A Source of Employee Inspiration through perceived Corporate Social Responsibility, Motivation & Commitment: Evidence from NGO Sector of Pakistan
(AFAQ | Association for Academic Quality)

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Abstract
This research spirited the area of central employee realms as motivation and commitment with corporate social responsibility; has examined through its internal and external CSR dimensions. Study revealed the importance for organizations to boost employee motivation and commitment through CSR activities in non-profit oriented domains. Stratified and random sampling was applied, totaling 384 employees were contacted. Multivariate data analysis techniques like; structure equation modeling and discrimination analysis were appropriated. Results of the research enforces the internal & external CSR dimensions have impact on motivation & commitment of employees. Discrimination analysis didn't signifies the foremost difference, necessary for model discrimination between employee job status, although minimal difference found in group mean and standard deviation causes. Findings & recommendations presents appeal in contemporary organizational reforms and contributed to both managerial and administrative practices.
Keywords: Internal & External CSR, AFAQ, Employee Motivation, Employee Commitment, SEM and Discriminant Analysis.

Introduction

Undeniably, the starring perception of corporate social responsibility has substantial magnitude within contemporary era especially in expression of employee scope, that's why Aguilera et al., (2007) explored attributes pertains to CSR i-e internally and externally, has significant influence in association with employee recruitment, retention, turnover, satisfaction and long term commitment; so far in order to develop employee morale and motivation, organizations use corporate social responsibility as a tool. Although, Eweje and Bentley (2006) proclaimed that this phenomenon has investigated inadequately because CSR seek importance only in last few years by researchers. Before formal starting of scrutiny regarding impact of CSR activities with motivation and commitment of employee, some integral facts should have to keep in concern. Mozes, Josman and Yaniv (2011) argued that CSR bases the organizational development of effective atmosphere and have a strong relationship between job satisfaction and motivation of employee. Because the selected idea is the most emergent issue in both developed and developing economies so far, former research suggest the several studies on this core issue; Jo and Harjoto (2011) proposed positive role in CSR activities of organization and environment, community links, diversity workforce and fundamental attributes of employees which results in financial performance enrichment. Corporate social responsibly have influence with all organizational stake holders like; shareholders, external customers, employees as internal stakes, community and most important suppliers (Cochius, 2006). This fact with internal stake holders, followed the research by Glavas and Godwin (2013) as theory of identity where researcher proposed employee identification and CSR activities have sound association. Corporate social responsibility have both internal & external wings (Aguilera et al., 2007) and this research covers the vicinity of these wings into consideration. The second term, discussed in this study is motivation; whereas motivation derived from satisfaction, degree of retention with commitment and loyalty (Meyer et al., 2004) in addition Miller and Braswell (2015) suggested how to motivate operatives covering by motivational theories like; theory X–theory Y, expectancy and hygiene theory.

Although, in the assessment of employee motivation with respect to CSR activities which type of motivation influenced either internal or external, is uncertain. Endeavors of CSR have integral impact on employee motivation; researcher implement idea of McClelland's regarding three elements of motivation as power, achievement and affiliation, have strong influence with external CSR elements (Kim and Scullion, 2013). The concept of motivation have substantial approaches as internal motivation and external motivation however internal motivation is key tool to enhance employee performance while external motivation deals with employee retention (Minbaeva, 2008), The same dilemma debated in theory of self-determination as internal & external motivation traits. In another parallel research, Greenberg & Baron (2008) studied various key components concerning Internal motivation as; employee task liking, willingness to work, satisfaction, feeling proud, recognition and appreciation have significant affect in organizational performance. Moreover, with the amplification of CSR attributes the degree of employee morale and ethical motivation of employee enhanced to achieve organizational targets (Asmah, 2009). According to the analysis by Ryan & Deci (2000) persistence, performance and employee motivation developed by focusing employee internal motivational features substantially employee excitement, commitment and willingness boosted in order to achieve organizational success.

The third issue of this research is about commitment. In more simple words, opinion of employee regarding their organization is called the organizational commitment. Meyer, Allen

& Smith, (1993) suggested the commitment about employee decisional philosophy that employee choice to continue with the organization. In contemporary reforms, employee engagement, employee behaviors and concerning job attributes have impact with CSR activities, gets significance importance and critical today (Ma, 2011) that's why Farooq et al., (2013) considers the effects of CSR perceived by employees being observes to organizational commitment. In a similar research organizational commitment and CRS interests have positive effect (Stites and Michael, 2011) where considering this effect with employee satisfaction have influencing gauges (Valentine and Fleischman, 2008). According to a notable study of Lin et al., (2010) indicated central factors of human resource practices like; employee performance, satisfaction, reputation, citizenship behavior, attractiveness and organizational commitment with measurements of corporate social responsibility. Stakeholder operations and corporate behavior found positive effect with variables of organizational commitment through CSR undertakings (Turker, 2009) furthermore, He and Brown (2013) explained that perception of employees has found reciprocal with respect to effective compensation and employee commitment. Ellemers et al., (2011) concentrated several terms relating to employee as; role performance, organizational pride, behavior and commitment with CSR have positive effect in relation. Another research shows that employee personal attributes with job leads to motivation and broaden the organizational commitment (Rodrigo and Arenas, 2008).

With the augmented relevance in activities of CSR, motivation and commitment of employee the selected topic has breathe to explore dimensions for managerial and administrative implications because the core focus of CSR is to enhance the value of ultimate stake holders of organization. The involved audience is across NGO sector; employed among AFAQ (Association for Academic Quality) which endeavors and promotes CSR activities involving schooling level in order to enhance quality of education that ultimately results in healthier society, moreover AFAQ operates for the cause so that develop major millstones achievements and serves purely for nonprofit concerns. Theretofore this study entails the main attributes pertains to corporate social responsibility as internal & external with motivation and commitment of employees through the NGO sector of Pakistan.

