

Corporate Social Responsibility and Creative Performance: The Indirect Effect of Creative Self-Efficacy, Spiritual Intelligence, and Organizational Identification

Omer Sagheer¹, Muhammad Umer²

Article History:	ABSTRACT
Received: 21 Jan, 2023	Purpose: The relationship between CSR and improved attitudes and actions on the job is the subject of a growing corpus of study. Even while there is evidence that CSR boosts employee loyalty, motivation, contentment, and commitment, there is surprisingly little research on how CSR affects employees' ability to think creatively.
Revised: 19 June, 2023	Design and Methodology: The sample data were collected from Six Pakistani MNCs involved in CSR practices in the capital cities of Rawalpindi and Islamabad. These companies include Jazz, Telenor, Careem, Schlumberger, Berger Paints Pakistan, and McDonald's Pakistan. Only these six were chosen because they are the top-ranked organizations in Pakistan. The self-employed questionnaire was rotated via Google Forms. Out of 60 responses, 52 were considered for the present study. The repeated items, some questions left unchecked were excluded from the study.
Accepted: 30 June, 2023	Findings: The results have shown that the Employee-managers who place a high priority on CSR campaigns and other practices are seen in the research to have positive effects on the firm, including increased employee dedication, loyalty, and innovation. Also, it was found that organizational identity mediates between creative self-efficacy and Spiritual Intelligence and has a positive effect on organizations' performance. Implications: The findings provided useful insight for policymakers in MNCs organizations for planning and execution by incorporating CSR practices for the positive outcome and to maintain a positive environment in the organization for optimization of output. Keywords: Corporate Social Responsibility; Corporate Ability; Organizational Identification; Creative Self-Efficacy; Employee-Manager Relationship; Spiritual Intelligence; MNCs; Pakistan.

¹PhD Student, CASE Institute affiliated with Quaid-e-Azam University, Islamabad
Email: omar_sagheer@yahoo.com

²Prof.Dr. Mohammad Umer, CASE Institute affiliated with Quaid-e-Azam University, Islamabad
Email: umerbayyone@gmail.com

1. Introduction

The idea of "corporate social responsibility" (CSR) has significantly impacted the goals, strategies, structures, and practices of management and marketing departments in modern businesses. Creative Social Responsibility is the introduction of new thoughts and methods. Socially responsible businesses are shifting from the popular "single bottom line" mentality (focused solely on financial results) to the more often used "triple bottom line" as social, environmental and economic outcomes). This shift pushes businesses to go beyond their traditional profit motive and instead focus on protecting the environment, investing in their employees' futures, and contributing to the greater good of society (Rayman-Bacchus & Walsh, 2021). Corporate social responsibility (CSR) mitigates any unfavourable effects of businesses on their target market and increases support for those businesses among the general public. As corporate social responsibility (CSR) becomes more ingrained in the company, employee-manager involvement is being ensured. Engaged employees and managers are a powerful catalyst for realizing an organization's mission and vision. Human resource management (HRM) is crucial to the success of businesses because it fosters originality, puts plans into action, and boosts productivity (Nguyen Hong & Pham Tran, 2021). Since Davies (2010) thought the importance of employee engagement in the management of CSR was still underexplored, he researched the HRM strategies used by small and medium-sized businesses to incorporate CSR.

Besides, Employees-managers are the vital stakeholders who can respond to CSR with an meaningful impact for the organization and stakeholders generally want enterprises to execute their business operations with social responsibility (Gupta, 2015). Regrettably, there has been a dearth of research into how stakeholders of companies, particularly the employees-manager relationship, may react to socially responsible business practices. According to Jones's (2010) research, employees who place a premium on their company's corporate social responsibility (CSR) initiatives and other practices are more likely to experience a strong sense of organizational belonging. In the end, they are more invested and devoted to the company because of the increased corporate identification they feel. Workers' opinions of CSR are not influenced by how well their employers are doing.

Therefore, Organizational identification (OID) is just one of many employee attitudes and actions that CSR has the potential to influence (Kim et al., 2010). Some of these actions have been identified by researchers, and they include things like staff attraction and retention, loyalty to the company, and faith in management (Bhattacharya et al., 2008). Some academics have also pointed out the need of studying how CSR influences managers to inspire their teams to work more enthusiastically toward the organization's goals. Other academics have pointed out that there is a gap in the literature on CSR with regard to how it fosters innovation in the workplace, particularly in the relationship between workers and their superiors. In addition, businesses need employee managers who can foster an environment where innovation thrives because that's how businesses

get a competitive edge at the group and organizational levels (Brammer et al., 2014). While the situation in underdeveloped and developed countries is different, some corporations are disclosing CSR information through alternative channels, such as sustainability reports. Consequently, based on the literature related to the achievement of organizational performance, the need for further research is established particularly the empirical investigation by proposing an innovative and logical research framework. Moreover, employee self-efficacy and spiritual intelligence are strong predictors of creative performance to show that selected multinational organizations realized the need for more research on this through involvement of management.

