study investigated the role of social support programme in sustaining human capital under Corporate Social Responsibility (CSR) framework. Using comparative analysis, we examined the employees' perception and organisational commitment at workplace influenced by CSR. It has been found that CSR significantly improved the employees' perception and commitment. CSR strengthens social support, diversity, health and safety, and equal treatment at both layers of management. Interestingly, females' organisational commitment is significantly influenced by external CSR than males do. The importance of social support and CSR is highly visible among Canadian workers in contrast to Pakistani workers indicating to be reasons for higher organisational commitment.

Keywords: Corporate Social Responsibility, Social Support; Organisational Commitment; Employees' perception; Contrasting Economies

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Introduction

Literature confirms rather than recruitment and selection, actual work experience determines employees' organisational commitment (Meyer et al., 2002; Brammer et al., 2005). The psychological bondage between work, workers, and workplace is vital for organisational efficiency and performance (Haque & Oino, 2019). Social support system within the organisation is viewed as important factor in sustaining human capital however external factors in the environment has equally importance for business. The organisation is operating in the society thus, it must ensure that it returns to the society and therefore the corporate social responsibility (CSR) has

* **Adnan ul Haque** Yorkville University, 2000 Steeles Ave W, Concord, ON L4K 4N1
John Aston University of Brunel Kingston Lane, London, Uxbridge UB8 3PH, London, United Kingdom
Eugene Kozlovski University of Wales Trinity Saint David – London Campus 11 Winchester House, Cranmer Road, SW9 6EJ, London, United Kingdom
Zdeněk Caha Department of Human Resource Management, Faculty of Corporate Strategy, Institute of Technology and Business, Okružní 517/10, 37001 České Budějovice, Czech Republic

✉corresponding author: ahaque@yorkvilleu.ca

✉caha@mail.vstecb.cz; eugene.kozlovski@uwtsd.ac.uk; john.aston@brunel.ac.uk

been the focus on organisations. “CSR is the voluntary integration of the social and ecological concerns of companies in their commercial activities and their relations with all stakeholders” (Igalens & Joras, 2002 cited from Dupont, Ferauge & Giuliano, 2013). Hence, it is vital to examine the social support inside the organisation, employees’ perception, and organisational commitment in CSR framework to enhance the body of knowledge so that organisations contribution towards Macro level could be understood. The IT sector has been a significant contributor towards GDP of Pakistan and Canada, especially after 2008 recession (SMEDA, 2015). There has been a boom in the economy due to commercial sectors operational efficiencies (Gond et al., 2011). The impact on the environment and stakeholders due to organisation’s organisational activities can be adverse; therefore, the sense ecological and social concerns develop among organisations to care for environment (Dupont et al., 2013). Additionally, the relationship between CSR and organisational commitment is evident in literature but there is no comparative analysis to examine it. Moreover, the previous studies are largely quantitative while this study is qualitative to explore the phenomenon.

Sackey & Sanda (2011) found that developing countries still lack visibility of social support in contrast to develop countries. Furthermore, the Pakistan is a male dominant society where female progress in career is lower in comparison to developed economies (Faizan & Haque, 2016). This reflects organisational inefficiencies in keeping a right balance between genders’ organisational commitment. Moreover, the role of social support in sustaining human capital is not conclusive as there is no evidence from contrasting economies. The organisational commitment of workforce determines the human capital that organisations are using to improve their working efficiencies. Hence, organisational commitment reflects human capital and, in this study, we consider the impact of CSR on organisational commitment. Interestingly, Sharma & Bhatnagar (2015) argued that inability of less-developed countries to take proper advantage of management skills and advanced technology are reasons behind their lacking. Since, the IT firms in Pakistan are auxiliary firms for developed countries’ IT firms thus it is significant to examine the detrimental effects. Moreover, effective CSR is strengthened through accountability factor by firms clearly indicating the meaningful contribution to the society (Emeseh & Songi, 2014). Since, employees are part of society therefore it is essential to examine the internal as well as external CSR concepts in relation to their organisational commitment.

The reason to consider gender perspective is that previous studies have found credited organisational culture, unbalanced roles, socio-cultural barriers, and gender discrimination reasons for low or no organisational commitment and career advancement due to class, age, and gender (Moghadam, 2004; Sanda & Sackey, 2010). Hence, by considering gender, we take a specific dimension for exploring the relationship between variables of interest in more depth. With the passage of time the complexities, connectedness, and context has become significantly

important for the business to undertake when operating in the dynamic environment. Therefore, the CSR framework becomes important because national level economies are interlinked with the commercial activities of these businesses and CSR does offer the platform to enhance our understandings.

Comparative analysis approach enabled us in assessing and evaluating the variations in distinctive types of economies with similar trends. Nevertheless, there is no two similar type of persons, organisations, sectors, economies, etc because there will be always fractional variations. Despite that, opting for comparison is based on extending the knowledge by considering the developed versus developing economy. In case of considering only one type of economy would limit the knowledge to specific type of economy but the comparison contributes to superior knowledge. Thus, generalizability could be attained in the broader perspective due to measuring the variations in distinctive types of economies. Furthermore, this approach enables us to contribute towards cross-cultural studies rather than limiting the knowledge to only specific geography. In addition to that, despite cultural differences there are evidence of similar norms and practices in distinctive economies, which reflect that IT professionals and workers would benefit from the findings of this type of comparative analysis.

