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CSR Communication Matters! An Examination of CSR, Organisational Pride, and Task-Related Pro-Environmental Behaviour Nexus

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Abstract: Corporate Social Responsibility (CSR) has many positive outcomes, yet how and when its impacts employees' green behaviour is still to be examined. This research tested the effect of CSR initiatives on the Task Pro-environmental behaviour (TPB) of employees via the mediating role of organisational pride. Moreover, the role of CSR communication was considered as a moderator in CSR and pride relationships. The study was based on two theories: Social Identity Theory and Signalling Theory. The investigation was quantitative and based on the data collected at three points of time, i.e., T1 = CSR and internal CSR communication, T2 = organisational pride, and T3 = TPB with a one-week time lag from banking sector employees. 500 questionnaires were distributed, of which 361 responded, forming a response rate of 72.2%. The analysis was done using PROCESS mediation and moderation models. The results affirmed a positive relationship between CSR and organisational pride and also its subsequent impact on TBP. The moderating role of internal CSR communication between CSR and organisational pride was also supported. In addition, the indirect moderating role of internal CSR communication was also established between CSR and TPB via organisational pride.

Keywords: corporate social responsibility; organisational pride; CSR communication; Task Pro-environmental behaviour

1. Introduction

Corporate social responsibility (CSR) is becoming a rising theme in business settings and has attained considerable scholarly attention in recent times. CSR constitutes the initiatives undertaken by the organisation for the betterment and welfare of society [1]. CSR allows efficient use of organisational resources and effective management of stakeholder relationships that have been linked to better organisational performance. CSR has been linked to multiple positive outcomes at the individual and organisational levels. Most of the work in this aspect is done on the positive impacts of CSR on organisational performance [2,3]. The rising importance of sustainable development goals (SDGs) and the role of corporations in attaining them cannot be denied [1,4,5]. CSR is one of the ways that organizations can contribute towards achieving multiple goals [2,6]. Recently, research interest was developed in the employee-level outcomes of CSR such as employee performance, citizenship behaviour [7], and innovation [8]. In the current study, we will test the impact of CSR on task-related pro-environmental behaviour (TPB) which is the engagement of employees in assigned duties by keeping in view the concern for environmental protection. However, the impact of CSR on employee outcomes is not straightforward and will be explained by certain underlying factors [9].

To explain CSR and TPB association, we have introduced the mediating role of organisational pride based on social identity theory (SIT) [10]. Employees develop

either favourable or unfavourable attitudes towards their companies based on their achievements [11]. Research suggested investigation of employees' perceptions regarding the engagement of employer's CSR activities. CSR can be investigated through the role of different stakeholders amongst which the employees of the organisation are most important [12]. One of the positive perceptions linked to CSR is employees' organisational pride [13]. As it was reported, employees as members of a corporation are concerned about, contribute to, perceive, evaluate, and react to their firm's CSR activities [14]. Thus, it is postulated that the employers' engagement in CSR activities will create positive emotions and perceptions of employees regarding their company and they will take pride in being affiliated with their organisation [13]. Organisational pride is known as the pleasure taken from being linked with one's employer. Employees' organisational affiliation leads to a collective sense of pride [15]. Organisational pride is related to positive employee outcomes, such as pro-environmental behaviours [16], OCBs [7], and employee task performance [17]. Therefore, it is reasonable to argue that CSR will inculcate feelings of organizational pride in employees and they will engage in TPB.

As stated by [16], the impact of CSR on the pro-environmental behaviours of employees also depends on certain conditional factors, such as empathy. The analysis of the role of employee perceptions is vital for CSR initiatives, and taking a human resource perspective is important. Moreover, the need to examine conditional factors in CSR and pride association is missing from the literature [18]. Much of the past focus was on communicating CSR initiatives to external stakeholders instead of internal ones [19]. The role of internal CSR communication in shaping CSR and its impact on employee outcomes is an under-researched area that needs to be examined [20]. In this realm, we argue that in organisations where internal CSR communication is effective, employees will be more proud to be a part of their organisation due to CSR initiatives, and will engage in TPB.

The current study made several contributions to the CSR literature. First, it has investigated TPB as an outcome of CSR in addition to much-examined organisational-level outcomes. Second, it has shed light on the internal mechanism due to which employees show TPB when their organisation is engaged in CSR. Third, as opposed to the much-examined role of external CSR communication to the public, customers, and community, the current study is focused on examining the conditional impact of internal CSR communication.