In addition, employees' creativity benefits from CSR in a direct way, but OID alone does not do anything to boost it and cannot account for why or how CSR fosters employee-manager creativity. Therefore, OID is most likely merely one of many factors involved (Brammer et al., 2014). As a result, the impact of CSR on OID is thought to be amplified by the combination of creative self-efficacy and spiritual intelligence. CSR reporting is associated with both family business and economic success. Workers' and supervisors' perspectives on CSR's effects on both social and non-social stakeholders have been shaped by organizations' practices of "good citizenship" (Newman et al., 2014). There is a positive correlation between CSR, employee/manager performance, and management expenses

2. Literature Review

The present study focuses on the impact of CSR practices to boost multinational companies' performance by taking creative self-efficacy and spiritual intelligence as moderators which affect organizational identity as a mediator. Below is the literature reviewed and the hypothesis designed based on Organizational Identification as an Independent variable and creative self-efficacy and spiritual; intelligence as dependent variables to show how the employee-manager relationship can be made better to achieve organizational performance.

2.1. Organizational Identification

This research provides clarification from four different angles on OID. At first, workers who support their company's CSR initiatives feel a strong sense of belonging (Jones, 2010). Secondly, affiliation has been understood in terms of comparison and relationship to entities outside of the workplace (Ashforth & Mael, 1989). Third, using this connected and contextual view of OID, social identity theory explains how staff members' identification with their company can boost their sense of self-worth (Abrams & Hogg, 1988). Employees feel proud of their social identities when they work for a respected company. Fourth, the increasing OID among workers promotes more imaginative and productive labour. Employee engagement, which in turn affects organizational identity and customer focus, is driven by a sense of belonging to the organization.

2.1.1 Social Identity Theory

As per the social identity theory, people's positive sense of self-worth grows when they identify with a certain group or organization (Tajfel & Turner, 2004). In addition, Tajfel and Turner (2004) state that workers experience an uplift in their mood when they feel a stronger sense of belonging to their present team or in-group than they do to other groups or out-groups. Having distinctive and positive characteristics that set the in-group apart from the out-group is important for developing and sustaining a healthy sense of self. So, people prefer to associate themselves with the organization and be a part of prestigious groups, such as elite organizations, rather than less prestigious groupings (Tyler & Blader, 2001).

2.1.2 Group Engagement Model

By the group engagement concept, OID causes employee engagement. Through the group engagement concept, people change how they act and think because of the strong bonds they form with their peers. In this case, the model predicts that workers will be more invested, loyal, and productive if they feel that their values and goals align with those of the firm they represent. According to the group engagement model, people who have a deep connection to their organization are more invested in its well-being and are more likely to go the extra mile to ensure its success. Efforts to promote corporate social responsibility (CSR) are useful in expanding workers' freedom of association. Company output and corporate social responsibility rarely play a significant role in empowering employees (Lund-Thomsen, 2022).

2.2 Creative Cognition Approach

The "Geneplore" paradigm, developed by Hunt (1994), states that there are two stages to the creative process: the "generative" stage and the "exploratory" stage. Pre-inventive structures are the initial mental frameworks that people put together. A team member's confidence in their ability to think creatively is crucial throughout this stage. Next, in the experimental phase, people put their mental constructions to use and generate new ideas. Diverse people have different ways of coming up with new ideas, but research shows that they all share the ability to do so by drawing on the best features of pre-existing categories and notions (Ward et al., 1998). Employees carry out typical mental tasks and produce remarkably original work, as explained by Hayes (2002).

2.3 Conceptual Model and Hypotheses Development

Figure 1 depicts the theoretical foundation of the study. Here, six hypotheses are designed and investigated. All of these research projects CSR practices in Pakistani selected MNCs. The framework is dependent on the level of imaginative production. The creative performance results in novel and useful ideas, products, or processes for the company employing the individual. Since

organizational identity acts as a mediator between CSR and creative performance whereas creative self-efficacy and spiritual intelligence has a moderating effect on both.

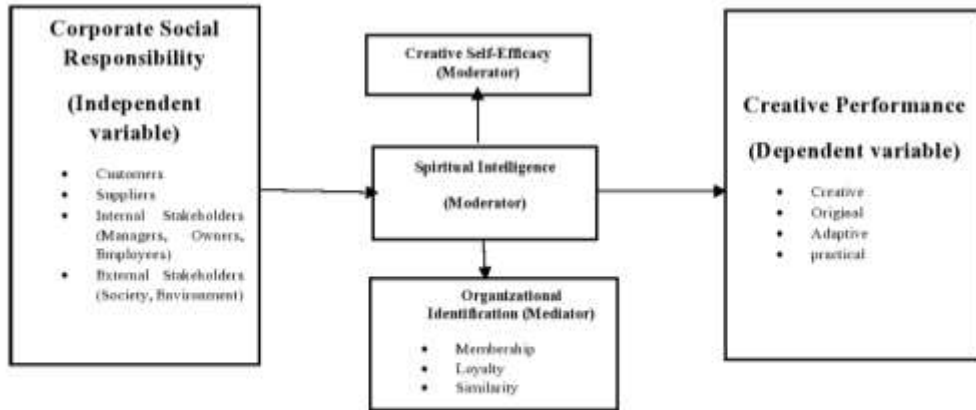


Figure 1: Theoretical Framework (Adapted from Hayes, 2002)

Based on the theoretical framework, the present study investigates the employee-manager relationship that initiates CSR practices and maintains loyalty to the respective organization. It is hypothesized on the one hand that employees in selected MNCs of Pakistan who are well aware of CSR practices and organizational identification can perform well and can be more creative in the workplace. On the other hand, managers of the same organization must focus on creative self-efficacy and spiritual intelligence to make employees perform well in workplace situations.