Not only operational patterns but serious challenges to retain and recruit skilled workers are faced by the IT sectors of Pakistan and Canada (Balagam & Farriduddin, 2008; Holmes, 2013). According to Holmes (2013), the Canada's IT sector is facing a shortage of developers and engineers. Interestingly, the study of Ashraf & Caldwell (2017) revealed that large number of IT personnel is leaving Pakistan in the search of better job opportunities in the European and Middle East regions. Surprisingly, the above studies revealed that in both countries, 10% of IT firms are lagging behind in meeting the needs and requirements of the sector due to human capital shortage.

Literature Review

In this research we have included literature related to CSR, social support, and organisational commitment. Additionally, the relationship between variables of interest is examined from gender's perspective. Vast literature found that organisations are under consistently increasing pressure to demonstrate socially responsive behaviour towards various stakeholders including; investors, managers, employees, consumers, and shareholders (Berman et al., 1999; Kapstein, 2001; Brammer et al., 2005). The demand for corporate social responsiveness has increased in developed countries while in developing country the trend is improving at steady rate (Adhikari & Chaudhri, 2016). The significance of employee in CSR has been center of attraction among researchers (Peterson, 2004; Bremmar, et al., 2004). Aforementioned studies have payoffs to improve social responsibility attracts potential employees as they are more confirmed that committed workforce due to their psyche of being affiliated with the organisation

that has favourable reputation (Peterson, 2004; Brammer et al., 2005). At times, environmental and corporate social values play significant role in hiring new fresh graduates (Scott, 2004; Maciejewski et al., 2019).

Internal CSR and external CSR are two important aspects we have included in this research. Reputation of the organisation and external image are concerns falling in external CSR while internal operations are part of internal CSR (Bremmar et al., 2005). Employees perception of external CSR influence their organisational commitment to some extent (Brammer et al., 2005). However, the extent in contrasting economies is still not evident from literature. Additionally, Brammer et al., (2005) argued that there is a variation in external CSR affecting contrasting genders by arguing that males perform better than females due to external CSR. On the other hand, Rastogi (2000) argued that social support is effective tool inside organisation to sustain human capital. The findings of Haque & Aston (2016) showed that females' organisational commitment is higher than male workers, irrespective of contrasting economies. However, there is no conclusive evidence regarding external CSR and social support in relation of organisational commitment of distinctive employees in contrasting economies. Interestingly, Rastogi (2000) argued that supportive network, competitiveness, autonomy, and creativity and innovation enable firms in sustaining human capital. On the other hand, Dupont et al., (2013) considers HR practices and CSR as effective tool in increasing organisational commitment leading to sustenance of human capital.

The concept of human capital is examined through organisational commitment, specifically affective commitment (intellectual capital), normative commitment (social capital), and continuance commitment (organisational capital). Interestingly, Sackey & Sanda (2011) argued that social support in shape of support from colleagues, supervisors, and peers at work is significant in sustaining human capital. Social support is effective in creating the environment for employees to be part of the organisation (Sackey & Sanda, 2011). The study of Sackey & Sanda (2011) showed that social support influences organisational performance, employees' perception, organisational commitment, and employees' performance whereas the work of Ali et al., (2010) found that these attributes are affected by CSR. Interestingly, within CSR, still there is no conclusive evidence whether internal CSR or external CSR has key role in affecting these attributes. Interestingly, social support programme enables employees to demonstrate high level of organisational commitment (Schwarzer & Leppin, 1991). However, social support in the CSR framework used differently by gender but there is no conclusive evidence regarding social support affecting organisational commitment in contrasting economies.

Haque & Oino (2019) argued that it is a psychological pact between work and workplace. Three distinctive attributes of organisational commitment include affective commitment, normative commitment, and continuance commitment (Mowday *et al.*, 1979; Allen & Meyer, 2000). "Affective commitment is emotional

attachment of employees towards organisation as he/she likes to be affiliated with same the organisation by considering organisational problems as his/her own problems” (Allen & Meyer, 2000; Haque et al. 2019). “Obligatory beliefs and feelings to be loyal towards his/her own organisation among employees is known as normative commitment” (Haque et al. 2019). Lastly, “the willingness and desire of individual to stay with the same organisation is regarded as continuance commitment” (ibid). Study of Ali et al., (2010) argued that high level of organisational commitment is visible among employees due to CSR. Moreover, Haque & Oino (2019) found that organisational commitment is high among employees who experience high level of emotional and moral support at workplace. Ali et al., (2010) revealed that employees' performance and perception is positively influenced by CSR leading to develop high level of organisational commitment. Furthermore, social support in shape of moral and emotional support leads to strengthen organisational commitment among females (Sackey & Sanda, 2011). Ali et al., (2010) established a positive relationship between CSR and organisational commitment while Sackey & Sanda (2011) found that organisational commitment increases due to social support at workplace. Interestingly, the work of Brammer et al., (2005) revealed that employees' organisational commitment is affected by external CSR more prominently in contrast to internal CSR, specifically, males' commitment increases due to it. Furthermore, market orientation has a role in CSR (Kot, & Brzezinski, 2015).

On the other hand, Gond et al., (2011) argued that CSR contributes towards improving corporate performance through influencing employees' behaviour positively. The study of Haque & Oino (2019) argued that females have high organisational commitment in contrast to males in developing country. Moreover, Sackey & Sanda (2011) confirmed that females have high level of organisational commitment due to social support at workplace in developing economies. However, there is still no study at present that has examined the relationship between research variables in developed and developing economies under CSR framework to measure its impact at macro level. Following are the hypotheses generated from the literature:

H1: There exist relationship between CSR, employees' perception, social support, and organisational commitment to sustain human capital.