Research Objectives
Brief intents of this research are as hereunder, to explore;
✓ The paybacks pertains to CSR by depositing it a part of organizational strategy.
✓ The impact of perceived employee perception regarding organizational CSR efforts (internal & external) with employee motivation.
✓ The Impact of CSR activities (internal & external) on organizational commitment
✓ Whether perceived employee motivation through internal & external CSR inspires organizational commitment.
✓ The range of perceived employee motivation & commitment of employee either with permanent provisions of job status.

Literature Review & Theoretical Framework
Corporate Social Responsibility

Corporate social responsibility was first developed by scholars of USA in (1960) with the intention to prioritize social and corporate responsibilities, comparatively to legal concerns (Grinstein & Blekher, 2015). Unluckily, consideration of CSR is on the perspective of new human resource plug; in this way Eweje & Bentley (2006) mentioned CSR is on developing stage because in earlier endures as uncertain. On the other hand Isaksson, Kiessling and Harvey (2014) augmented CSR as not a new issue but described in various diverse ways. Additionally there was contradictions between scholars, persists for the concept definition of CSR (O'Riordan & Fairbrass, 2008) accordingly, scholars are still in search to find out a one unique definition for the core concept. Although in contemporary changes CSR is treated as grown phenomenon because it facilitates the bases for development of overall corporate policies, due to generally accepted dilemma well-structured organizations use CSR as tool to foster strategic planning (Kiessling and Harvey, 2014). Many practices adopted by companies like; environmental protection, charity donation and employee perspectives, occupy attraction for the social welfare projects by organizations (Grinstein & Blekher, 2015), despite the significance attraction and promotional tool, McShane and Cunningham (2012) suggested the distinction between authentic (beneficial) and unauthentic (unfavorable) CSR activities up to ethical business standards. Simply, CSR is not distributing money to other as charity it's about the delivery of better life for people; that's why this concept has come up with restructuring of organizations to consider social projects to facilittes all stake holders. This paper covers the CSR into internal & external acquaintances (European Commission, 2001).

Internal & External Wings for CSR

In simple words involved CSR activities to protect the best interest of internal stake holders (employee) and external stake holders (customer, suppliers and society), scatters CSR to both internal and external elements, respectively (European Commission, 2001) whereas CSR suggested as multidimensional tool for the sake of all stake holders matters. Organizations often urge employees to be volunteer and to participate in several community developmental activities since these efforts pass organization an edge to win competitive advantage. According to research of Korschun, Bhattacharya and Swain (2014) employee perceive the effect of CSR being amplified by organization to internal and external wings; whereas internally, it's all about the matter of operations pertains to employee on the other hand looking externally, CSR deals with all external stake holders. Bother wings have affect with employee perception, performance and ultimately profitability of organization. Definitely, in the perspective of internal stake holders, employees are very group of stakeholders' organization develop policies and operating procedures with regards to working environment and behavior. Employee behavior influenced with the nature of CSR activity and its moderates the affect, for instance employee differences in perception (Farooq, Farooq and Jasimuddin, 2014). According to study of Tsai et al., (2012) value of CSR perceived by employee have impact with employee performance which in turn underlying to measure the effectiveness of CSR activities. Research presented the multifaceted effect of activities of CSR on organizational performance and employee commitment, exciting association revealed between variable which influence employee commitment through organizational CSR initiatives (Ali et al., 2010). Expectation of customers, regarding organization operation should be with consideration of environmental protection, prices authenticity, society development and long term fair relationship. Furthermore, CSR and perceived quality of service have

greater impact with respect to customer behavior and loyalty, further have influence with strategic planning (Mandhachitara, and Poolthong, 2011). CSR activities strengthen the repo of organization so turn out to be social responsible will support to organizational promotion activities that will enhance strong customer base by attracting them, consequently value of shareholders upswing (Kim & Kim, 2014).

Business partners are also seeking towards continues improvements in organizational performance that have association with environmental and social factors for growth. According to Martincik & Polivka (2012) now a days, shareholder value have through influence with corporate social responsibility undertakings by economic value added capacities. CSR is therefore perceived as control mechanism for the endurance of organizational social deeds and being a responsible for society, organization basically act to be a good partner. CSR has acquired as every day routine by well-structured organizations, higher sales have realized by loyal customers and happy employees; both stakeholders become influenced by CSR actions like; labor standards, environmental ethics and complaint policies, being adopted by organization. CSR projects are often being invested by corporate managers, these projects enhance stakeholders' interest (Borghesi, Houston and Naranjo, 2012). Furthermore, organizations persuade rational dealing in order to develop impressive societal image.