2.4 CSR and OID

According to Boyd (2009), a company's ability to operate well is tied to its reputation since a good reputation inspires more satisfaction and loyalty among investors, employees, customers, and other stakeholders. The two concepts, OID and CSR, may be intertwined which is why CSR mindsets may increase happiness on the job. According to Bauman and Skitka (2012), employees' sense of belonging to an organization is enhanced when they view it as more appealing and unique than its rivals. Last but not least, if a company has a strong, positive CSR, it will likely raise employee OID since it will demonstrate that the company cares about the same things its people care about.

H1: Hypothesis 1 (H1): There is a positive correlation between corporate social responsibility and organizational identification.

2.5 OID and Creative Performance

When implemented properly, OID has the potential to foster several positive behaviours and mindsets among employees. Because of this, workers are more likely to think of creative answers when they are on the job. Companies today rely on their employees' creative ideas more than ever to acquire a competitive edge, adjust to changing market conditions, and preserve their relevance (Zhu et al., 2013). For a company to succeed, it requires staff people that can think beyond the box. There needs to be a deep dive into what motivates and recognizes people's creativity on the job. When workers have confidence in their employment and a high level of organizational identity development (OID), they are more likely to take chances and be invested in their work (Grant & Berry, 2011). Hirst's (2007) analysis of leadership's part in the development of organizational identities and the effect this has on creative output was informed by a social identity theory of leadership. Workers that apply their creativity and inventiveness where it is most needed can potentially make a significant impact on their employers (Shin & Zhou, 2007). Inspirational motivation increases the link between a highly valued employee's sense of belonging at the company and their ability to produce creative work.

H2: Organizational identity has a favourable correlation with creative performance.

2.6 Creative Self-Efficacy, spiritual intelligence and Creative Performance

Recently, discussions on the concept of creative self-efficacy have begun to reach the mainstream of academic debate (Shin & Zhou, 2007). It's a novel consideration in the field of innovation research. The employees' strong belief in their abilities to think and act creatively is a direct reflection of their underlying drive to do so. The state can be put to good advantage, as it is a potent stimulant of original thought. A high sense of self-efficacy has been linked to better performance in a variety of professions. The confidence of workers in their abilities to think of original solutions keeps the flow of creative performance. Having confidence in one's abilities is crucial to one's level of creative output (Benjamin & Flynn, 2006).

Nevertheless, spiritual intelligence at the workplace also triggers previous practices of interconnectivity and a sense of trust among employees, who are engaged in specific tasks. As a result, it triggers reciprocal feelings and helps in developing and positive cultural exemplified by motivation, unity and harmony among employees. It also boosts the overall performance of employees and achieves organizational excellence (Afsar and Rehman (2015).

Therefore, Houghton and DiLiello (2010) discovered that those who believe in their creative talents are more likely to come up with unique solutions. There is empirical evidence that a person's sense of self-worth affects the development of their creative potential. Therefore, we developed a hypothesis that:

H3: Self-efficacy and spiritual intelligence have a favorable impact on creative output.

2.7 CSR, Creative Performance, and OID

One of the benefits of OID is a boost in creativity among workers. OID's potential to boost morale has ripple effects throughout an organization. It is hoped that OID will increase the impact of CSR on employee creativity. Many businesses nowadays are increasing their emphasis on original thought to foster growth and creativity among their staff (Hammer, 1984). While there are many studies on the topic of creative output, one of the most pressing concerns in the industry is whether or not employees can be motivated to become and remain creatively engaged in their work. And so, CSR initiatives, according to Berger (2006), can increase OID among employees and solidify the social identity of the organization. Bhattacharya (2008) claims that involvement in two groups is related to membership in one. One's sense of self (i.e., organizational identification) needs to be fused with one's sense of group identity (e.g., status), as outlined by the group involvement paradigm (Tyler & Blader, 2001). These two elements working in tandem are crucial. It is hypothesized that a strong feeling of business identity mediates the relationship between corporate social responsibility and employees' creative performance.

H4: Organizational identity mediates a beneficial association between corporate social responsibility and creative performance.

2.8 OID, Creative Performance, spiritual intelligence, and Creative Self-Efficacy

There should be a clear link between an organization's identity and its employees' sense of belonging. People who have a strong sense of belonging to the organization are more likely to engage in additional role behaviours to promote the organization's welfare, according to this hypothesis. CSR and employee creative performance will be somewhat mediated by an employee's sense of belonging to the organization. Self-perception of creative efficiency and spiritual intelligence by managers drives them to participate in better results.

H5: When spiritual intelligence and creative self-efficacy are taken into account, there is a considerable positive correlation between organizational identity and creative performance.