This research will answer the following questions:

Q1: Does CSR affect employee TPB?

Q2: Is the relationship between CSR and TBP mediated through organisational pride?

Q3: Does communication play a moderating role in changing CSR and pride relationships which lead to TPB?

2. Literature Review

Base Theories

SIT is used for the mediation test; it explains that people tend to live in various social groups for self-enhancement and uniqueness [10]. According to SIT, employees develop positive self-conceptions due to affiliation with specific groups [21]. CSR reveals the character of the organisation and helps the internal stakeholders build their perception of identity [22]. On the basis of the above-mentioned theory, it can be said that employees' perceptions of the CSR actions taken by their organisation leads to organisational pride, which is a positive self-conception. Literature on social identity also concludes that identification with a group varies with individual differences. The employees that have identification with their companies put in more work effort and commitment, which is essential to improve performance.

It is important to communicate regarding the internal character of an organisation to build a positive identity [22]. In this study, signalling theory is used to testify to moderation. Signalling is focused on the behaviour change based on intentions [23]. Signalling theory states information about one party, which shapes the perception and attitude of another

party [24]. Internal CSR communication is a signal from the organisation that improves the positive attitude of pride. In organisations in which CSR communication is effective, the employee's perception of CSR will be strongly related to pride and vice versa.

3. Hypotheses Development

CSR is related to responsible organisational activities which only support economic goals, but also promotes moral and ethical values of society. Many studies have been done on the impact of CSR activities on organisational performance [1,2,7]. However, the impacts of CSR are not limited to organisational-level indicators, but also include scant studies which are available on the other outcomes of CSR. In this realm, pro-environmental behaviours have received recent research attention [25]. It has been found that employees' attribution of why their organization engages in CSR impacts their engagement in environmentally friendly behaviors [26]. Pro-environmental behaviours include an array of behaviours like proactive behaviours, green creativity, and TPB [9]. The current investigation is focused on the TPBs of employees, which entail the performance of daily job tasks in a way that preserves and protects the environment [25,27,28]. Organisations' engagement in positive activities, i.e., ecological commitment, leads to employees' pro-environmental behaviours [9]. According to SIT [10], when employees identify with the organisation due to its engagement in CSR activities, they engage in positive work activities like creativity [29]. It has been found that dedicated efforts to improve the environment and community encourage employees for engaging in positive work behaviours. CSR is a discretionary activity to promote the well-being of society and stakeholders [30]. CSR improves the reputation and internal image of an organisation, and when employees perceive that they are part of an organisation that has a positive identity, they put more effort in sustain it [29,31]. Therefore, it is posited that CSR perception will enhance the positive identity of the organisation and as a result, employees will engage in TPB to incorporate green behaviour through their job tasks.

Hypothesis 1 (H1). *CSR has a positive impact on TPB.*

Employees that have the perception that their organisations have indulgence in CSR feel that they are working in a caring and considerate company that not only thinks of its profits but also of the well-being of all stakeholders and society. These moral attributes are viewed positively and employees feel happy and proud to be a part of such a company; hence, CSR is found to create feelings of pride in employees. Based on SIT [10], it is posited that the perception of CSR activities impacts positive emotions in employees and that they feel proud to be a part of that company. it has been found that CSR makes employees proud [13]. In addition, pride creates behaviours of employees like satisfaction and motivation that improve overall organisational working [32]. Various authors' analyses of organisational pride demonstrates that it has been linked to some positive behaviours (e.g., loyalty) which positively affect firms. The perceptions of CSR are linked to employee commitment [33]. It is a long-term state of mind developed due to organisational accomplishments. Therefore, internal and external CSR can serve as a stimulus for the development of organisational pride in employees as per SIT [10]. Organisational pride creates a sense of self-worth and self-esteem in employees as they believe that their organisation has a good reputation. In turn, employees have more identification with their organisation and feel motivated for engaging in pro-environmental behaviour. Thus, pride is created by being a part of an organisation that is active in CSR, leading to eco-friendly initiatives in employees and promoting their sustainable behaviour [16]. Based on this, we argue that a sense of pride is created by organisational CSR activities because employees identify with their organisation, and as a result they will engage in TPB.