As aforementioned, activities pertains to CSR, encompasses back to the society and deals with reliable working of the organization. Activities leads to sponsorship of events like; art, sports, educational exhibitions, culture etc., are related to community base projects. Aguilera et al. (2007) indicated that the community base activities are investment projects like; infrastructure development of roads, schools, watering and hospitals. Whereas European Commission (2001) suggested that protection of children, minorities and community developmental projects deals with CSR conducts in community header. In a noteworthy finding researchers explored about motivational factors to be serves as socially responsible within domain of (SME) enterprises, study insights the empirical importance relates to local events along with recognition for economic and social organizational obligations (Roy, Vyas & Jain, 2013). Infect, CSR has become the integral strategy for organizational performance and manipulate its functions and operations into more advancement, researcher indicate the impact of CSR projects as moderator along association with promotional events and performance of organization (Kemper et al., 2013) whereas the study of Graafland and Mazereeuw-Van (2012) recommended the impact of CSR with social affair in more environmental, intrinsic & extrinsic motives. In the perception of CSR the most important factor is education, good organizations has develop strategies accordingly. No doubt, in developing countries problem of basic education is come with crucial issues as significance percentile of children still deprived from schooling facilities. Several NGO's perform and serves for the same cause and in developing countries it is difficult to promote educational activities like school commencement, educational funding's and schoolgirls education aptitudes. So employee connected with organizations has potent temperaments and behaviors and what they perceive have significance to research while executing core CSR activities by organization. Mentioned here above all CSR deeds are fundamentals for addition of values in terms of both society and organization.

Employee Motivation

Motivation is considered as an outcome of decisions regression with diverse behaviors of folks related with organization, motivation is also called a practice through which behavior is manipulate, sustained and energized for organizational objectives. That's why Rizwan et al.

(2013) proclaimed that employees should be appreciated for the achievement of desired goals. Motivation is used as a retention tool for productive employees which exerts higher energy level. Mortality of organization and work attitudes are also related to employee motivation where CSR activities of company, relates attitudes towards mortality, through which employee happiness also revealed (Ommitment and Atisfaction, 2011). Motivation is a strategy through which management confirms encouragement of employees with respect to enhancement of employee performance, more simply motivation is all about the energetic forces in order to stimulate individual behavior (Latham and Pinder, 2005). Furthermore, motivation sources of employees persuaded with employee citizenship behavior (Barbuto and Story, 2011). Employees are motivated at what time they pursue their job as interesting, joy, satisfaction and personal contest wherever employee engagement in voluntary community activities leads with regard to organization identification, satisfaction and motivation of employee (Mozes, Josman & Yaniv 2011). According to Deci & Ryan (2008) employee impression of satisfaction with job and work with and through self-willingness is the breadth of employee motivation, for the same, Nejati (2012) studed CSR infancy level with perspective of employee engagement on the other hand Hansen et al., (2011) explore the components of CSR for external and internal stakeholders with an outlook of employee trust benefits. Hence, literature suggested that with the optimistic vision regarding CSR activities, there will be convinced and motivated feedback from employee lineup in return.
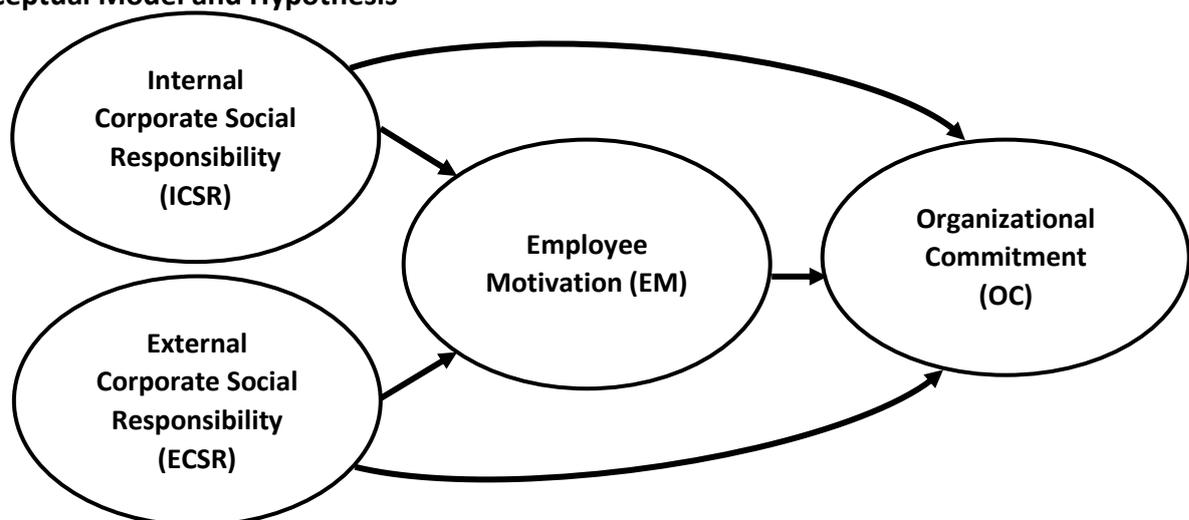
Organizational commitment

Organizational commitment in words of one syllable is bond employee in specific perceived experience. Generally, employee feel an organizational connection, feel self as perfect fit as becomes committed. Committed employee knows the organizational goals and achieve targets at own sake. Commitment of employee is appealed as the efforts of employee for the achievement of organizational goals. Committed employees are no doubt as value added assets for instance, tasks accomplishment with interest and comparatively shows more productivity and performance because of proactive offerings. In the same framework, Abdulkadir, Isiaka and Adedoyin (2012) genuinely committed employee compel intentional and honest efforts to perform better, in order to effectively manager career planning, appraisals and ensures accurate implementation of operating procedures. Employee commitment effects with friendly organizational atmosphere and socialization tactics of organization, furthermore, supportive behavior of colleagues have impact with employee commitment for ultimate organizational objectives (Filstad, 2011). Persuasion of CSR activities with respect to organizational identification of employee leads to enhancing the organizational commitment ultimately. Likewise, participation of employees in planning CSR internal, external undertakings for organization directly and indirectly influence employee belongingness and commitment (Kim et al., 2010). Grounded on theory of social identity with personal identity, the perception of employee about external CSR domain have optimistic link with employee commitment in relation to organization (Brammer et al., 2007) in s similar research employee perception about CSR volunteer realms have imperative effect with organizational commitment (Turker, 2009). Many researchers recommended job characteristics as identity of task with significance, variety of skill and autonomy aspects to enhance employee engagement although CSR activities also have impact on engagement of employee in contemporary era where Smith and Langford (2011) proposed CSR is a key identifier for modern HR exercises, the compelling weight withheld among human resource practices, CSR activities and engagement of employee. Employee overall satisfaction source