H2: CSR has an impact on the affective, normative, and continuance commitment of male and female employees working at IT firms in contrasting economies.

According Belas et al., (2020) CSR presents a valuable tool of a better management

of Small- and medium-sized enterprises. SMEs have been facing this challenge for a shorter time than large enterprises. The results of their study show that the knowledge of the CSR concept and its assertion in business is the most

important CSR indicator with a positive impact on each factor of SMEs' sustainability.

Cera et al (2020) investigated “whether corporate social responsibility (CSR) is affected by firm characteristics (firm age and size) or not in the Czech Republic and Slovakia. The results revealed that the CSR is not perceived similar in both countries leading to country differences. It was found no association between CSR and firm size. However, firm age matters in CSR, especially for Slovak firms. Moreover, evidence showed that the older Slovak firms are less prone towards CSR. In the Czech sample, one indicator of CSR reflected positive relationship with firm age”.

Research Methodology

We examined the variables of interest through in-depth qualitative research in developed and developing countries through recorded SKYPE interviews with the employees working in the IT sector of Canada and Pakistan. The reason for qualitative interviews was to explore the phenomenon in depth so that qualitative perspective is attained by comparative analysis. Using purposive sampling technique was used to only target employees that are familiar with the concept of CSR in both countries. According to Louangrath (2013), in the social science research often purposive sampling technique is undertaken by the researchers to explore certain features of set of properties. However, for the statistical analysis, purposive sampling is not ideal because of prone to biasness like research validity (Haque et al. 2019; Haque, Yamoah, & Sroka, 2020). Nevertheless, when the researchers take adequate measures by maintaining accuracy and consistency in the data collection process, the subjects are properly safeguard from biases (Haque et al. 2020). Since, this study is not considering statistical analysis thus the use of purposive sampling is acceptable in due consideration with the nature of the study. Additionally, purposive sampling is undertaken in the study when probability sampling appears to be impractical or costly technique due to various complications and time factor (Haque et al. 2020). Therefore, the purposive sampling considered in this study is due to complete access to informants and attainment of cost-effectiveness during the whole process of study. Additionally, the cross-sectional design undertaken in this study is to compare contrasting genders and economies of interest. After formal email approval from the organisations, we requested the HR department of the interested organisations to arrange SKYPE interview sessions with the employees who voluntarily participated, based on their own convenience. Total 79 interviews (36 from Canada and 43 from Pakistan) were conducted from 12 IT firms through open-ended semi-structured interview questions. The interviews were recorded through "Amolto Call Recording Software" with the permission of organisations and participants. After reaching 79 interviews, we found that it is our "saturation point" hence we

concluded interview commencement process. The saturation point hereby reflects the stage of receiving similar type of responses from different individuals; thus, no new piece of information could be attained further. As per Morse (2000) 30 or above respondents is a sufficient sample for reaching saturation stage (Mason, 2010). Nevertheless, Guest et al., (2006) stated that at least fifteen respondents should be interviewed in the qualitative study because the idea of such type of research is exploring the phenomenon rather than attaining numerical significance. Interestingly, Creswell (2013) concluded that for the purpose of attaining saturation point in the comparative analysis study, the number of interviews between 30-and-50 is sufficient.

The formal correspondence with the organisations of interest were done through emails as HR was briefed about the purpose and process of interview, timing, recording, voluntary participation, confidentiality, and quitting option for participants. After our placement email, 12 out of 40 organisations approved their participant, indicating 30% response rate, which is fairly acceptable to draw logical conclusion. The average interview duration was 4 minutes and 40 seconds while most interviews lasted between 4 to 7 minutes. There were 12 incomplete interviews; thus, these were not included in our data discussion and analysis. We started with "funnel approach" by moving from general questions to specific questions. From four pilot interviews we refined our themes to avoid questions that were confusing to the participants. "Listen N Write" Software was used for verbatim transcription. To ensure that transcriptions of interviews are done correctly, five random interviews were selected for checking purpose. It was followed by developing "thematic network analysis" technique, using coding, labeling, and proportion analysis as part of systematic analysis through Microsoft Excel 2013 spreadsheet. Coding was made from the verbatim data by dividing data into meaningful and manageable segments. Since we used non-probability sampling technique as we used purposive sampling to investigate the variables of interest therefore the frequency percentages mainly using systematic analysis and tally marks to support the purpose of selection made in this research. Another reason for using this approach was to compare the frequencies of contrasting constructs in our research by exploring the variation percentages among different sample groups.

At all stages of research, it was ensured that validity, reliability, credibility, and research ethics are maintained. For the purpose of reliability, researchers used demographic variables and compared the data with the HR department to confirm and verify the accuracy in terms of context and form with consistent comparison by following George & Apter (2004) reliability approach in qualitative studies. According to Waterman (2013) appropriateness of data, process, and tools are regarded as validity in qualitative research. The ontology and epistemology along with philosophical perspective enable researchers in qualitative research to determine the validity (Waterman, 2013). In this study, we used systematic analysis

method to ensure appropriate context is valid in related to cultural and contextual variables. Moreover, the use of purposive sampling is part of a procedure to determine that the aim of present study and theoretical framework is aligned during the data collection process. In addition to that, well-documented audit trail of material and process along with case-oriented multidimensional analysis helps in reliability and validity of respondents (George & Apter, 2004; Carcary, 2009; Jansen, 2010). All of the above arguments are used as steps taken into consideration to ensure validity and reliability in present study.