3. Methodology

3.1 Population and Sampling

Employees and managers employed in selected six MNCs of Pakistan are taken as the population of the research residing in Twin cities of Pakistan, i.e., Rawalpindi and Islamabad. These six were chosen based on their popularity nationally and internationally and their strategies as compared to other MNCs are better which is why they were selected as an object

of the present study. Data is gathered from the respondents through a self-administrative questionnaire. While conducting a survey, there were a total of 60 inquiries, from which 52 questionnaires were filled out in sufficient detail to be used in the analysis because only these members from the selected organizations made themselves available to fill out the online survey rather than many employees and managers were quite hesitant to share the information. The consent form was also shared and it was mentioned that the participation of the managers-employee is voluntary which is why just 52 participants filled out the online questionnaire sent via Google Forms. The data is analysed using SPSS (Statistical Package for the Social Science) v18. This study is an attempt to explain the correlation between corporate social responsibility (CSR), organizational identity, creative self-efficacy, spiritual intelligence and creative performance to reveal its significance. To verify the validity of the findings, the reliability of the self-employed questionnaire was investigated. Making sure the metric is applied the same way in every case is crucial to establishing its validity. It exemplifies the overall consistency of the scale's contents (Lee et al., 2016). When the response of the level is constant under repeated instances of the same conditions, this demonstrates a high degree of dependability.

3.2 Research Instruments

This phase consists of five variables which were CSR, organizational identity, creative self-efficacy spiritual intelligence, and creative output. The questions are included in the instruments, and feedback is taken from the respondents. Utilizing a five-point Likert Scale i.e., 1 for strongly agree to 5 for strongly disagree information from the targeted respondents for all variables. The original questionnaire was followed for the current study survey form.

Table 3.1: Distribution of Instrument Variables

S. No	Variables	Items	Sources
1.	CSR	05	(Bass & Steidlmeier, 1999)
2.	Organizational Identity	05	(Zhu et al., 2013).
3.	Creative Self-Efficacy	05	Houghton and DiLiello (2010)
4.	Spiritual Intelligence	05	(Tyler & Blader, 2001).
5.	Creative Output	05	(Tyler & Blader, 2001)

4. Data Analysis

4.1 Statistical Analysis

In two points the statistical analysis of data is measured: First through Preliminary Data Analysis and SPSS. Secondly, the hypothesis was tested.

4.2 Preliminary Data Analysis

Initially, MS Excel Software analysis packages will be used for data coding. This software is generally used for primary testing and coding to quantify data's normal situations like unengaged responses and missing values. When the gathered data is validated for normality conditions, to import the collected data into SPSS for further scrutiny, the file was saved in the "CSV" format.

A multinational corporation has business offices and operations in two or more countries in the world. These companies are often managed from a central office headquartered in the home country. The selected six MNCs have their head offices in Rawalpindi/ Pakistan. These companies include Jazz, Telenor, Careem, Schlumberger, Berger Paints Pakistan, and McDonald's Pakistan. As these companies have international face value which is why they have to maintain their organizations to stand firm and perform creatively to maximize the output and maintain the rapport. For that reason, in inward organizational communication, the role and relationship of employee-manager is necessary to investigate whether they are following current market trends or not and most importantly, working under CSR or not to be the part of international market. As discussed above in the methodology section the technique of questionnaire has been employed to show the employee-manager relationship, keeping creative performance as the dependent variable and all other variables such as, for managers, creative self-efficacy, and spiritual intelligence have been taken as independent variables while from the perspective of employees, organizational identification is taken as independent variable.

3.3 Demographics

The total respondents are 50 people of which 28 means 56% are male and 22 means 44% are females. The age of all 50 respondents were between 30 and 45. As for qualification, there are 45 bachelor's degree holders and 5 master's degree holders. Moreover, 47 people who participate were single and 3 are married. 26 peoples' income was between 10000 to 30000 and 7 was 30001 to 60000 and 11 60001 to. 90000 as well as 6 was 90001 plus.

3.4 Descriptive Statistics

Here the range of skewness is in between $+1$ to $+3$, the data is normally distributed and for kurtosis values lie in between 1 to -1 except spiritual intelligence whose kurtosis is crossing the range of 1 to 1.732 which is not much deviating so we can conclude data is standard.

Table 3.2: Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Corporate Social Responsibility	50	-.548	.337	-.349	.662
Organization Identification	50	-.729	.337	-.158	.662
Creative Self Efficacy	50	-.796	.337	.057	.662
Creative Performance	50	-.610	.337	-.376	.662
Spiritual Intelligence	50	-1.025	.337	1.732	.662
Valid N (list-wise)	50				

4.3 Hypothesis Testing

In this section, we presented data based on the hypothesis designed. The first hypothesis is:

(H1): There is a positive correlation between corporate social responsibility and organizational identification.

