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TECHNOLOGY, ISLAMABAD



**Impact of Corporate Social
Responsibility on Project Success
with Mediating Role of Job
Engagement and Moderating
Role of Organizational Culture**

by

Muhammad Arzanish Malik

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Department of Management Sciences

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*I want to dedicate this achievement my parents, teachers and friends who always
encourage and support me in every crucial time*



CERTIFICATE OF APPROVAL

Impact of Corporate Social Responsibility on Project Success with Mediating Role of Job Engagement and Moderating Role of Organizational Culture

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Abstract

This paper aims to investigate the impact of corporate social responsibility on project success along with mediating role of job engagement and moderating role of organizational culture. Data was gathered using convenient sampling from 380 individuals working in project-based organizations of Pakistan through administered questionnaire. Correlation and regression along with some other analysis was used to analyze data.

The present study found that corporate social responsibility has significant positive impact on project success. Moreover, job engagement mediates this relationship and the moderating effect of organizational culture has also been proved. It is recommended that corporate social responsibility should be increased by project manager and project –based organizations to enhance job engagement as it will increase project success. Moreover, investigation of organizational culture as moderator can help to achieve success.

Overall, this study is first ever examination of effect of organizational culture on relationship of corporate social responsibility and job engagement. Moreover, role of job engagement as mediator between corporate social responsibility and project success is also a novelty, present in this study.

Keywords: Corporate Social Responsibility, Job Engagement, Organizational Culture, Project Success.

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Chapter 1

Introduction

1.1 Background of the Study

Social Responsibility is very essential for projects (Zeng, Ma, Lin, Zeng, & Tam, 2015). Large projects experience large-scale social responsibility during their span of completion (Ma, Zeng, Lin, Chen & Shi, 2017). Projects have to interact with society so it becomes necessary to be socially responsible (Zhou & Mi, 2017).

In the 1960s and 1970s, the perspective of stakeholders was changed by the societal campaigns and the impact of business entities on the community was highlighted, devising the discipline of corporate social responsibility (Eskerod, Huemann & Savage, 2015). Nowadays, in this modern epoch of business, Corporate Social Responsibility (CSR) has achieved excessive significance and fame (Sarfraz, Qun, Hui & Abdullah, 2018). CSR allows an organization to compete efficiently in the market (Flammer, 2018). CSR is one of the ways that an organization can adopt to become a developed firm (Too & Weaver, 2014). Corporate Social Responsibility is becoming a vital element in projects of construction (Loosemore, 2016) and as well as in the projects that are related to information technology (Chaudhri & Wang, 2007). Different corporations are also inclining toward the use of corporate social responsibility due to the growing need and significance of humanitarian projects in this age (Labuschagne & Brent, 2005). Globally, many organizations have restructured their strategies to tackle the hurdles that appear

in the way towards fulfilling corporate social responsibility and they have also inserted many principles that can assist in practicing corporate social responsibility (Miles, Munilla & Darroch, 2006). It is right of the soluble concept of corporate social responsibility to be spotlighted and to be debated because it is being used in different fields from different angles. (Martens & Carvalho, 2017). Procuring agencies are also striving to use corporate social responsibility and as an example, we can see that in Australia, social procurement is carried out to achieve the goals that are associated with corporate social responsibility (Loosemore, Alkilani & Murphy, 2021). For a business to be continual and long-lasting, corporate social responsibility is the best ingredient because it focuses on the benefit of the public (Lloyd-Walker & Walker, 2011).

This thing reflects the importance of corporate social responsibility, that environmental obligations of a firm are fulfilled by following the code of corporate social responsibility and it also allows ethically dealing with the employees (Wang, He, Meng, Locatelli, Yu & Yan, 2017). The study of corporate social responsibility is of great value because corporate social responsibility is a tool to remove obstacles that appear in the path towards achieving the results (Helgadóttir, 2008). It is so because the study of corporate social responsibilities is needed by different businesses as it is immensely encouraged in major industries like construction (Oppong, Chan & Dansoh, 2017). As most the projects face resistance from the general public because they affect the environment (Miller & Hobbs, 2005) and corporate social responsibility is a key for a project to work in a socially responsible manner (Zhou et al., 2017) so examining this variable is of great importance in the field of project management.