Hypothesis 2 (H2). *Organisational Pride mediates the relationship between CSR and perceived organisational performance.*

Communication plays an important role in increasing the outcomes of CSR. Signalling theory [34] posits that the information communicated regarding CSR initiatives shapes the perception of its stakeholders. A positive corporate image is developed when CSR activities are communicated to employees who are important organisational stakeholders [20]. When employees are well aware of CSR activities, they will feel more positive about their company and this awareness is built by internal communication of CSR [35]. Employees will feel more pride in the company when they have internal communication about CSR as it will improve their knowledge regarding the acts of CSR initiatives their company engages in. Organisations that have good internal communication about CSR reap more positive outcomes [36,37]. The way CSR news is announced also has an impact on employees [38]. In this way, it is postulated that internal communication about CSR will strengthen the CSR and pride association. In addition, we also posit that the CSR initiatives in organisations that have better CSR communication will have more impact on the TBP of employees via the development of organisational pride. This is in line with the concept of signalling theory and it is also backed by the fact that CSR communication is found to optimize CSR outcomes [36,39]. Thus, the following hypotheses are developed:

Hypothesis 3 (H3). *Internal CSR communication moderates the relationship between CSR and organisational pride.*

Hypothesis 4 (H4). *Internal CSR communication moderates the relationship between CSR and TBP via organisational pride.*

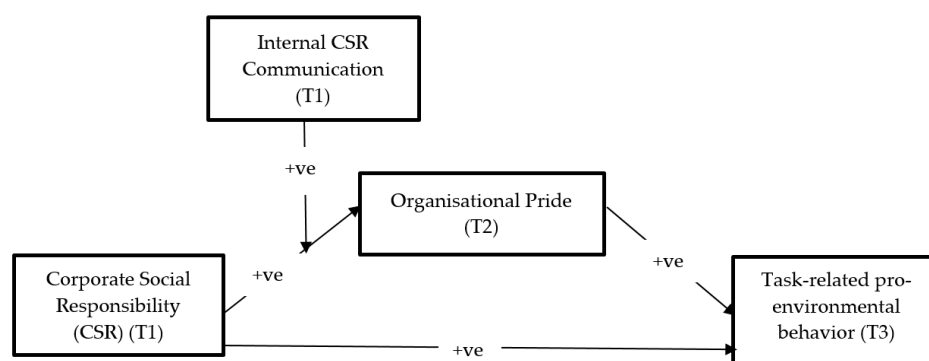The hypothesized relationships are shown in Figure 1.

Figure 1. Theoretical Framework.

4. Methodology

4.1. Data Collection and Analysis

The population for the current study consisted of banking-sector employees working in Lahore, Pakistan, as it is one of the cities in the major economic zones of Pakistan. The respondents were chosen through a simple random sampling technique. According to [40], the minimum acceptable sample size can be calculated as per the study variables, with the formula N > 50 + 8 m, where "m" represents the (independent, mediating, and moderating variables in the model). The minimum sample should be N > 50 + 8 × 3 = 74. Furthermore, it has been found that a sample size of 200 to 300 is acceptable in survey research [41]. A list of all bank branches working in Lahore was obtained, their HR offices were contacted to get permission, and the list of employees retrieved for data collection. Therefore, a total of 500 paper and pencil questionnaires were personally distributed and participants were asked to mention the last three digits of their ID card number as an identifier. Out of this, usable data from 361 respondents were obtained, which was well above the required limit.

Time-lagged survey design is used as a coherent way to effectively address the research question providing the rational basis for this particular research design [42]. Three surveys were conducted to collect the primary data. The data collection started on 1 May 2022 and

ended on 15 June 2022. The data were collected in one and a half months and at three points of time: T1 = CSR and organisational communication, T2 = organisational pride, and T3 = task-related pro-environmental. An almost two-week time lag was used for this study.

4.2. Instrumentation/Measures

For measuring the four variables, close-ended questionnaires were used and the responses were gauged on a "5-point Likert Scale", from "Strongly Disagree to Strongly Agree". The measures of study variables were adopted from the existing scales and the variables were transformed from categorical to numeric. Full items are given in Supplementary Materials. The sample items are given in Table 1.

Table 1. The scale items used in the study.

S. No.	Variable	No. of Items	Source	Sample Questions
1	Perceived CSR	8	[43]	"Contributing to the well-being of the community is a high priority at my organisation".
2	Organisational Pride	14	[15]	"I feel proud to tell others for which company I am working".
3	Task-Related Pro-Environmental Behavior	3	[44]	"I adequately complete assigned duties in environmentally friendly ways".
4	Internal CSR Communication	11	[45]	"Poor internal communication is a source for lack of knowledge about CSR activities for employees".