is accepted as components of CSR; also CSR proceedings have an effect on employee satisfaction to perform with self-motivation consequently that leads to organizational success (Bauman and Skitka, 2012). Obviously, apart from financial aspects like salary, bonus and appraisal, many other factors that influence employee motivation, job satisfaction and commitment even though the CSR is the most integral factor. Moreover, cultural aspects like, employee orientation, collectivism and employee perception about CSR activities have impact with affective commitment (Mueller et al., 2012).

The issue of employee retention, similarly bond with origins of CSR; management have to focus organizational identification of employee while developing job descriptions, however internal and external dimensions of CSR have significance importance with respect to employee retention (Aminudin, 2013). Consideration of CSR in term of society welfare, hold the actions of organization that's why many practitioners proclaimed CSR as primary obligation for organization and all stakeholder especially for employees, in addition organizational efforts either internal or for external CSR's have impact on employee perception which leads to employee satisfaction/motivation that have further and direct CSR impact with organizational commitment (Hsieh and Chan, 2012). With respect to here above stated literature review, conceptual framework has drawn which bases for the illustration of study hypothesis.

Conceptual Model and Hypothesis

H₁: Relationship exists b/w CSR (internal/external) and employee motivation.

H₂: Relationship exists b/w CSR (internal/external) and organizational commitment.

H₃: Employee motivation have significant influence on organizational commitment.

H₄: Employees perceived dis-similar degree of CSR, motivation & commitment with respect to employment status (permanent / non-permanent).

Methodology

Overall, accordance with research approach this examination holds a deductive domain with descriptive perspectives (Wilson, 2010). With respect to design this study grasp cross sectional takes regarding number of contacts whilst study supported to retrospective-prospective domain regarding period of reference (Kumar, 2014).As suggested by Saunders, Lewis & Thornhill (2012) research in hand endorses the assessment concerning directional relationships between constructs, so this research deals with explanatory and quantitative field of research. By means of sampling technique, as sampling frame was available

accordingly study upholds the probability sampling by using the combination of stratified along with simple random sampling technique in order to cope with research bias (Rossi, Wright and Anderson, 2013). As the unit of population was the employees of AFAQ therefore sampling data initially divided into two stratas' with respect to employee status of employment i-e either permanent or non-permanent subsequently the simple random technique was applied to each strata. As, study in hand deals with multivariate modeling framework, which bearing several direct and indirect relationships between latent constructs theretofore, structure equation modeling was applied as consider appropriate technique (Hoyle, 2014) whilst as endorsed by Meyers, Gamst & Guarino, (2009) for projection comparison between several dilemmas, descriptive discriminant analysis was used for significant findings. For sample size selection integral formula of Yamane, (1967) was applied with additive 5% sample size inflates, totaling 384 elements were involved as sample size in this study. According to Kline (2011) size of sample in 'SEM' exceeding 200 is considered not small, where Hair (2006) suggested that sample size exceeding 400 causes imperatively to all goodness measures by very minor difference, due to sensitivity complexion. So, selected sample (384) was suitable as not either too large or a small one.

Data collection was held through questionnaire tool by surveying sampled employees, via both mail and hard correspondence (Saunders, Lewis & Thornhill, 2012). Questionnaire was bearing of demographic along with measuring content for four latent variables by Likert scale design. Substantial past papers were perused in order to select the integral items for latent variables such as; perceived employee corporate social responsibility (internal & external) and employee motivation were measured through similar items used by Skudiene & Auruskeviciene, (2012) while as organizational commitment was measured through items used by Messersmith et al., (2011) whereas noteworthy past papers revealed significant results to literature. Overall 'α' reliability for all 19 metric items far above by threshold point as 0.946 with excellent impact for preferred instrument (Nunnally, 1981). Table 1 shows the detailed information about respondent trend in all particular questions where top agreed trend noted in items representing OC and ECSR whilst bottom agreed trend noted in items representing EM, although cronbach for particular latent construct also showed against each which is above than acceptable region as 0.7 (Bougie & Sekaran, 2011).

Table: 1

Constructs		Measuring Content	Audience Tendency	Frequency	Percent	'α' r
ICSR	ICSR1	Salary system of organization is equitable.	Agree	347	90.4	
			Disagree	37	9.6	
	ICSR2	Decision making process is through employee involvement	Agree	347	90.4	
			Disagree	37	9.6	
	ICSR3	Working climate is up to employees' psychological needs.	Agree	345	89.8	**0.920**
			Disagree	39	10.2	
	ICSR4	Organizational promises/obligations are honest.	Agree	343	89.3	
			Disagree	41	10.7	
	ICSR5		Agree	348	90.6	