1.2 Gap Analysis

In Project management, the theory of social responsibility is initiated under the umbrella of Corporate Social Responsibility (Zeng et al., 2015). Since social responsibility is the crucial constituent for a project to create a trustworthy image in

front of the stakeholders (Carvalho & Rabechini Jr, 2017), hence this research covers the domain in which influencing the effect of corporate social responsibility on project success is focused. Studies have been carried out in which the contribution of corporate social responsibility in achieving project goals is concentrated (Li, Xu, Sun & Ding, 2019). In past, the area of using corporate social responsibility in organizations was also taken into the account, different properties of these organizations were examined and it was elaborated that corporate social responsibility is an advantageous tool for the organizations (Walker & Lloyd-Walker, 2018).

Researches are present in which attention was paid to the combined study of corporate social responsibility, project success and employees (Davis, 2017). There are not enough researches present that have narrated the direct role of corporate social responsibility in attaining the end result of a project, therefore, this study represents corporate social responsibility as an element that can bring success for the organization in their project, if used in an efficient way (Biesenthal & Wilden, 2014).

Job engagement is also a pivotal factor that is being scrutinized in this study because employees are one of the emphasized sections of project management (Turner, Huemann & Keegan, 2008). Analyzing the concept of employee engagement with corporate social responsibility remained a delicious and favorite combination for the scholars to do explorations in different fields (Slack, Corlett, & Morris, 2015; Glavas, 2016) and they have done many explorations on this amalgamation (Zhou, Luo, & Tang, 2018). In previous researches, there is a very slight touch (Huang, Fei, & Lee, 2021) and realm of gaining the desired outcome of the project by using corporate social responsibility and through the job engagement, thus this research is targeting the function of job engagement as an arbitrator in the middle of corporate social responsibility and project success.

The moderating impact of organizational culture on the relationship between corporate social responsibility and job engagement is also a rudimentary constituent of this piece of writing because the study of organizational culture is one of the salient facets of project management and it has also become an area of debate in this regard (Wei & Miraglia, 2017). In the past, studies have been carried out

to investigate the relationship between organizational culture and corporate social responsibility because these two reciprocally are helpful to acquire satisfying performance of an organization (Lee & Kim, 2017). Additionally, if employees are taken into consideration, organizational culture came forward as pivotal philosophy (Brickson, 2005).

Researches are present that have explored the role of organizational culture in firm efficiency (Berson, Oreg & Dvir, 2008). The exigency of organizational culture for the attainment of project success is not excessively been toured and rare work is present over it (Belassi, Kondra & Tukel, 2007). Therefore, in this struggle of fact-finding, the moderating effect of organizational culture has thoroughly been probed on the relationship of the variables that are striving to gain project success.

1.3 Problem Statement

The project-based organizations rarely focus corporate social responsibility in projects, which is an influential factor for the employees that are working in the culture of these organizations. Project-based organizations hardly aim project success from the angle of corporate social responsibility.

Due to the scanty research (Weber, 2008) conducted on the role of corporate social responsibility in attaining project success, organizations have minor knowledge about the importance of this role. This is the reason that project-based organizations pay less attention towards their social responsibility which can be utilized for achievement of their objectives. This is a major identified problem.

Moreover, it is observed that corporations managing different projects, barely consider that they are also socially responsible to their employees, whose engagement in respective jobs, is basic facet of success in projects (Khattak, Rizvi, & Khan, 2022). So this study focuses on the use of corporate social responsibility to get success in a project through job engagement by exploring the moderating effect of organizational culture on the relationship of independent and mediating variables.

1.4 Research Questions

Answers to the following questions are the destination of this research and the ambition of this study is to discover them:

Question 1:

What is the relationship between Corporate Social Responsibility and Project Success?