Results, Analysis and Discussion

In terms of Age, experience, and gender our sample was fairly balanced in both countries. The idea of using purposive sampling was to ensure that participants are selected with almost equal representation from both economies. In terms of gender, males from Karachi 48% while 52% from Toronto made overall 51% males in this study while remaining 49% are females. The average work experience of our sample was "1 to 3 years". Although, our sample constitute of employees in the IT sector but it was ensure that various departments including marketing, customer care, administration, content writing, finance, HR, and IT support were targeted that has direct relation with stakeholders.

Table 1. Demographic variables frequencies

Demographic Variables	Overall		Canada		Pakistan	
	Male	Female	Male	Female	Male	Female
Gender	51%	49%	52%	48%	48%	52%
Age	29-38 47.6%		29-42 42.3%		20-30 58.7%	
Qualification	Bachelors 51.2%		Bachelors 46.0%		Bachelors 55.1%	
Experience	1-3 years 34.7%		6-8 years 24.8%		3-5 years 19.8%	
Level of Management	Middle level 50.9%		Operational 51.4%		Middle level 52.1%	

The findings revealed that female employees' perception and commitment is highly affected by CSR in contrast to males in Pakistan and Canada. As evident one respondent from Pakistan said,

"I feel we all must do things that are good for environment. It is our duty. I put extra to do so".

Another respondent from Pakistan replied that,

"I would always think before doing things that how it affects others. Yes, surely I would think before taking any action".

The above statements reflect the willingness and determination of employee towards corporate social responsibility as they feel it is important that their individual actions must not have adverse impact upon the environment and others, either directly or indirectly.

Interestingly, one female from Canada stated,

"Well yes my actions must reflect good to others".

This above response indicates the self-consensus and corporate social responsiveness of individual because the participant considers it essential that her individual action has a good impact on others.

Another female respondent from Canada said,

"I feel extra energy when I do something I feel socially and morally is good for all".

Hence, such statement shows the motivation and commitment of employees increase when they do things that are morally and socially correct to them.

Interestingly, it is not that only females have shown a concern as there are male respondents who have exhibit their commitment is driven by CSR however their proportion is less in comparison to their counterparts in both countries.

One of the Pakistani male respondents said,

"If I know my efforts will be bringing good results for my whole team, department, even customers. I make sure I do not let them down in any way".

The above statement reflects the keen desire of an individual who cares about others and therefore put extra efforts to bring results.

A Canadian male said,

"Of course, my commitment is higher in every way but when there is increase a known fact to me that others will also benefit from it then I am keener than ever to complete it".

Hence, from the above statement, it is evident that the person's organisational commitment is positively linked with the CSR. Overall, in both economies, females have shown a greater concern for the environment and other individuals as they want to ensure that their actions are based on moral principles of, not harming the others. Nevertheless, not only females but males have also given importance to CSR in shaping their organisational commitment. However they are relatively lower in frequency than females. In other words, there is greater corporate social responsiveness evident. In other words, such thinking confirms that employees' commitment level enhances due to CSR.

Interestingly, it is evident that diversity, health and safety, social support, and equal treatment enhances inside the IT firms due to their ability of corporate social

responsiveness. Moreover, in terms of economies, it is evident that Canadian workforce scores higher than Pakistani workforce. Additionally, considering the management layer, findings showed that lower and middle level employees' perception and performance significant positively influence due to CSR, which also strengthen the organisational commitment of employees in the IT sector. However, in terms of gender, social support is more constructively used by females in comparison to males in both economies while diversity, health and safety, and equal treatment inside the organisation strengthen the male employees' organisational commitment, as a result of CSR.

The findings confirmed that both internal and external stakeholders benefit in various manners from external CSR. However, external CSR scores higher than internal CSR (48.1% against 41.6%).

One of the Pakistani male workers said,

"I think the policies inside the organisation are making me more committed to them".

Additionally, a Canadian male worker said,

"Indeed. The internal policies of my organisation are transparent. There is nothing they do or allow that can affect the environment in bad way. This is what has kept me with them. It is like more than six years but I am happy to be here...because of the policies".

The above statements reflect internal CSR and policies of the organisation is a key driving force for employees. The reason for continuation is the inside policies that actions of the organisation shall not have serious impact on the environment has kept the affective, normative, and continuance commitment of employees in both countries.

Interestingly, one of the female participants said,

"Well..Not too sure but yes the image of my company caring for environment motivated me to work here".

It reflects that external CSR plays a vibrant role in influencing organisational commitment, performance, and motivation of employees.

On the other hand, another female respondent said, "To some degree I will say yes before joining them I know that they are contributing to the betterment of environment so it was also motivation behind joining them but honestly, it has a small role in making my final decision".

The aforementioned statement indicates for female workers to some extent, the external CSR is a highly determining factor in contrast to male employees. Male are more committed and motivated by the internal policies and procedures however some of them do consider the internal procedures impact on the environment.