4.3. Techniques for Data Analysis

The data were analyzed using SPSS 21. First of all, descriptive statistics, normality test, reliability analysis, and correlation was determined among the study variables. To test the hypotheses, the PROCESS macro suggested by [46] was used. For mediation analysis, Model 4 was used, and the moderated mediation was tested by using Model 7.

5. Results

5.1. Demographic Profile of Participants

The demographical profile of members was comprised of gender, age, organisation type and service length. The demographical data is presented in Table 2. It shows that 63.71% of the participants were male and 32.96% of the participants were female. Of the total, 24.65% of the respondents were below the age of 25, 41.27% were of 26–40 years of age, 29.92% were from the age group of 41–50 years, and 3.88% were 51 years or above the age of 51 years. 65.37% of the participants were working in private-sector banks and 34.63% were employees of public-sector banks. From the total, 19.94% of the participants had an experience of 1–7 years, 60.11% had experience of 8–15 years and 19.67% had an experience of more than 15 years.

Table 2. Demographics Characteristics of Respondents.

Variables	Description	N	Valid Percentage %
Gender	(1) Male	230	63.71
	(2) Female	119	32.96
Age	(1) Below 25 years	89	24.65
	(2) 26–40 years	149	41.27
	(3) 41–50 years	108	29.92
	(4) 51 & above	14	3.88
Organisation Type	(1) Private	236	65.37
	(2) Public	125	34.63
Service length	(1) 1–7 years	72	19.94
	(2) 8–15 years	217	60.11
	(3) above years	71	19.67

5.2. Normality Test

As suggested by [47], the normality of the data was checked. Skewness and Kurtosis values were within the limits of +3 to −3, which indicates that the data were within the normality range. The mean values of the study variables were CSR = 2.38, OP = 2.91, ICC = 3.09, and TPB = 2.89. This shows that most of the participants believed that CSR, OP, and TBP were low, while they reported that ICC was present at a moderate level. The standard deviation shows how much the values are dispersed from the mean. The standard deviation values were CSR = 1.51, OP = 0.95, ICC = 1.71, and TPB = 1.06, which shows that most of the values were clustered around the mean as this value was ≤2. The results are shown in Table 3.

Table 3. Mean, Standard Deviation, and Normality Test.

Variables	Mean	Std. Deviation	Skewness	Kurtosis
CSR	2.38	1.510	−0.778	1.942
OP	2.91	0.9527	−0.784	0.206
ICC	3.09	1.716	−1.328	1.666
TPB	2.89	1.063	−0.600	−0.330

Notes: OP = Organisational Pride, CSR = corporate social responsibility, ICC = internal CSR communication, TBP = Task Pro-environmental behaviour.

5.3. Reliability Analysis

Cronbach's Alpha was used to measure the "Reliability" of scale items and α was a measure of internal consistency. The α value of CSR was 0.719, while the α value of organizational pride was 0.704, for internal CSR communication it was 0.701, and for task-related pro-environmental behaviour it was 0.704. The values showed that all the items were consistent as their values were above 0.7 [41] (see Table 4).

Table 4. Statistics of Reliability.

Variables	N (Item#)	Cronbach's α
CSR	8	0.719
Organisational Pride	14	0.704
Internal CSR Communication	11	0.701
Task-related Pro-environmental behaviour	11	0.704

5.4. Correlation Analysis

Correlation analysis was done to test the linear association in the research variables. The values closer to one reflect a higher relationship intensity and vice versa. A moderate positive correlation was found between the study variables as indicated in Table 5. The correlation between CSR and OP was r = 0.417 **, CSR and ICC was r = 0.391 **, and CSR and TBP was r = 0.538 **. The correlation between OP and ICC was r = 0.349 **, OP and TPB was r = 0.535 **, and between ICC and TPB the correlation was r = 0.615 **.

Table 5. Correlation.

	1	2	3	4
CSR	1			
OP	0.417 **	1		
ICC	0.391 **	0.349 **	1	
TPB	0.538 **	0.535 **	0.615 **	1

Notes: **. Correlation is significant at the 0.01 level (2-tailed). OP = Organisational Pride, CSR = corporate social responsibility, COM = communication, TBP = Task Pro-environmental behaviour.