To examine this relationship, the relevant questions were asked and the questions were codified accordingly for example, to check CSR practices in the selected MNCs, the designs have been given a code: CSR1, CSR2, CSR3, CSR4 and CSR5. CSR1 states that “Multinational companies in Pakistan support Good causes”. The results showed that 37% of people, including both males and females stayed neutral, while 31% of people agreed with this statement that CSR supports good causes in MNCs and enhances organizational performance at large. CSR2 states “Multinational companies in Pakistan are involved in community service projects”. The responses showed that 25% of people agreed with this statement while 22% people disagreed and rest 3% strongly agreed that CSR practices help organizations take initiatives for the betterment of their employees and the overall performance of the company. In addition to it, CSR3 states “Multinational companies of Pakistan are committed to being good labour in the community”. 36% of people agree with the statement, 33% stayed neutral on this stance, and 25% disagree with this statement. This shows that CSR practices help employees work devotedly in their respective organizations because they are being taken care of by the authorities and are equipped with social and moral support which is needed in the workplace. Moreover, CSR states “Multinational companies of Pakistan suitably conduct business”. 56% people agreed with the statement, 21% people couldn’t decide (neutral) and the rest 50% disagreed with it. This shows that CSR practices are having positive effects on MNCs’ performance. Lastly, CSR5 states “Multinational companies of Pakistan behave responsibly regarding the environment”. The responses showed that 46% of people agreed and strongly agreed with this statement, 24% people disagreed, and 27% people stayed neutral. This proves

that the CSR initiative taken by the selected companies is promoting a good and healthy environment for the employees to work in the selected MNCs.

Therefore, the overall performance of employees at the workplace was satisfactory because CSR initiatives were taken by the MNCs and employees were given a good workplace environment where they can work effectively and the organizations provided the benefits such as market competitive salaries and other job-related benefits which made them motivated and devoted to increase the productivity of the organization.

The overall relationship of variables selected for the present study shows a positive relationship between CSR and OID which is why this hypothesis can be accepted. Correlation is significant at the 0.05 level, if it is more than that then the hypothesis must be rejected.

H2: Organizational identity has a favourable correlation with creative performance.

In the questionnaires employees' section, organizational identification is an independent variable which has been codified as OID. OID1 states "When someone criticizes the Multinational companies of Pakistan, it feels like a personal insult". The responses showed that 23% of people agreed with this statement, 37% people didn't give any opinion or they might not have encountered such a situation or must not be relevant to them, while 32% people disagreed with the statement. This means that when it comes to criticism of MNCs' performance, there is a need to take it open-mindedly instead of taking it personally because employees working in the selected organizations are open to creativity and constructive criticism to identify the needs and requirements of the organization for better performance. OID2 states "I am very interested in what others think about Multinational companies in Pakistan". The response rate was 50/50. This shows that half of the employees are quite interested in thinking about what others think about the organizations they are working in and from the other half, 29% people couldn't distinguish themselves whether it is good for the organization or not. Moreover, OID3 states "Multinational companies in Pakistan's successes are my successes". The responses showed that 38% of people agreed with it, 37% stayed neutral, and 22% disagreed with the statement. This shows that most employees who are well aware of their goals and organizational goals may fit best in the organization and are the source of organizational success. Furthermore, OID4 states, "When someone praises the Multinational companies of Pakistan, it feels like a personal compliment." To this statement, 44% of employees agreed, 27% stayed neutral, and 26% disagreed which shows that most of the employees feel like the part of the respective organization when someone praises the overall performance of MNCs in Pakistan. Lastly, OID5 states, "If a story in the media criticized Multinational companies in Pakistan, I would feel embarrassed". 32% of employees agreed to it, 35% stayed neutral and 30% disagreed which shows employees are concerned but not to the point of embarrassment as if it is constructive criticism then it will boost their confidence more

to make their organization the best marketplace. Therefore, the statistical analysis also shows a moderate relationship between OID (0.543) and CP (0.269).

H3: Self-efficacy and spiritual intelligence have a favourable impact on creative output.

The creative self-efficacy, a moderator is codified as CSE in the employee's section and it includes 3 statements: CSE1 states "I have invested considerable efforts to identify ways to enhance my work". The data showed that 54% of employees agreed with this statement, 23% were neutral and 20% disagreed. This shows that more than half of the employees made conscious efforts to improve their decision-making skills to enhance the output of the organization. CSE2 states "I frequently seek new information and ideas". Among all, 64% of employees agreed to it, 21% stayed neutral and 13% disagreed. This shows that employees are quite motivated in selected MNCs of Pakistan to work for the productivity of their organization. They are quite interested and open to innovative ideas. CSE3 states, "I try new approaches in my work even if they are unproven or risky". The results showed that 56% of employees agreed to it, 29% stayed neutral, and 13% disagreed.

In addition, creative performance being the dependent variable is part of the managerial section in which some statements were given to MNCs' managers to respond based on the strategies they employ at the workplace. While designing statements, creative performance was codified as CP. In this section, CP1 states, "I consider myself to be innovative". Among all the respondents, 60% of managers agreed with the statement, 25% stayed neutral and 13% disagreed. This shows that even managers are quite competent and open to creative ideas to boost the performance of their respective organizations. CP2 states, "I feel self-confident working on problems even when others are present". The results showed that 62% of managers agreed with the statement and the rest disagreed or stayed neutral. This shows that managers of MNCs are putting great effort to compete with the International market trends and needs of customers at large. CP3 states, "I am confident that I could deal with unexpected events". In response to this statement, 62% of managers agreed and the rest disagreed or stayed neutral which shows that the managers of respective MNCs are not just focusing on novelty rather they are ready for the challenges that come with being creative and introducing CSR practices in developing countries like Pakistan. CP4 states, "I am not afraid to express my ideas". The results showed that 60% of managers agreed to it while others stayed neutral or disagreed. Therefore, overall it shows the managers' best practices at the workplace which is why the selected MNCs stand firm in the international market and trends are changing. Both employees and managers are working together for the maximization of organizational performance.