Additionally, external CSR influences significant positively the overall organisational commitment of female workers in contrast to their counterparts in both countries (67.6% against 51.2%). We found that corporate social responsiveness has increased in terms of demand to large extent in developed

economies but the trend is not visible in developing country however there is steady improvement rate. Thus, our findings support the argument of Adikari & Chaudhri (2016). We evident that the reputation of the organisation and external image is a concept of external CSR that influences female workers (67.6%) while internal operations as part of internal CSR is evident to influence organisational commitment of males (51.2%). Thus, our findings support Brammer et al., (2005). However, the normative commitment of developing country's female workers is highly influenced by external CSR while affective and continuance commitment of developed country's female workers. On the other hand, male workforce organisational commitment in both countries are affected positively by external and internal CSR however, the internal CSR is evident to have enhanced organisational and individual performances of males workers in both countries.

Although overall effectiveness of social support at workplace is evident in this study as results indicate 54.5% responded in favour of effectiveness. However, the detailed analysis revealed that social support is less visible in Pakistan as compare to Canada but interestingly 50% considered as effective while in Canada 60% confirms that social support is effective in dealing with stress and increasing organisational commitment. Hence, the social support is evident to be highly visible in Canadian workforce in contrast to Pakistani workforce. Thus, this study supports the work of Haque & Oino (2019). Moreover, the females use it more constructively in contrast to male workers at both level of the management in Pakistan as well as Canada's IT sector. Interestingly our findings showed that employees' perception regarding external CSR affects organisational commitment, confirming the previous argument of Brammer et al., (2005). Our findings confirm the previous argument of Rastogi (2000) that social support programmes are effective tool for sustenance of human capital inside the organisation.

Additionally, our study findings are aligned with the work of Haque et al. (2019) as we found male scores lower than females in terms of organisational commitment (44.2% against 67.6%). Interestingly, this study has found unique findings that irrespective of the types of countries, social support and external CSR affects females' organisational commitment higher than males do.

Interestingly, a Pakistani male worker said,

"Obviously, the overall image of company does matter but I look for the inside environment, their policies and how it affects my life. I will be honest with you I do not think in Pakistan, many companies will think about environment...so if company doesn't how could I think much about it?"

On the other hand, a Canadian male said,

"Well...it's good to be environmental friendly but I have no deeper interest in it. If my organisation is caring for it...great...if not I don't mind as long as my needs and my lawful demands are fulfilled.

From the above two employees in contrasting countries have somewhat similar opinion. It is evident from their statements that, their concern is more about

themselves. Their financial needs and internal policies impact on their careers and personal lives are more important for them rather than the image of the organisation in the operating environment.

However, female responses were different in this regard. As evident one of the female participant stated, "Yes. Indeed the company image of being environmental friendly and so much support from my manager boost my moral". This reflects that external CSR and social support system has been constructive in enhancing their moral and strengthening their commitment.

Another female participant said, "My company has shown care for me as well for the society. This is why I am more committed". This shows that external CSR means the reputation of the organisation in the society is a key driver in motivating female employees to be associated with their respective organisations.

Moreover, this study support to some extent the work of Rastogi (2000) as evident that innovation and creativity, competitiveness, supportive network, and autonomy improve human capital indexing while present findings support Dupont et al., (2013) argument that CSR along with HR practice is most effective tool for sustaining human capital. Furthermore, our findings showed that individual values affect CSR-commitment relationship among IT workforce in both countries to large extent thus present study support the argument of Brammer et al., (2005). Interestingly, we found that overall majority of males (62.8%) have high preference regarding concerns for task while females have higher preference for behaviour and treatment received within the organisation along with the concern for others (64.7%). Therefore, this study supports the work of Ibrahim & Angelidis (1994) and Smith et al., (2001).

We found that females are more affected by personal characteristics and internal attributes in contrast to their counterpart hence our findings have striking difference with the work of Cubillo & Brown (2003) while support the work of Brammer et al., (2005). Interestingly, we found that external CSR is significant positively influencing organisational commitment of females in contrast to males thus this study contradicts the previous studies of Brammer et al., (2005) and Ali et al., (2010). Interestingly, this study has found a new finding that in terms of gender's perspective; females score higher than males in both countries due to external CSR. Moreover, the study showed that females in comparison to males' scores higher in both countries due to social support (73.5% against 46.5%). Thus, this confirms the previous work of Sackey & Sanda (2011).

Additionally, we found that both social support and CSR affects not only the organisational commitment but also employees' perception, employees' performance, and organisational commitment hence we support the findings of Sackey & Sanda (2011) and Ali et al., (2010). Interestingly, external CSR is more evident in affecting these attributes in contrast to internal CSR. Moreover, we found that in terms of gender, females' scores higher than males in all of the

aforementioned attributes due to social support and external CSR (73.5% against 46.5%).