		Personal career development opportunities are existing.	Disagree	36	9.4	
	ECSR1	Complaints from all Stake holders are process through an organized practice	Agree	340	88.5	
			Disagree	44	11.5	
	ECSR2	Information provided to clients is correct & reliable; avoiding dishonest publicities	Agree	348	90.6	
			Disagree	36	9.4	
ECSR	ECSR3	Local charities are focused for donation	Agree	350	91.1	**0.925**
			Disagree	34	8.9	
	ECSR4	Keep in concern for local community development projects	Agree	342	89.1	
			Disagree	42	10.9	
	ECSR5	All stake holders are treated according to law	Agree	340	88.5	
			Disagree	44	11.5	
	EM1	Organization provides accurate information to all stake holders which leads to my job satisfaction	Agree	342	89.1	
			Disagree	42	10.9	
	EM2	Psychological climate of my job is good and I like to do work	Agree	326	84.9	
			Disagree	58	15.1	
EM	EM3	Personal & career development opportunities are provided by Organization	Agree	338	88.0	**0.931**
			Disagree	46	12.0	
	EM4	Involvement while decision making process makes me pleased	Agree	333	86.7	
			Disagree	51	13.3	
	EM5	Organizational contribution in community developmental projects makes me more comfortable	Agree	337	87.8	
			Disagree	47	12.2	
OC	OC1		Agree	351	91.4	**0.898**

	I feel strong personal meanings for the organization	Disagree	33	8.6
OC2	My focus towards organizational problems as my own	Agree	351	91.4
		Disagree	33	8.6
OC3	Organization have a great sense of belonging as my family	Agree	338	88.0
		Disagree	46	12.0
OC4	I would like to retain the rest of my career with the organization	Agree	347	90.4
		Disagree	37	9.6

Descriptives'

Demographic characteristics shows as mostly male respondents, in age mostly respondents were between 25y to 40y slot, most of sampled employees were contractual or with part time employment status, more than half present of respondents bearing 1 to 5 years of experience and about half of the audience from marketing department. Detailed statistic shown in table 2 hereunder as,

Table: 2

Descriptive statistic

		Numeral	Percent
Gender	Male	301	78.4
	Female	83	21.6
	Total	384	100
Age	Less than 25	73	19.0
	25 to 29	102	26.6
	30 to 39	135	35.2
	40 to 49	54	14.1
	50 and older	20	5.2
	Total	384	100
Employee Status	Contractual/Part time	281	73.2
	Permanent	103	26.8
	Total	384	100
Experience	Less than 1	45	11.7
	1 to 3	135	35.2
	3 to 5	153	39.8
	5 and more	51	13.3
	Total	384	100
Department	HR, Admin & others	65	16.9
	Training & Development	83	21.6
	Marketing	186	48.4

|		
Educational Services	50	13.0
Total	384	100

Confirmatory Factor Analysis

Initially, data was refined through screening process non outliers or main missing data was inspect. In order to endure the confirmation for selected constructs CFA was executed through STATISTICA and AMOS, both used for dual confirmation of statistic. Since, all constructs were scrutinized like separately for all, as well as across combine CFA model impact, so as to exploit valid results. According to Kenny & McCoach (2003), absolute fit indices i-e χ^2, P-value, D.f, GFI and RMSEA endorse how well theoretical approach of study fits the empirical data, whereas in this study all absolute measures met the threshold points accordingly. Other Incremental fit measures i-e CFI, TLI confirm the figures above cut points which indicates to very good models fitness (Hair et al., 2010) as shown in table 3 hereunder,
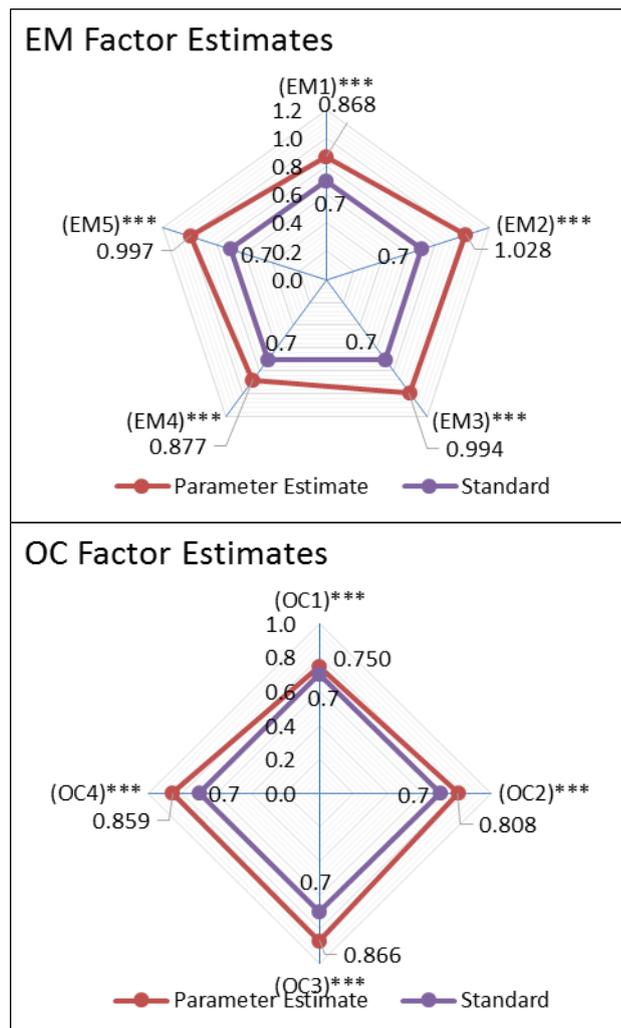
Table: 3