In addition to it, another moderator, spiritual intelligence is investigated with that of creative self-efficacy. The present study employed two moderators to see the performance of managers in selected MNCs and how motivated and considerate they are in dealing with their employees at the workplace. The statistical analysis revealed that the values of creative self-efficacy (0.269) and spiritual intelligence (0.436) are less than 0.05 level of significance which shows that they are very favourable and based on it, this hypothesis is also accepted.

H4: Organizational identity mediates a beneficial association between corporate social responsibility and creative performance.

Correlation shows significant figures to accept this hypothesis also. The significance level of OID, CSR and CP is 0.543, 1 and 0.261 respectively which shows a positive correlation between the variables. This shows that an employee's organizational identity mediates the positive association between CSR and CP. The creative performance of the selected MNCs is dependent on employees' sense of organizational identity and belongingness to work effectively in workplace situations.

H5: When spiritual intelligence and creative self-efficacy are taken into account, there is a considerable positive correlation between organizational identity and creative performance.

Google Forms questionnaire includes a special section for spiritual intelligence which is one of the major moderators of the present study. The section includes 5 statements and each statement has been read carefully by the managers of the selected MNCs to reflect on. This section also codified spiritual intelligence as SI. SI1 states, "I live and act with awareness of my morality". 64% of managers responded positively; SI2 states, "In difficult moments, I tap into and draw on a storehouse of stories, quotes, teachings, or other forms of time-proven wisdom", 54% of managers responded positively to this statement; SI3 states "I don't know how to just be myself in interactions with others", 48% managers responded positively; SI4 states, "I hold my work as sacred", 50% managers responded positively while SI5 states, "I have a daily spiritual practice such as meditation or prayers that I draw on to address life", 66% managers agreed and strongly agreed to it. These calculations show that spiritual intelligence served as the best moderator in accessing the creative performance of selected MNCs.

Also, the correlation analysis presents a positive correlation between all the variables and hence this hypothesis is also accepted.

Table 7: Correlations

		CSR	Organ. Identification	Creative Self- Efficacy	Creative Performanc e	Spiritual. Intelligence
Corporate Social responsibility	Pearson Correlation	1	.543**	.269	.261	.436**
	Sig.(2-tailed)		.000	.059	.067	.002
	N	50	50	50	50	50
Organization Identification	Pearson Correlation	.543**	1	.326*	.310*	.466**
	Sig.(2-tailed)	.000		.021	.028	.001
	N	50	50	50	50	50
Creative Self- Efficacy	Pearson Correlation	.269	.326*	1	.566**	.502**
	Sig.(2-tailed)	.059	.021		.000	.000
	N	50	50	50	50	50
Creative Performance	Pearson Correlation	.261	.310*	.566**	1	.687**
	Sig.(2-tailed)	.067	.028	.000		.000
	N	50	50	50	50	50
Spiritual. Intelligence	Pearson Correlation	.436**	.466**	.502**	.687**	1
	Sig.(2-tailed)	.002	.001	.000	.000	
	N	50	50	50	50	50

**..Correlation.is.significant.at.the.0.01.level.(2-tailed).

*..Correlation.is.significant.at.the.0.05.level.(2-tailed).

The correlation table defines there is a positive significant correlation between the CSR OID CSE CP and the SI whose values are 1, 0.543,0.269,0.261,0.436 these show there is a significant positive relationship between CSR. And OID and moderate relationship between OID and CSE as well as a Normal positive relationship between CSR and CP as well as SI has a moderate positive relationship with CP.

5. Discussion

The current study findings show that organizations who are continuously incorporating CSR practices in their organizations as in the case of the present study where six MNCs of Pakistan were selected and 5 hypotheses were made by keeping OID as a mediator and creative self-efficacy and spiritual intelligence as moderators to check the overall performance of selected six MNCs. It

was found that in selected MNCs, the employee-manager relationship is quite good and in developing countries like Pakistan, these MNCs are introducing new CSR practices and changing their decision-making styles in organizations to compete with other firms not just nationally rather internationally too. Furthermore, among all hypotheses, H1 and H2 showed negative values and the relationship is moderate among those variables which shows that CSR practices are still a new topic and in a developing country like Pakistan, it can be acceptable. Also, if we see the results, more than half of employees were agreeing with the statements which shows that still there is a dire need to let employees know about CSR practices in organizations and to provide the best services where they can grow personally and professionally.

5.1 Implications of the Study

Firstly, the current research's findings will help organizations to follow CSR practices for maximization of their organizations' output. Secondly, it will be understood that a manager in any organization plays an important role and is the sole body to handle the task effectively so he/ she must be equipped with decision-making skills and can show leadership qualities by taking everyone with him/her. Also, it will help employees to think spiritually for the benefit of the organization and to work with zeal and zest. Besides, the mediator and moderator analysis would help future researchers to study variables from this perspective too.

5.2 Limitations and Recommendations

The current study is limited to five variables and the mediation and moderation effect has been studied which shows that CSR practices are necessary for any organization's creative performance. Besides, the data is limited to six MNCs of the twin cities yet future researchers may select more than 6 organizations and different geographical areas and the focus can be just one of the sectors to generalize the results.