Question 2:

What is the relationship between Corporate Social Responsibility and Job engagement?

Question 3:

What is the connection between Job engagement and Project Success?

Question 4:

Does Job engagement mediate between Corporate Social Responsibility and Project Success?

Question 5:

Does Organizational Culture moderate the relationship between Corporate Social Responsibility and Job engagement?

Question 6:

What is the indirect effect of Corporate Social Responsibility on Project Success through Job engagement for more supportive Organizational Culture and for the less supportive Organizational Culture.

1.5 Research Objectives

This study targets the following chief objectives:

1. To examine the connection between Corporate Social Responsibility and Project Success.
2. To investigate the effect of Corporate social Responsibility on Job engagement
3. To scrutinize the relation of Job engagement and Project Success.
4. To inquire about the mediatory role of Job engagement between Corporate Social Responsibility and Project Success.
5. To probe the moderating effect of Organizational Culture on the relationship between Corporate Social Responsibility and Job engagement.
6. To find out the indirect effect of Corporate Social Responsibility on Project Success through Job engagement with more and less supportive Organizational Culture.

1.6 Significance of the Study

First and foremost, this examination examines how corporate social responsibility affects project success. Corporate social responsibility has great worth in the sector of business and many researches have been taken out on this aspect (Hoque, Rahman, Molla, Noman & Bhuiyan, 2018). The fulfillment of social responsibility is an important obligation also for project management (Eweje, 2006), thus the experimentation of its impact on the project success would be a remarkable inclusion.

Secondarily, this study determines the mediating function of job engagement in the middle of corporate social responsibility and project success. This is also an outstanding and significant move to examine the mechanism of achieving project success from corporate social responsibility via job engagement.

Ultimately, this research would analyze the moderating influence of organizational culture on the link between corporate social responsibility and job engagement.

Most of the researches revealed the need for corporate social responsibility in organizational culture (Babiak & Trendafilova, 2011) and vice versa but the above stated moderating role of organizational culture is a highly valued addition.

This study is an enormous source of the welfare of society. It is so because corporate social responsibility, which has been investigated in current research, is purely a concept of ethically behaving tradition of an organization with society and research shows that by being socially responsible an organization can perform its moral obligations to the society (Fischer, 2004). The present study aims to grasp success in a project, so it is a very advantageous investigation for projects or we can say that for the project-based organizations. In the future, this study would open a window for the researchers to look for a way to achieve objectives by concentrating on the social and cultural values of project-based organizations.

1.7 Supporting Theory

1.7.1 Conservation of Resources

Based on the above analysis, the present study has drawn a theoretical framework emphasizing the connection between Corporate Social Responsibility and Project Success analyzing the mediating role of Job engagement between them, and adopting Organizational Culture as a moderator in the relationship between corporate social responsibility and job engagement.

The Research Model of this study is embedded in the Conservation of Resources (COR) theory (Hobfoll, 1989). If we look at the basics, COR theory is related to the adequate utilization of the available resources (Zhu, Zhou, Lau & Welch, 2020). The scholars have narrated that here the resources are the elements that are precious and necessary for a person (Zhu et al., 2020). The resources of an organization also include the corporate social responsibility practices in them (Liu, Guo, Liao, Li & Wang, 2021).

By Implementation of this theory, it is contemplated that fulfillment of corporate social responsibility allows a corporation to employ corporate social responsibility practices, which are resources of an organization (Liu et al., 2021) to engage the employees in their jobs, who themselves remained conscious for conservation of their resources (Hobfoll, 2001), which leads to the project success.

The idea of “caravan passageways” (Hobfoll, Halbesleben, Neveu & Westman, 2018) is added to this. It is intended that organizations cannot utilize and establish the corporate social responsibilities practices until they have a suitable and favorable environment to implement these practices. Here the resource passageway role, the arrangement and allocation of resources, is played by the organizational culture that provides a supportive atmosphere which assists corporate social responsibilities practices to engage employees hence resulting in success in a project.