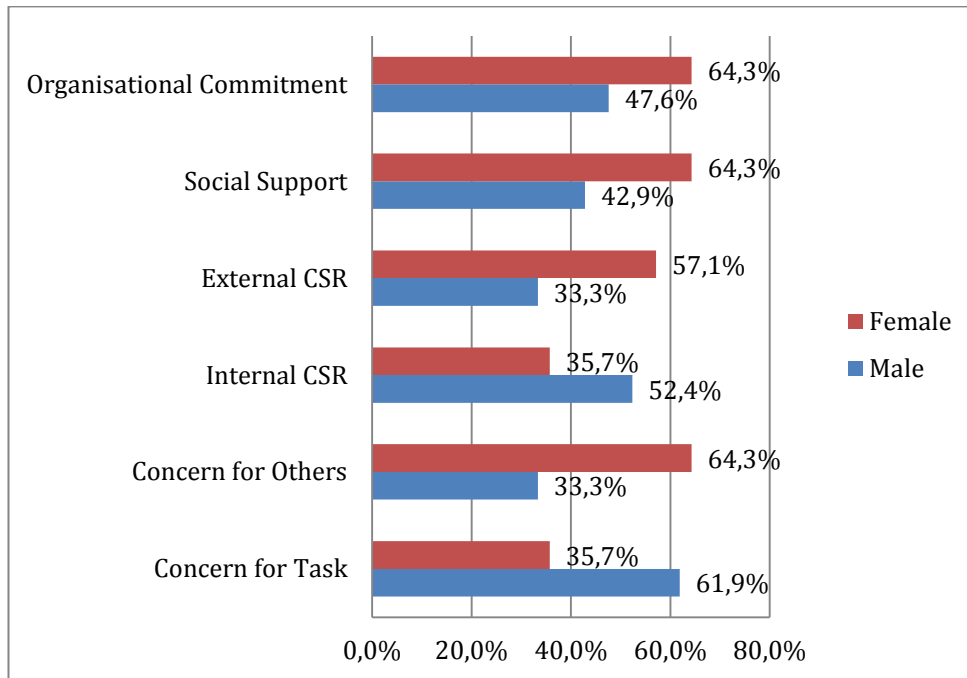


Figure 1: Variation among gender - Canada Sample

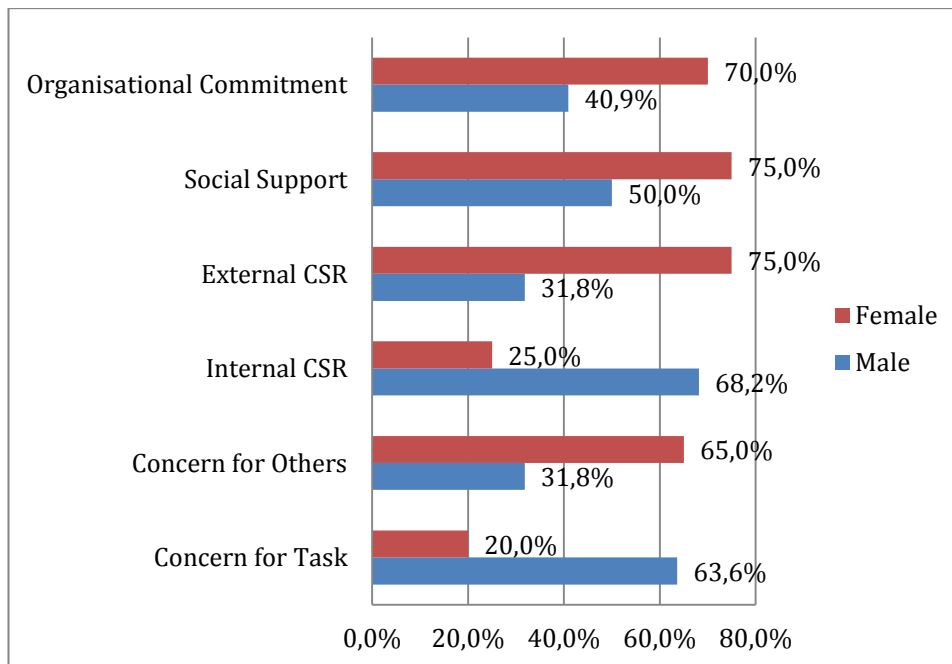


Figure 2: Variation among gender - Pakistan Sample

It is evident that males have higher preference for "concern for tasks (62.8%) while females have higher preference for "concern for others" (64.7%). Males score higher than females in terms of "concern for task completion" in both Canada (61.9% against 35.7%) and Pakistan (63.3% against 20%). However, comparing males in contrasting economies revealed that Pakistani males scored higher than Canadian males (63.3% against 61.9%) whereas Canadian females score higher than Pakistani females (35.7% against 20%). However, in the context of economies, Canada has higher preference for it in contrast to Pakistan (51.4% against 42.9%). On the other hand, females score higher than their counterparts in "concerns for others" in both economies. The detailed analysis revealed that Pakistani workforce scores higher than Canadian workforce however there is only a fractional difference (47.6% against 44.4%). Additionally, although there is a fractional difference, but Pakistani females have higher preference than Canadian females (65% against 64.3%). Conversely Canadian males in comparison to Pakistani males have higher preference for "concern for others" (33.3% against 31.8%). However, the difference is marginal.

Our findings showed that overall females have higher preference for external CSR (67.6%) while males mostly have preference for internal CSR (60.5%). Comparative analysis in the context of economies of interest revealed that Pakistan has scored higher in external CSR preferences (52.4%) while Canada in internal CSR preferences (45.7). The reason behind it could be that from Pakistan we had