CFA Goodness of Fit for all Individual Constructs

Parameters/Constructs	ICSR	ECSR	EM	OC
χ^2	21.280	46.963	35.872	5.144
D.f	6.000	11.000	6.000	2.000
P-value (< α)	0.001	0.012	0.010	0.001
χ^2 /D.f (<3, 2-5)	3.547	4.268	3.986	2.572
RMSA (<0.08)	0.089	0.0417	0.026	0.066
GFI (>0.90)	0.979	0.959	0.924	0.993
AGFI (>0.90)	0.938	0.978	0.962	0.965
CFI (>0.90)	0.988	0.971	0.980	0.997
TLI (>0.90)	0.984	0.968	0.977	0.994

***Gloss:** χ^2 [ML Chi-Square], D.f [Degrees of Freedom], χ^2 /D.f [Discrepancy Function], RMSA [Root Mean Square Error of Approximation], GFI [Goodness of Fit Index], AGFI [Adjusted Goodness of Fit Index], CFI [Comparative Fit Index], TLI [Tucker Lewis Index]*

Essential fitness of good measures fulfil the assumptions pertains to valid model, Moreover parameter estimates for all manifest variables were above threshold figure i-e 0.07 (Hair et al., 2010); carrying the significant level @ 0.001 representing by (***) and denoted red lines engaged far above the thresholds, graphical representation for all construct shows more detailed phenomenon as,
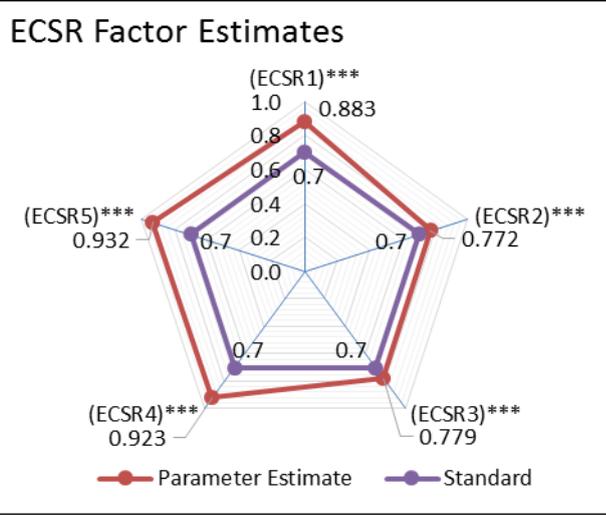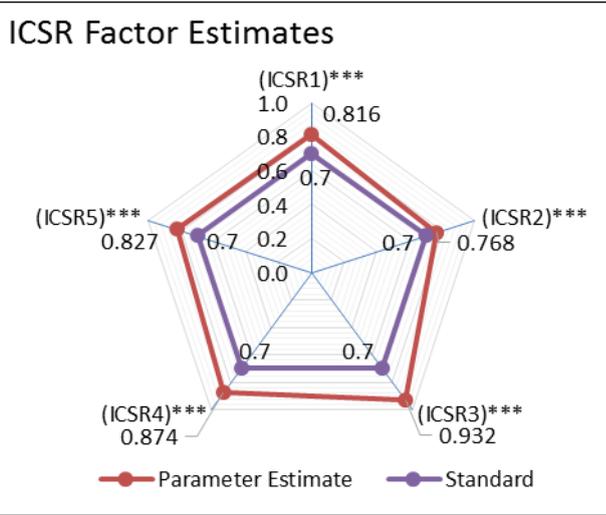
A complete CFA model was also executed were measure of GFI from absolute model fitness elaborate the figure as 0.883 which is less than the acceptable point, theretofore, modification indices were examined where EM2 and EM4 have the highest weight as '22' within specific latent variable. Covariance constructed between stated manifest variables bearing the value of 0.14. After modification model fulfil all fitness criterion 'table 4', including all covariances' were below the suggested point i-e 0.8 (Hair et al., 2010).
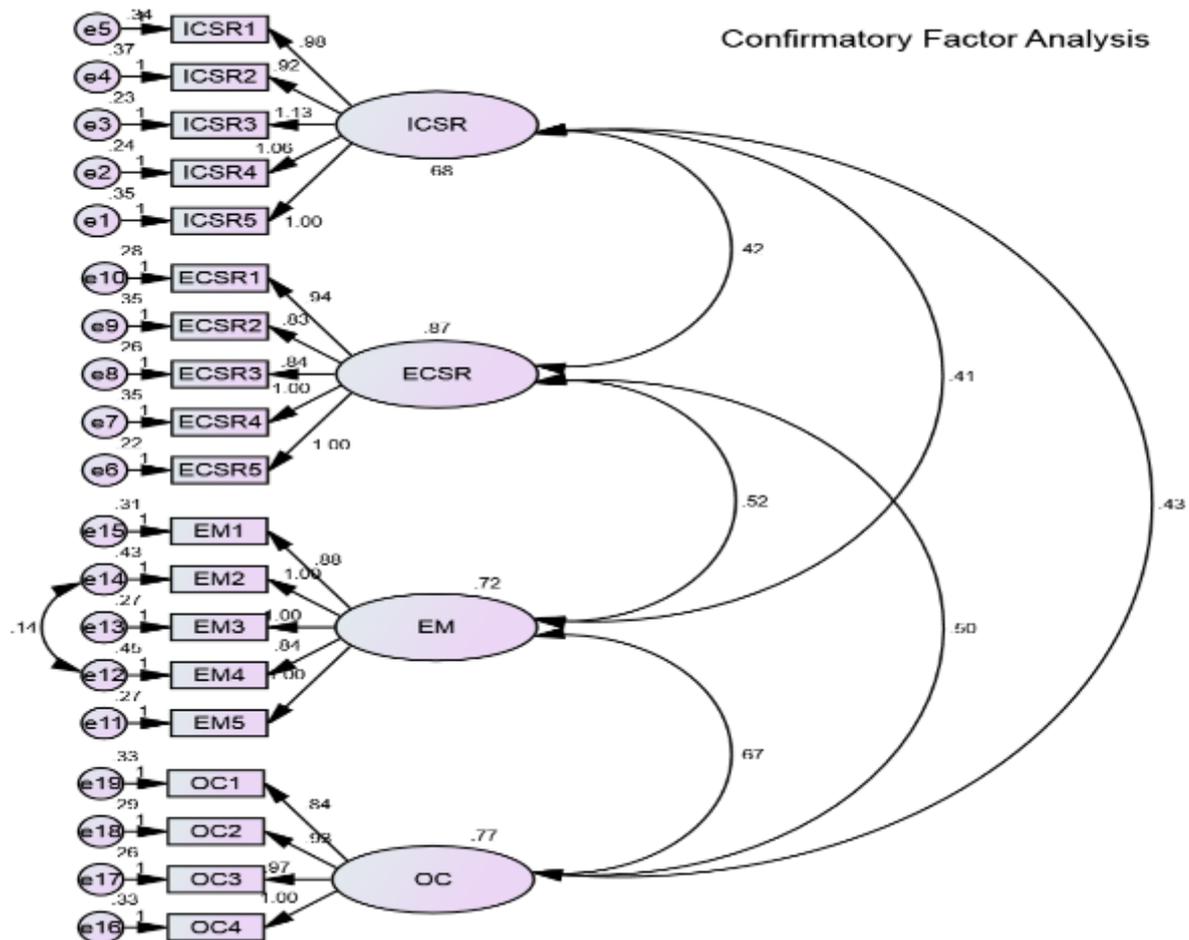
Confirmatory Factor Analysis