Chapter 2

Literature Review

2.1 Corporate Social Responsibility and Project Success

Corporate social responsibility is defined as “policies and practices that organisations engage regarding creating positive social, including environmental, changes aimed at different stakeholders. It is important to note that this is a voluntary approach” (Ferreira & de Oliveira, 2014, p. 234). And “The project is considered an overall success if the project meets the technical performance, specification and/or mission to be performed, and if there is a high level of satisfaction concerning the project outcome among key people in the parent organization, key people in the project team and key users or clientele of the project effort” (De Wit, 1988, p. 165).

Social responsibility can be used to organize employees because it includes many eco-friendly elements (Yang, Shen, Ho, Drew & Xue, 2011) that can produce a satisfactory atmosphere for employees, which is a seed for the sapling of project success. To manage a project efficiently, ethos is one of the finest choices (Helgadóttir, 2008). As corporate social responsibility is the set of social duties of a firm, so by fulfilling corporate social responsibility an organization can perpetrate effective project management, which oil the wheels of project success (Munns & Bjeirmi, 1996). The society also demands some ethical commitments from project

managers (Corvellec & Macheridis, 2010). Social responsibility is the explicit agenda of corporate social responsibility (Moir, 2001) so a project manager can facilely accrue the required outcome if his/her firm is practicing corporate social responsibility. It is so because exercising corporate social responsibility will permit assist him to consummate his societal duties. Corporate social responsibility is important for the management of an organization because it affects its performance in a positive way which in turn achieves triumph in the field of project success (Ali, Danish & Asrar-ul-Haq, 2020).

Corporate social responsibility accretes the good conception and reputation of an organization and builds up its fascinating image in front of the community (Li et al., 2019). The manifesto of corporate social responsibility is to construct affinity among different relations that come afore an organization, and by its implementation, the firm becomes capable to build interaction with its surroundings (Nicolau, 2008). Corporate social responsibility develops admiring the fame of organizations in front of the individuals or groups that affect or are being affected by them (Ali et al., 2020).

Past studies have divulged that organizations hanker to have an excellent impression in front of their employees (Gray & Balmer, 1998) because a good reputation is a reason for the success of a project (Khang, & Moe, 2008). As articulated earlier, corporate social responsibility is an instrument for an institution to boost its credibility in the social circle (Bear, Rahman & Post, 2010). Thus, from the above arguments, it is clear that corporate social responsibility is a cause of exceptional reputation, and a good reputation is a source of project success, so corporate social responsibility is a source of project success. Social responsibility is the explicit agenda of corporate social responsibility (Moir, 2001) so a project manager can facilely accrue the required outcome if his/her firm is practicing corporate social responsibility. It is so because exercising corporate social responsibility will permit assist him to consummate his societal duties. Corporate social responsibility is important for the management of an organization because it affects its performance in a positive way which in turn achieves triumph in the field of project success (Ali, Danish & Asrar-ul-Haq, 2020).

If we see with the lens of COR theory, it is evident that the resources of an organization also include the corporate social responsibility practices in them (Liu, Guo, Liao, Li, & 2021) and if the resources are properly availed success can be achieved in a project (Munns, & Bjeirmi, 1996). So, by adequate utilization of corporate social responsibility an organization can obtain project success. Based on this discussion following is hypothesized:

Hypothesis 1: Corporate social responsibility will have a significant positive impact on Project Success.

2.2 The Mediating Role of Job Engagement

Kahn (1990) defined job engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 694). Subsequently, Schaufeli, Salanova, González-Romá, and Bakker (2002) defined job engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74).

The amalgamated scanning of the theories of corporate social responsibility and job engagement is getting preponderance in the world which shows that corporate social responsibility is one of the paramount sources of job engagement (Jiang & Luo, 2020). Researchers have discovered that corporations with greater corporate social responsibility, doubtlessly heighten the worth of stakeholders, including the employees whose job satisfaction is a main element in this aspect (Peloza & Shang, 2011). Writers claimed that communication is one of the constituents of job engagement (Walden, Jung & Westerman, 2017) and we can see that corporate social responsibility deals with communicating and collaborating with employees (Du, Bhattacharya & Sen, 2010) hence corporate social responsibility is a handy procedure to adopt for job engagement.