5.5. Confirmatory Factor Analysis (CFA)

It was made sure that all the items were related to the respective construct, and so CFA was run using AMOS for that purpose. An 8-item scale was used to measure CSR and the factor loadings were found to be significant (CSR1 = 0.67, CSR2 = 0.65, CSR3 = 0.71, CSR4 = 0.63, CSR5 = 0.45, CSR6 = 0.49, CSR7 = 0.73, CSR8 = 0.76). Similarly, for the other constructs, significant factor loadings were found (OP1 = 0.56, OP2 = 0.78, OP3 = 0.71, OP4 = 0.81, OP5 = 0.87, OP6 = 0.47, OP7 = 0.71, OP8 = 0.56, OP9 = 0.41, OP10 = 0.74, OP11 = 0.73, OP12 = 0.82, OP13 = 0.49, OP14 = 0.67), (TPB1 = 0.47, TPB2 = 0.56, TPB3 = 0.81), (ICC1 = 0.76, ICC2 = 0.91, ICC3 = 0.45, ICC4 = 0.56, ICC5 = 0.69, ICC6 = 0.87, ICC7 = 0.54, ICC8 = 0.58, ICC9 = 0.60, ICC10 = 0.73, ICC11 = 0.81). All of the factor loadings were above the threshold value of 0.40 which showed that all the items were related to their respective constructs.

6. Hypotheses Testing

First of all, the mediation hypotheses were tested using PROCESS Model 4, which shows how the impact of one variable is transferred to another via an intervening variable. For this, the relationship between the independent variable (IV) CSR and the dependent variable TPB was tested (Path C). The results indicate that there is a significant positive relationship between CSR and TPB $\beta = 0.76$, SE = 0.101, t = 7.09, $p < 0.05$ and the model fits with R = 0.4032, $R^2 = 0.1626$, F = 50.29. Then the relationship between IV and the mediator was tested (Path A). The results indicate that there is a significant positive relationship between CSR and organisational pride $\beta = 1.14$, SE = 0.112, t = 10.21, $p < 0.05$ [LLCI = 0.92, ULCI = 1.36] and the model fits with R = 0.5359, $R^2 = 0.2872$, F = 104.337. After that, the relationship between the mediating variable and DV was tested (Path B). The results indicate that there is a significant positive relationship between organisational pride and TPB, $\beta = 0.59$, SE = 0.047, t = 12.69, $p < 0.05$ [LLCI = 0.50, ULCI = 0.69]. Lastly, to test the meditation, the impact of IV on DV was checked after controlling for the mediator (Path C). The impact of CSR on TPB after controlling for the mediator became insignificant, $\beta = 0.08$, SE = 0.100, t = 0.81, $p = 0.417$ [LLCI = −0.11; ULCI = 0.28]. This indicates a fully mediating role of organisational pride in the relationship between CSR and TPB and the model fit with R = 0.6962, $R^2 = 0.4847$, F = 121.3343. The indirect effect size was 0.6869, which is significant as the CI does not contain 0 [0.5158, 0.8831]. The normal theory test also indicated an effect size of 0.6969 and the value of z was 7.94, which is significant ($p = 0.000$), indicating significant mediation (see Table 6).

For testing the moderation and moderated mediation, PROCESS Model 7 was used. The moderation results indicate that CSR ($\beta = 0.81$, SE = 0.12, t = 6.7, $p = 0.000$) and ICC ($\beta = 0.53$, SE = 0.09, t = 5.7, $p = 0.000$) have positive impacts on organisational pride, their interaction (CSR $\times$ ICC) is also significant ($\beta = 0.03$, SE = 0.01, t = 3.15, $p = 0.002$), and the value of ΔR^2 was also significantly enhanced in the model including an interaction term, indicating the moderation. Moreover, the value of change in R^2 was 0.04, which is significant ($p = 0.04$). If the impact of the interaction term (IV $\times$ moderator) is significant and the value of R^2 is improved in a significant manner, it means that the introduction of a moderator has increased the explanatory power of the model. Thus, the moderation hypothesis is supported as shown in Table 7. To test the indirect conditional impacts, the index of moderated mediation was calculated and found to be significant (0.133, LLCI = 0.2811, ULCI = 1.0292). The index of moderated mediation shows the influence of IV on DV via the mediator, which is also catalyzed by a moderator; thus, we obtained support for H3 and H4. The results show that internal CSR communication plays a moderating role in the relationship between CSR and TBP, as well as in the indirect relationship between CSR and TBP through organizational pride.

Table 6. Mediation results.