Furthermore, according to the conclusions of this study, managers and leaders of organizations should put more emphasis on fostering a culture of creative self-efficacy and spiritual intelligence within their workforce. To get the best out of personnel, they need to believe in their ability to complete the task at hand. Creative self-efficacy and spiritual intelligence are also linked to the willingness of employees to take on new tasks and implement new methods of working. As a final point, employees are more likely to identify with their workplaces if they see their employers adhering to social responsibility measures. When CSR is integrated into a firm, it ensures that employees are engaged in their work. Furthermore, the present study recommends that workers should be informed about their company's CSR activities since they create a holistic assessment and appraisal of all aspects of their businesses, which eventually motivates them to work with more commitment and inventiveness. Therefore, this study has contributed to the field by analysing the

influence of CSR on creative performance through the mediating function of organizational identity and the moderating effect of creative self-efficacy and spiritual intelligence.

6. Conclusion

This study found that employees who appreciate CSR campaigns and other activities and practices to a greater degree have stronger inclinations to stay in the firm, with greater engagement and loyalty owing to their better corporate identity. Furthermore, personnel that have a high level of organizational identification are more committed to the success of the firm and work with greater commitment and intent to support the organization's goals. Those that are more creative in personality self-efficacy and spiritual intelligence end to do better creatively. Besides, the employee-manager relationship at the workplace plays a great role in optimizing output. Also, the research shows that CSR has an enormous impact on employee attitudes and behaviours since it drives people to display a greater level of creative performance. For improved career advancement and innovation, organizations are placing greater emphasis on employee creativity. Management and leaders of companies have the issue of fostering innovative job performance among their personnel. This research has shown how managers of selected MNCs introduced CSR practices in the workplace and keep track of all the things. With innovation, there are few challenges too and it was seen that managers were ready for uncertain situations too. Second, creative self-efficacy is a potent indicator of creativity because it shows employees' natural desires to execute creative jobs.

References

- Abrams, D., & Hogg, M. A. (1988). Comments on the motivational status of self-esteem in social identity and intergroup discrimination. *European Journal of Social Psychology*, 18(4), 317-334. <https://doi.org/10.1002/ejsp.2420180403>
- Alsanius, B. W., Jirström, M., Naznin, M. T., Khalil, S., & Ekström, E. (2020). undefined. *Achieving sustainable urban agriculture*, 223-280. <https://doi.org/10.19103/as.2019.0063.15>
- Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative Science Quarterly*, 50(3), 367-403. <https://doi.org/10.2189/asqu.2005.50.3.367>
- Amram, Y., & Dryer, C. D. (2008). Integrated spiritual intelligence scale: Development and preliminary validation. *PsycEXTRA Dataset*. <https://doi.org/10.1037/e507962008-001>
- Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*, 32, 63-86. <https://doi.org/10.1016/j.riob.2012.11.002>
- Benjamin, L., & Flynn, F. J. (2006). Leadership style and regulatory mode: Value from fit? *Organizational Behavior and Human Decision Processes*, 100(2), 216-230. <https://doi.org/10.1016/j.obhdp.2006.01.008>

- Berger, I. E. (2006). Identity, identification, and relationship through social alliances. *Journal of the Academy of Marketing Science*, 34(2), 128-137. <https://doi.org/10.1177/0092070305284973>
- Berry, C. (1994). One hundred percent perspiration. Creativity; beyond the myth of genius. Robert W. Weisberg. W.H. Freeman & Co, New York. No. of pages: 312. ISBN 0-7176-2365-4 (hardback) and 0-7167-2367-0 (paperback). Price £21.95 and £12.95, respectively. *Applied Cognitive Psychology*, 8(6), 613-614. <https://doi.org/10.1002/acp.2350080607>
- Brammer, S., He, H., & Mellahi, K. (2014). Corporate social responsibility, employee organizational identification, and creative effort. *Group & Organization Management*, 40(3), 323-352. <https://doi.org/10.1177/1059601114562246>
- Cheney, G., & Tompkins, P. K. (1987). Coming to terms with organizational identification and commitment. *Central States Speech Journal*, 38(1), 1-15. <https://doi.org/10.1080/10510978709368225>
- Conti, R., & April, B. (2020). An inspiration to study inspiration. *Creativity at Work*, 9-19. https://doi.org/10.1007/978-3-030-61311-2_2
- Cunningham, N. (2002). Green alliances: Conflict or cooperation in environmental policy? *Australasian Journal of Environmental Management*, 9(3), 148-157. <https://doi.org/10.1080/14486563.2002.10648555>
- Davies, I. A., & Crane, A. (2010). Corporate social responsibility in small-and medium-size enterprises: Investigating employee engagement in fair trade companies. *Business Ethics: A European Review*, 19(2), 126-139. <https://doi.org/10.1111/j.1467-8608.2010.01586.x>
- Duberley, J. P., & Walley, P. (1995). Assessing the adoption of HRM by small and medium-sized manufacturing organizations. *The International Journal of Human Resource Management*, 6(4), 891-909. <https://doi.org/10.1080/09585199500000052>
- Farmer, S. M., Tierney, P., & Kung-Mcintyre, K. (2003). Employee creativity in Taiwan: An application of role identity theory. *Academy of Management Journal*, 46(5), 618-630. <https://doi.org/10.5465/30040653>
- Hammer, E. R. (1984). Research in organizational Behavior. Research in organizational behaviour, (Vol. 5) by Cummings L. L. Staw Barry M.(Eds.). Greenwich, CONN.: JAI Press, 1983, 357 pp., \$45 cloth. *Academy of Management Review*, 9(3), 565-567. <https://doi.org/10.5465/amr.1984.4279727>
- Hassan, A., & Lund-Thomsen, P. (2019). undefined. *Corporate Social Responsibility*, 305-321. <https://doi.org/10.4018/978-1-5225-6192-7.ch017>
- Hirst, G., Van Dick, R., & Van Knippenberg, D. (2007). Employee learning behaviour and creativity: A social identity approach. *PsycEXTRA Dataset*. <https://doi.org/10.1037/e518532013-336>
- Houghton, J. D., & DiLiello, T. C. (2010). Leadership development: The key to unlocking individual creativity in organizations. *Leadership & Organization Development Journal*, 31(3), 230-245. <https://doi.org/10.1108/01437731011039343>
- Hunt, E. (1994). undefined. *Applied Cognitive Psychology*, 8(5), 528-529. <https://doi.org/10.1002/acp.2350080511>
- Javaid Lone, E., Ali, A., & Khan, I. (2016). Corporate governance and corporate social responsibility disclosure: Evidence from Pakistan. *Corporate Governance: The*