Moreover, for job engagement, it is very crucial for the firms to interact with employees (Viglia, Pera & Bigné, 2018). By embracing the notion of corporate

social responsibility synergy with employees can be attained (Martens & Carvalho, 2017). And for job engagement, it is very crucial for the firms to interact with employees (Walden et al., 2017). This exhibits that corporate social responsibility plays a considerable role in properly managing employees to be engaged in job. Even researchers have pondered that corporate social responsibility is a natural way of engagement and stated that corporate social responsibility is an exquisite mechanism that itself is a technique of engaging stakeholders including employees (Fontana, 2018). As job engagement is a kind of employee engagement (Saks, 2006), so if employees are engaged appropriately, plainly they will be diligent in job performance.

This flashes that job engagement can automatically be achieved if an organization is socially responsible. In a project, the job satisfaction of employees is a road to success (Rezvani, 2016) and also gratification of employees regarding their job is an effective tool to engage them (Rayton & Yalabik, 2014). Here corporate social responsibility acts as a road sweeper for job engagement because it instigates job satisfaction in employees (Story & Castanheira, 2019). Organizations that fulfill corporate social responsibility become competent to win the trust of the employees (Ramayah, Falahat & Soto-Acosta, 2022) and trust of employees is a source to engage them in their job (Hsieh & Wang, 2015).

The employees who think that their firm is following moral codes to administer its operations, extensively become engaged in their job due to the satisfaction that occurs in result of this self-perception (Lin & Liu, 2017). Corporate social responsibility perceptions are important for employees because their way of judgement and ideas are dependent of their corporate social responsibility understandings (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). Consequently, the approach of employees towards corporate social responsibility can inspire them to be engaged in their job. The above arguments show that with corporate social responsibility employees of a project can proficiently be engaged.

Perusals have shown that employees are extremely important for the project success (Mubarak, Khan & Khan, 2022). Some papers (Khattak et al., 2022; Nauman, Musawir, Malik & Munir, 2022) also attest that job engagement has an

impact on project success and hedges in the path of success can be leaped by using job engagement. So proper job engagement of employees empowers a project to clinch success. Moreover, for an individual who is administrating any mission for project-based organizations, it is a very formidable strategy to consort internal stakeholders to become victorious in the race of success (Mazur, Pisarski Chang & Ashkanasy, 2014). Additionally, job engagement is the toil of maintaining good rapport with employees of organization (Walden et al., 2017).

It is palpable from the former analysis that the work engagement is a way to boost employee performance (Salanova, Agut & Peiró, 2005). Alongside, in projects, success can be accumulated by achieving a good level of performance by employees (Rezvani, 2016). Consequently, it illustrates that prudent engagement in work or job leads to project success. Indeed, the effective inculcation of employees in job is one of the judicious factors to apprehend the richness of the desired outcome (Khattak et al., 2022). The satiate of employees is the second name of job engagement which results in fruition consummation (Yalabik, Popaitoon, Chowne & Rayton, 2013). Corporate social responsibility is an agent to pacify the bodies that affect or are affected by the associations (Javed, Rashid, Hussain & Ali, 2020). So through job engagement, project success can be achieved.

As reported by COR theory, individuals become engaged in their job because they desire to curtail the loss of their resources (Ozyilmaz, 2020). COR suggests that employees strive to obtain and sustain the resources (Grandey and Cropanzano, 1999). Corporate social responsibility plays an unforgettable role in conserving resources of the employees (Mao, He, Morrison, & Andres Coca-Stefaniak, 2021). COR also claims that resources are crucial insertion for the job engagement of employees (Ozyilmaz, 2020). So, an organization through social responsibility can develop job engagement by preserving their resources which in turns results in (Munns, & Bjeirmi, 1996) achievement of project success. So, it has become clear that project success can be acquired by corporate social responsibility through job engagement. So, from the above arguments following is hypothesized:

Hypothesis 2a: Corporate Social Responsibility positively affects Job Engagement.