Variables	Organisational Pride (a) (T2)		TPB (b) (T3)		TPB (c) (T3)		TPB (c') (T3)	
	Model 0		Model 1		Model 3		Model 4	
	β	t	β	t	β	t	β	t
Gender	0.11		−0.14		0.01		0.04	
Age	−0.12 *		−0.23 *		−0.08		−0.05	
Type of organisation	0.07		0.02		0.11		0.19 *	
Length of service	−0.05		0.01		0.21 **		0.04	
Employees' Perception of CSR Activities (T1)	1.14 **	10.21			0.76 **	7.09		
Organisational Pride (T2)			0.59 **	12.69			0.08	0.81
Organisational TPB (T3)								
R^2	0.53		0.69		0.40			
F	104.33		121.33		50.29			
Sig.	0.00		0.00		0.00			

Bootstrapping for Indirect Impact	Effect Size	*p*	LLCI	ULCI
	0.68	<0.01	0.51	0.88
			z	
Sobel test	0.69	<0.01	7.9	

* = $p \leq 0.05$, ** = $p \leq 0.01$.

Table 7. Moderation and Moderated Mediation Analysis.

	β	SE	t	*p*	LLCI	ULCI
CSR (T1)	0.53	0.09	5.7	0.000	0.3529	0.7209
ICC (T1)	0.81	0.12	6.7	0.000	0.5743	1.0515
Int_1	0.03	0.01	3.15	0.002	0.0401	0.0344
R^2	0.37 **					
Δ R^2	0.04 *					
IMM	0.13				0.2811	1.0292

Int_1 = CSR × ICC, IMM = index of moderated mediation, CSR = corporate social responsibilities, ICC = Internal CSR communication, * = $p \leq 0.05$, ** = $p \leq 0.01$.

The results are graphically represented in the diagram below (Figure 2).
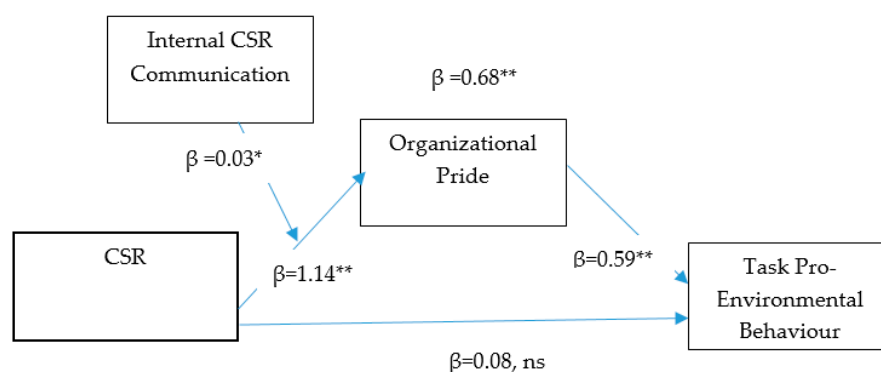
Figure 2. Results of the study. Notes. * = $p \leq 0.05$, ** = $p \leq 0.01$, ns = not significant.

7. Discussion, Implications, and Future Research

　　Hypothesis 1 was that CSR would have significant impacts on TPB and the statistical analysis confirmed this. This follows past studies that demonstrated a positive relationship between CSR and its positive outcomes [48]. This is especially true in the case of the promotion of green behaviours [1]. The results indicate that our findings are in line with

the extant literature on CSR research, acknowledging its positive impacts and advancing the stream of research by introducing TPB as an outcome. The results indicate that CSR has a positive impact on employee green behaviours as well.

Hypothesis 2 was that CSR would be connected to TPB via organisational pride. These results are in accordance with the theoretical underpinning of SIT [10]. When employees see that their associations are working for social causes, they feel delighted to be a part of the organisation. The employees are found to have feelings of pride for the organisations that are engaged in CSR activities [48]. Research has suggested that organisational pride plays an important role in yielding positive organisational outcomes, yet, not much research attention has been given to this construct. Pride fulfils the innate need for positive self-esteem and public image by being linked with any organisational activity. Individual identity and esteem are directly linked to the image the public has about their organisation. Pride improves one's self-evaluation and elevates their social status [7,16]. Therefore, the pride in being a member of an organisation that engages in CSR is developed based on their positive self-identity [16]. It has also been suggested that favourable organisational perceptions are a precursor to OCBs [49]. Ref. [16] found a positive association between CSR and OCBs via meaningfulness and pride at work. In addition, the perception of pride is linked to employees' green behaviours. In this way, the current research has added to the field of green employee behaviours by showing that such behaviours can be stimulated by having a sense of pride in organisations [50]. Thus, in line with this argument, our findings affirm that pride will make employees engaged in TBP.