more female respondents than Canada. Furthermore, Pakistani females have higher frequency than Canadian females in "external CSR" (75% against 57.1%). Conversely, while exploring external CSR preferences we found that although there is only a fractional variation but Canadian male workforces have higher frequency than Pakistani male workforce (33.3% against 31.8%). Interestingly, it is generally assumed that developed economy would have higher organisational commitment, social support, CSR, concern for task or people, etc in contrast to developing economy but our study showed that there is not a highly significant difference in terms of contrasting economies. Although, it is evident that developed economy's country was fractionally lower organisational commitment than developing economy. Interestingly, in the gender perspective, there is notable variation as it is evident that females score higher than males, irrespective of the type of economy. These are interesting findings because generally assumed phenomenon is contradicted in this study as by now it is confirmed that CSR and social support have significant role in the sustenance of human capital, irrespective of the types of economies. Additionally, females use it more constructively in contrast to males, particularly the external CSR that enables them to demonstrate high organisational commitment. Moreover, the social support programme is used effectively by females therefore are less vulnerable to different types of stressors. The findings also revealed that considering internal CSR, overall males have high scores than females (60.5% against 29.4%). However, Canadian males have lower than Pakistani males (52.4% against 68.2%) whereas Canadian females score higher than Pakistani females (35.7% against 25%). Interestingly, social support programme is effectively used by females in contrast to their counterparts (73.5% against 46.5%). Discrepancy among males for social support is evident in both countries whereas organisational commitment is more evident among females in contrast to males in both countries. In terms of economies, Pakistani females score higher than Canadian females (75% against 64.3%). Pakistani males in contrast to Canadian males find social support to some extent reasonably effective in dealing with their stress and organisational commitment (50% against 42.9%). Lastly, the comparative analysis revealed that although females have higher organisational commitment than males do (67.6% against 44.2%). In terms of economies, Pakistani females score higher than Canadian females (70% against 64.3%). Interestingly, although the difference appears to be small, but the detailed analysis revealed that specifically normative commitment is higher among Pakistani females in contrast to Canadian female workers. The reason for higher scores by females could be accredited to the organisational culture of these organisations. Moreover, the policies of the government showed that there is more flexibility in the working hours for females, especially married women or single mothers. Thus, this could be the reason for females demonstrating higher external CSR and organisational commitment, especially in Pakistan. On the other hand, males have scored consistently higher in concerns for task and internal

CSR. This could be due to the excessive workload or the nature of their work because most of our male respondents were working on the time-based projects. Furthermore, our findings showed that emotional and moral support at workplace enhances employees' commitment.

To support the statement, we include responses, as one of the Pakistani female participants said,

"My company is morally supporting me in every way and this is reason I am working with so much enthusiasm".

The statement above clearly reflects the emotional and moral support at workplace increase motivation and commitment of employees.

A Canadian female said,

"I would say I feel emotional attachment towards my organization. Yes, I find it important driver for my performance".

The above statement indicates that emotional attachment towards the organisation is a key factor behind high quality performance demonstrated by employees.

One of the participants said,

"Well..I would be honest to you. I am a bit too much emotional person. Some may say I am sensitive but emotional support is what helps me keep going on. My colleagues are really supportive and this automatically boosts my moral to do well."

The above statement confirms that social support at workplace increase the organisational commitment of employees to do well at job. Hence, both moral and emotional support at workplace is effective in increasing the overall organisational commitment.

One of the Canadian male said,

"Sometimes discussing issues with other resolve it. In that sense, moral support is vital".

However, the respondent further added,

"I don't agree that moral support will always help you cross the line...emotional also will not always help you overcoming situation. In desperate times, you just want a focus and end result rather than thinking about type of support".

On the other hand, Pakistani male said,

"Not too sure about moral but I need emotional support from my team to work but you will see here one is trying to pull your leg when you share with them any personal issues so better not to rely on emotional support".

Interestingly, another Pakistani male responded,

"It depends on the type of work. Neither moral nor emotional will work sometimes. Sitting here, I get a call from my boss... he says make sure you finish this project by tomorrow. I have my personal life issues. Will any emotional support at workplace solve my problem? Surely not, even if I keep praising my team members. Does moral support help them? May be to some level but I don't think only moral or social support is enough."

The different arguments of male workers in both countries showed that to some extent they agree that moral and emotional support is effective but it is not always the case. It reflects a rational argument these participants showed by arguing that moral and emotional could be vital to have but it is not always effective to motivate employees in different types of situation.

Interestingly, we support previous work of Haque & Oino (2019). In addition to that, overall females use social support more constructively in contrast to males do (73.5% against 46.5%). Thus, we support the work of Sackey & Sanda, (2011). Moreover, we found that positive employees' behaviour is resulting from improvement in corporate performance and caring for environment as majority in both country confirmed it. Therefore, we support the previous study of Gond et al., (2011).

Majority of the respondents confirmed that CSR has positive relationship with their organisational commitment (72.7%). However, the relationship is significantly higher in Canada (77.1% in contrast to Pakistan (69%). Nevertheless, it is confirmed that there exist a relationship between variables of interest in contrasting economies. Hence, we support the work of Ali et al., (2015). Interestingly, the funnel approach showed that females perceived CSR more constructively in contrast to males. This is due to social support and other health related facilities. Moreover, employees' perception towards CSR is also viewed differently by males and females. This could be due to perceived and received social support differently. Thus, partially this study supports the work of Haque & Oino (2019) and Haque et al., (2020) in terms of variation among contrasting genders.

Conclusion and Recommendations

In the light of present findings, we confirm that CSR has strong positive relationship with organisational commitment of employees in contrasting economies. From this study, it is concluded that a general assumption of developing economies have edge over developed economies in CSR and other interlinked aspects is not correct. In other words, in contrast to developing countries there is higher preference for CSR, higher organisational commitment, and use of social support is better in the developed economies is incorrect assumption hence the general assumption is contradicted through present findings. Nevertheless, there is little difference in the above-mentioned key concepts in two different types of economies as we found that organisational commitment is higher among the developed economy's workforce in contrast to developing economy's workforce. Thus, the other interlinked variables such as CSR and social support is also used more effectively in developing country but the significant finding is exploring the variables of interest through gender's perspective. It is confirmed that CSR and social support programme play essential role in creating organisational commitment, leading to enhance the sustenance of human capital.