Hypothesis 2b: Job Engagement positively affects Project Success.

Hypothesis 2c: Job Engagement will mediate the relationship between Corporate Social Responsibility and Project Success.

2.3 The Moderating Role of Organizational Culture

“We define organizational culture as the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them norms for behavior in the organization” (Deshpande & Webster 1989, p. 4). An organization is represented by its culture, as the culture that a corporate follows, supervises the behaviors of firm members (Cheung, Wong & Wu, 2011). In the past two decades, a notable enhancement is seen in the concept of organizational culture and researchers declared that it is the signboard towards ethical ways of doing the organizational operations (Yazici, 2009).

Moreover, it is stated that organizational culture is a pointer in an organization that indicates an expedient approach to respond (Ravasi & Schultz, 2006). Practicing corporate social responsibility bolsters up the image of a corporation (Kim, Yin & Lee, 2020) which is a source of job engagement (Men, 2012) and organization culture acts as an assistant of corporate social responsibility in this exercise (Kucharska, & Kowalczyk, 2019). As it is anteriorly outlined, corporate social responsibility gravitates toward building interactions (Nicolau, 2008) to ensure the effective complicity of employees. In this aspect organizational culture is a backing factor as studies delineate that culture is the decider of relationships within an organization (Wei & Miraglia, 2017).

Organizational culture plays a vital role in communications with employees working in the organization (Schweiger & Denisi, 1991). It is the demand of societal obligations to effectively connect with the stakeholders, in which employees are also included (Agudo-Valiente, Garcés-Ayerbe & Salvador-Figueras, 2015), to ensure their involvement.

Organizational culture serves as an important aspect in the area of enacting corporate social responsibility because it is mandatory for deciding the social responsibilities of an organization (Pasricha, Singh & Verma, 2018). This thing highlights that organizational culture plays a pivotal role for a corporation to fulfill its social responsibilities. Employees are influenced by the organizational culture reason being they are one of its basic constituents (Jones, Felps & Bigley, 2007).

Thus, in the engagement of employees in their respective jobs or in job engagement, organizational culture is an impressive facet. Society is among the most affected bodies of numerous projects that's why looking after the project mechanism is the seminal necessity of a project (Labuschagne, Brent & Claasen, 2005) to become socially responsible. Those major project processes are highly affected by the organizational culture (Arditi, Nayak & Damci, 2017) that can take part in refining the ethical image of a project in front of the community. So for the project-based organizations, their culture is a worthwhile mean to ensure job engagement and additionally to become socially trusty.

Corporate social responsibility is the garnering of a reputation for the firm and also a proper culture earns popularity for the corporation in the book of its employees (Kucharska, & Kowalczyk, 2019). Hence organizational culture makes the process of job engagement easy (Barbars, 2015) for corporate social responsibility by elongating the popularity of the project-based organization. Corporate image is one the invaluable factor for employees of a firm because it is a feature by which outsiders judge them (Cartwright & Holmes, 2006). Practicing corporate social responsibility bolsters up the image of a corporation (Kim, Yin & Lee, 2020) which is a source of job engagement (Men, 2012) and organization culture acts as an assistant of corporate social responsibility in this exercise (Kucharska, & Kowalczyk, 2019).

As it is anteriorly outlined, corporate social responsibility gravitates toward building interactions (Nicolau, 2008) to ensure the effective complicity of employees. In this aspect organizational culture is a backing factor as studies delineate that culture is the decider of relationships within an organization (Wei & Miraglia, 2017).

Organizational culture plays a vital role in communications with employees working in the organization (Schweiger & Denisi, 1991). It is the demand of societal obligations to effectively connect with the stakeholders, in which employees are also included (Agudo-Valiente, Garcés-Ayerbe & Salvador-Figueras, 2015), to ensure their involvement. So, by establishing strong connections, organizational culture plays its role in allowing corporate social responsibility to efficaciously influence the job engagement of employees.