Hypothesis 3 proposed that internal CSR communication moderates the relationship between CSR and pride. Internal CSR communication has been found to result in positive relational and attitudinal outcomes. It sets the basis for employees' evaluation of CSR activities and their subsequent responses [35]. Based on the signalling theory [51], employees develop a positive perception of CSR initiatives when the communication is in line with the organisational CSR actions. Thus, the current study substantiated these assertions by proving the positive moderating role of internal CSR communication in the direct relationship of CSR and organisational pride as well as in the indirect relationship of CSR and TBP via organisational pride. Hence, we have shown that the impact of CSR on its positive outcomes is enhanced where the organisation communicates the CSR initiatives to its employees [20]. Internal CSR communication is effective in yielding positive outcomes [35]. Moreover, we have added to the role of internal CSR communication in shaping the outcomes of CSR in addition to the external/public communication of CSR activities [35]. The current study also added to the literature on CSR communication by extending its impact on positive employee behaviour in addition to the much-examined corporate reputational outcomes [39].

The current study has implications for banking organisations engaging in CSR actions and also for internally communicating such actions to their employees. The awareness of their CSR initiatives could be enhanced using social media and traditional platforms. This could be done by taking employees on board and telling them about how the organisation is careful about its internal and external social impacts and how employees can play their roles. This could be done through staff and departmental meetings, CEO newsletters, emails, social media platforms, and employee groups. Banks should improve their contribution toward the health, education, and development of the less privileged areas. In addition, efforts to conserve energy, protect the environment, and to make "no-smoking zones" should be improved. In developing countries like Pakistan, banking services should be expanded to rural areas. Internal CSR activities can be done by having merit-based recruitment, promotion systems, and providing employees with a growth-oriented and safe workplace.

Theoretically, the extant study has added to the CSR literature by focusing on its internal aspects. The study has shown that in addition to examining the external and organisational level outcomes of CSR, it has many positive impacts on the employees of

an organisation. Recently, research interest has developed in the employee-level outcomes of CSR such as employee performance, citizenship behaviour, and innovation [1].The current research has introduced the TBP environment as an outcome of CSR and has also shown that organisational pride acts as a mediator. Moreover, the role of internal CSR communication has been used as a moderator in contrast to only focussing on external CSR communication [52,53]. Previously, the impact of CSR on outcomes was examined by moderating the role of empathy [16]. Taking a human resource perspective on CSR was an important contribution of the current study [20,54].

One limitation of the current study is that CSR activities were taken as a whole. Future researchers may focus on internal and external CSR separately. Also, organisational pride was utilized as a mediator. In the future, other mediators and moderators can be used, like environmental commitment [55] and green psychological climate [56] as moderators and corporate image [57] as a mediator. Future research may also examine the impact of internal and external CSR communication, as this study was limited to internal communication. In the future, other employee-related outcomes of CSR can be examined such as green knowledge management, green creativity, and eco-innovation [28,54,58–62]. The current study specifically focuses on banking companies located in the Punjab province of Pakistan. Future studies may involve more cities/sectors which will give a better result and more authenticity.

8. Conclusions

This research was conducted to determine the role of CSR on the TPB of employees working in the banking sector. Based on SIT, the current study found that CSR initiatives impact the TBP of employees via the mediating role of organisational pride. By building on signalling theory, the moderating role of internal CSR communication was established in the direct and indirect relationships. This means that when banks are engaged in CSR activities, their employees feel pride in being part of such organisations, and this in turn makes them engaged in TBP. In addition, when the banks communicate about their CSR initiatives to their employees, the impact of CSR activities on positive employee attitudes (i.e., pride) and behaviours (i.e., TBP) is enhanced. This shows that CSR plays a vital role in creating feelings of pride in the employees and this in turn makes them motivated to indulge in more pro-environmental behaviours, such that employees make more environmentally friendly choices in performing their day-to-day work activities. Organizational CSR communication plays a paramount role in the above-mentioned relationship. When employees are well aware that their company is interested in the greater good, they will have a high sense of identification in the form of pride and thus more engaged in TPB.

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