Table: 4

CFA Model fitness of good index

χ2	D.f	P-value (< α)	χ2 /D.f (<3, 2-5)	RMSA (<0.08)	AGFI (>0.90)	GFI (>0.90)	CFI (>0.90)	TLI (>0.90)	PCLOSE
552.932	145	0.001	3.813	0.069	0.96	0.928	0.953	0.974	1.00

Structural model

Reference to model measurements, all acceptable levels were ascertained likewise constructs were confirmed, afterwards, structural model has drawn and executed where all fitness of good indices were accepted with any further model modifications 'table 5'.
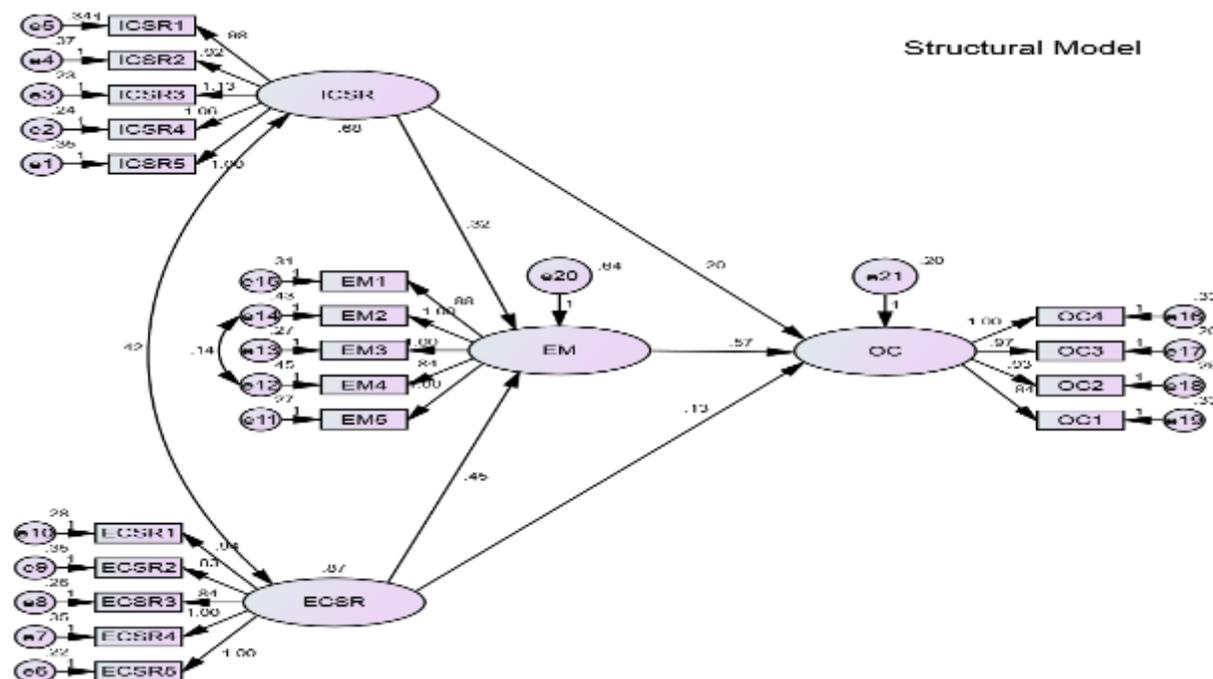
Structural Model

Table: 5

Structural Model Fitness of Good Index

χ2	D.f	P-value (< α)	χ2 /D.f (<3, 2-5)	RMSA (<0.08)	AGFI (>0.90)	GFI (>0.90)	CFI (>0.90)	TLI (>0.90)	PCLOSE
497.990	125	0.002	3.971	0.072	0.94	0.906	0.914	0.965	1.00

Hypothesis from 1 to 3 were supported with 99% significance level and bearing overall positive impact, corporate social responsibility with internal and external domains have more impact on employee motivation, comparatively to organizational commitment. Employee motivation have most imperative impact with organizational commitment of employee 'table 6'.