- International Journal of Business in Society*, 16(5), 785-797. <https://doi.org/10.1108/cg-05-2016-0100>
- Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational and Organizational Psychology*, 83(4), 857-878. <https://doi.org/10.1348/096317909x477495>
- Lee, K., Herold, D. M., & Yu, A. (2015). undefined. *Corporate Social Responsibility and Environmental Management*, 23(2), 88-99. <https://doi.org/10.1002/csr.1366>
- Ma, X. (n.d.). Examining the effects of individual Polychronicity and supervisor's management style on creative self-efficacy. <https://doi.org/10.26686/wgtn.16992352.v1>
- Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There's no place like home? The contributions of work and nonwork creativity support employees' creative performance. *Academy of Management Journal*, 45(4), 757-767. <https://doi.org/10.2307/3069309>
- Mael, F., & Ashforth, B. E. (1992). Alumni and their Alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123. <https://doi.org/10.1002/job.4030130202>
- McWilliams, A., Rupp, D. E., Stahl, G. K., Siegel, D. S., & Waldman, D. A. (2019). undefined. *The Oxford Handbook of Corporate Social Responsibility*, 1-16. <https://doi.org/10.1093/oxfordhb/9780198802280.013.1>
- Miller, V. D., Allen, M., Casey, M. K., & Johnson, J. R. (2000). Reconsidering the organizational identification questionnaire. *Management Communication Quarterly*, 13(4), 626-658. <https://doi.org/10.1177/0893318900134003>
- Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity.
- Nguyen Hong, T., & Pham Tran, P. (2021). Corporate social responsibility for employee retention and engagement in small and medium-sized enterprises: A case study in Vietnam. *Journal of Trade Science*, 49-59. <https://doi.org/10.54404/jts.2021.9.04.05>
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behaviour. *Journal of Applied Psychology*, 71(3), 492-499. <https://doi.org/10.1037/0021-9010.71.3.492>
- Pérez, A. (2015). Corporate reputation and CSR reporting to stakeholders. *Corporate Communications: An International Journal*, 20(1), 11-29. <https://doi.org/10.1108/ccij-01-2014-0003>
- Rayman-Bacchus, L. (2017). undefined. <https://doi.org/10.4324/978131547007>
- Rayman-Bacchus, L., & Walsh, P. R. (2021). Corporate responsibility and sustainable development. <https://doi.org/10.4324/9781315142524>
- Raza, J., & Majid, A. (2015). Perceptions and practices of corporate social responsibility among SMEs in Pakistan. *Quality & Quantity*, 50(6), 2625-2650. <https://doi.org/10.1007/s11135-015-0281-2>
- Staples, D. S., Hulland, J. S., & Higgins, C. A. (2006). undefined. *Journal of Computer-Mediated Communication*, 3(4), 0-0. <https://doi.org/10.1111/j.1083-6101.1998.tb00085.x>
- Tajfel, H., & Turner, J. C. (2004). The social identity theory of intergroup behaviour. *Political Psychology*, 276-293. <https://doi.org/10.4324/9780203505984-16>

- Tyler, T. R., & Blader, S. L. (2001). Identity and cooperative behaviour in groups. *Group Processes & Intergroup Relations*, 4(3), 207-226. <https://doi.org/10.1177/1368430201004003003>
- Visser, W. (2009). undefined. *The Oxford Handbook of Corporate Social Responsibility*, 473-500. <https://doi.org/10.1093/oxfordhb/9780199211593.003.0021>
- Ward, T. B., Smith, S. M., & Finke, R. A. (1998). undefined. *Handbook of Creativity*, 189-212. <https://doi.org/10.1017/cbo9780511807916.012>