Moreover, the employees' perception, individual performance, organisational performance, and commitment are significantly positively affected by the social support, internal CSR, and external CSR. However, social support and external CSR are more constructive in sustaining human capital in comparison to internal CSR. Furthermore, Canadian workforce scores higher organisational commitment than Pakistani workforce. Additionally, females have higher organisational commitment in contrast to male workers due to social support and external CSR. Males' performance and commitment is mainly affected by internal CSR while female workers' performance and commitment is resulting from social support and external CSR. It is evident that social support and external CSR play an effective role in shaping positive commitment and employees' behaviour and performance in both countries however Canada has higher scores in all types of commitment in contrast to Pakistani workforce. Additionally, overall females use "internal CSR" and "social support programme" more effectively thus are less vulnerable to stress. These are also the contributing factors for their higher organisational commitment and development of human capital.

Following recommendations are based on the detailed analysis of macro level policies regarding IT sector and the interview findings: The environmental integrity system should be developed at national level for the IT sectors to ensure that firms should contribute towards improving and maintaining ecosystem sustainability. The government shall introduce the KPI (Key Performance Indicators) to restrict IT firms in operations. The guidelines from the government shall be for this commercial sector to drive them towards zero waste and 100% renewable energy (Moraru et al. 2013). Through interviews, we found that in Pakistan, there is no check-and-balance at national level in practice to address and monitor the operations of IT sector.

The businesses do not operate in vacuum. The impact of operations does affect societies in various manners. Thus, it is important for the organisations in both developed and developing economies to demonstrate high level of corporate social responsiveness. The monetary and fiscal policy of the government shall address that IT firms are following fair labour practices, especially in developing country. In Pakistan, the CSR framework is not visible due to national policies to make it a mandatory practice for all types of organisations in IT sector. It will be effective that the IT firms are given national guidelines to ensure their operations have no or low adverse effect on climate change, specifically the adverse impact on biodiversity. It will be effective that, these commercial businesses are asked to invest in projects that are of social and ecological values.

In CSR framework, it will be effective to ensure that good governance practices are followed by the IT firms. The national level policy shall clearly state that institutional effectiveness will be annually measured in terms of social and environmental ideals. In developing countries, such as Pakistan we noticed that institutions achieve almost everything except being CSR. Thus, with the increase in

the technological advancement, especially social media, the policy maker shall develop and promote through social media the list of organisations that values social and ecological aspects. The ranking systems for the IT firms will increase transparency of these organisations.

This study has its limitation, which serves the foundation for the future studies. The focus is on the useful truth thus the numeric expression is missing. Future studies should consider quantitative analysis. This study is cross-section design and only studies the respondents in one interval. Future studies shall consider the longitudinal design to study in different time lag so that more in-depth understanding could be attained.

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ROLA ZEWNĘTRZNEGO PROGRAMU CSR I WSPARCIA SPOŁECZNEGO DLA UTRZYMIWANIA KAPITAŁU LUDZKIEGO W KONTRASTUJĄCYCH GOSPODARKACH

Streszczenie Artykuł przyczynia się do poszerzenia wiedzy naukowców i firm w celu zwiększenia zaangażowania i wydajności pracowników poprzez ramy CSR. Nie ma wcześniejszej publikacji zawierającej zmienne będące przedmiotem zainteresowania w kontekście gospodarek porównawczych. W badaniu zbadano rolę programu wsparcia społecznego w utrzymaniu kapitału ludzkiego w ramach społecznej odpowiedzialności biznesu (CSR). Korzystając z analizy porównawczej, zbadaliśmy postrzeganie pracowników i zaangażowanie organizacyjne w miejscu pracy, na które wpływa CSR.

Stwierdzono, że CSR znacznie poprawiło percepcję i zaangażowanie pracowników. CSR wzmacnia wsparcie społeczne, różnorodność, zdrowie i bezpieczeństwo oraz równe traktowanie na obu poziomach zarządzania. Co ciekawe, na zaangażowanie organizacyjne kobiet w znacznym stopniu wpływa zewnętrzna CSR niż mężczyźni. Znaczenie wsparcia społecznego i CSR jest bardzo widoczne wśród pracowników kanadyjskich, w przeciwieństwie do pracowników z Pakistanu, wskazując, że są powodem większego zaangażowania organizacyjnego.

Słowa kluczowe: społeczna odpowiedzialność biznesu, wsparcie społeczne; Zaangażowanie organizacyjne; Postrzeganie pracowników; Kontrastujące gospodarki

外部企业社会责任和社会支持计划在维持经济对比中的作用

抽象本文致力于通过CSR框架增强员工和公司的知识体系,以增强员工的承诺和效率。以前没有论文包含比较经济背景下的关注变量。本研究调查了企业社会责任(CSR)框架下社会支持计划在维持人力资本中的作用。通过比较分析,我们研究了受企业社会责任影响的员工对工作场所的看法和组织承诺。我们发现,企业社会责任极大地提高了员工的认知度和敬业度。CSR加强了管理层的两层社会支持,多样性,健康与安全以及平等待遇。有趣的是,女性的组织承诺受外部企业社会责任的影响明显大于男性。在加拿大工人中,社会支持和企业社会责任的重要性非常明显,而巴基斯坦工人则表明这是组织承诺更高的原因。

关键词:企业社会责任,社会支持;组织承诺;员工的看法;对比经济