Table: 6

Model 'Hyp'	Path		Statistics	S.E.	C.R.	Impact Nature	Remarks
H1	ICSR EM	-->	(0.319)**	0.069	4.612	+ ve (good)	Supported
	ECSR EM	-->	(0.449)**	0.062	7.226	+ ve (good)	
H2	ICSR OC	-->	(0.204)**	0.047	4.332	+ ve (good)	Supported
	ECSR OC	-->	(0.129)*	0.044	2.94	+ ve (good)	
H3	EM --> OC		(0.572)**	0.045	12.805	+ ve (excellent)	Supported
(**) Significant @ p < 0.01							

Discriminant Analysis

Weather to check the employee perceivings' regarding all constructs with respect to occupying employment status, discriminant analysis was applied. All latent constructs were elected as Independent variables whilst dependent variable was employment status i-e Permanent or Contractual/Part time with nominal domain. Value of Box's M test was less than α (0.05) which shows the overall similar perceiving level of all model employees thus, test didn't supported for hypothesis so H_4 rejected. Although, on examining the group statistic of mean and standard deviation; permanent employees showing greater perceivings for all measuring constructs competing to non-permanent employees. Other fact is more interesting that non-permanent employees having lower mean but with greater variation of mode as pertains to greater standard deviation with N=281 on comparison with permanent employees N=103. With respect to values of Wilks' Lambda, construct of employee motivation triggers the maximum distinction from all constructs, for details 'table 7'.

Table: 7

Discriminant Group Statistics

Employee Status		Mean	Std. Deviation
Contractual/Part time	ICSR	3.812	0.903
	ECSR	3.915	0.917
	EM	3.693	0.992
	OC	4.094	0.797
Permanent	ICSR	4.163	0.872
	ECSR	4.103	0.883
	EM	4.078	0.987
	OC	4.218	0.888
Total	ICSR	3.987	0.888
	ECSR	4.009	0.900
	EM	3.885	0.990
	OC	4.156	0.843

Discussion & Conclusion

The paper in hand has stimulates the gap pertaining to acknowledgment of activities involving corporate social responsibility, consequently impact on motivation and commitment of employees engaged in non-profit oriented organization. Since, fabling substantial past papers the positive impact of corporate social responsivity' initiative has reported on accordance with employee commitment, self-image, rate of turnover, satisfaction, team-work, belongingness, trust and morale of employees (Rodrigo and Arenas, 2008; Aguilera et al., 2007; Farooq et al., 2013; Ellemers et al., 2011; Strautmanis, 2008). Although researcher needs to concentrate, as advocated by Campbell (2007) CSR behavior might varies with situation to situation among diverse moods of individuals. That's why identification and evaluation of different involved elements is influential concerning to employee attributes such as behavior (Webb, 1999). Since, stated in intro of the study that this research deals with internal & external dimensions of CSR respecting to employee motivation and commitment, demonstrated from empirical literature, whereas internal CSR dimensions deals with internal

employee related assigns whilst external CSR dimensions deals with external stakeholders like community. The core statistics of research implied, overall positive impact revealed for research model, seeing as, internal CSR activities have assessed stronger impact as compared to external CSR wings on motivation and commitment of employee. Motivation of employee also have strong impact with organizational commitment, the finding associate the accord with significant previous researches.

Since focusing on the significant findings, as statistic explored that CSR dimensions both internally & externally influence employee motivation & commitment with positive gradient. Though, external CSR initiatives have more effect than internal domains of CSR on comparison with motivation of employees on the other hand while examining the organization commitment alliance internal CSR attributes having more effect than external. Overall employee perceivings' towards motivation have more attraction than organizational commitment. Theretofore executive need to implement nice balance among effective CSR and human resource strategies to enhance employee motivation & commitment through fostering career development culture, boost employee association in CSR projects and decision making (not only in promotional campaigns but to engaged them with strong emotional affiliation), assurance of reasonable salary, favorable working conditions and coordination with all stakes either internal or external by healthy & honest communication. Other integral factor which may have greater indirect effect on organizational commitment, CSR perception and motivation of employees, about the discrimination in employment status and attached benefits. Corporate policy setters needs to focus on equitable and acceptable compensation and fridge benefit system for all status of employees, at-least in accordance with market floating trends. Moreover, findings revealed that employees should equipped with proper justification for CSR activities with effective ethical communication, as why organization involve in sort of CSR initiatives afterward benefit to rest of the society. Most important! The top management of companies should monitor the effective core implementation of the CSR projects; i-e not for the sake of brand image encashment and getting just only the rapport in customer's mind, instead the game is all about stake holder's benefit than to gain competitive advantage and organizational profitability. It has often assumed in contemporary reforms; CSR initiatives leads to boost in organizational cost, this might seems in short term although for the long term perspectives the core dilemma influence tremendously for organizational growth, success and profit. Global recession also bases the sink of employee motivational attributes consequently associated with corporate operations, can be undertaken by designing CSR initiatives into organizational practices.

Future Research & Limitations
In this study CSR dimensions such as internal & external were examined with association of employee motivation and commitment in more generality of human resource insights, further research may investigate by adding more employment affecting construct or choosing the factors related to employee motivators or types of corporate commitment or loyalty. This research was undertaken in political & economic instability which have indirect affect with individual temperaments and limited to only one developing country, further research can be organized in more stable conditions in developed countries in order to confirm the model authenticity. Effect of moderator and mediation can also been applied with accumulation of strong theoretical approach.

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