Organizational culture is a component of a project success (Gemeunden, Lehner & Kock, 2018). Success in a project can be achieved by emphasizing the organizational culture (Gu, Hoffman, Cao, & Schniederjans, 2014). Employees are soul of organizational culture and four dimensions of project success or we can say that itself project success are encompassed by organizational culture (Kendra, & Taplin, 2004). For better management of project, culture of an organization acts as an influencing factor along with the engagement of employees (Mir & Pinnington, 2014) which helps in achieving job engagement.

In projects to earn success, social responsibility have influential role and organizational culture is a helper who assures performance of this role (Dyer, 2017). Organizational culture is key driver for corporate social responsibility to ensure better employee engagement and job performance in a project (Hejjas, Miller & Scarles, 2019). So effect of corporate social responsibility on project success through job engagement is also moderated by organizational culture.

As per COR, and exceptionally the ideology of “resource caravan passageways” (Hobfoll et al., 2018), mostly circumstances that are outside the control of individuals act as crutches for their competence to construct and sustain their “pool” of resources (Hobfoll and De Jong, 2014). It is disclosed by Halbesleben, Neveu, Paustian-Underdahl, and Westman, (2014) that organizational culture is an ecological variable and can be observed as “resource passageways” that can bring virtues, attain goals, settle disputes and assist organizational resources. Socially responsible corporations and employees feel that resources are focused by organizational culture and it plays its role in provision of better workplace resources, this

thing guarantees job engagement. From the above debate, it is suggested that organizational culture not only moderates the relationship between corporate social responsibility and job engagement but also moderates the indirect relationships corporate social responsibility and project success. Based on the above analytics we devise the following hypothesis:

Hypothesis 3a: Organizational Culture will moderate the relationship between Corporate Social Responsibility and Job engagement in such a way that this relationship will be stronger if Organizational Culture is strong.

Hypothesis 3b: The indirect effect of Corporate Social Responsibility on Project Success through Job engagement is expected to be higher for a more supportive Organizational Culture and lower for a less supportive Organizational Culture.

2.4 Research Model

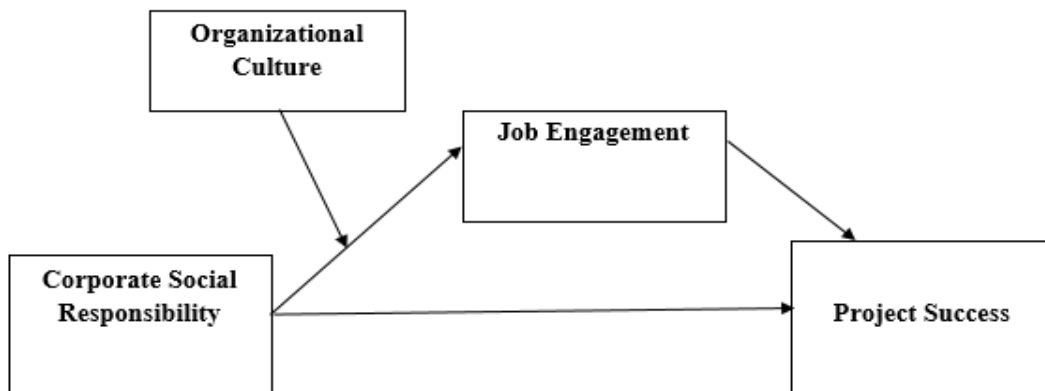


FIGURE 2.1: Corporate Social Responsibility impact on Project Success through Mediating Role of Job Engagement with Moderating Role of Organizational Culture

2.5 Summary of Hypothesis

H1: Corporate social responsibility positively affects Project Success.

H2a: Corporate Social Responsibility Positively influence Job engagement.

H2b: Job engagement positively related to Project Success.

H2c: Job engagement mediates the relationship between Corporate Social Responsibility and Project Success.

H3a: Organizational Culture will moderate the relationship between Corporate Social Responsibility and Job engagement in such a way that this relationship will be stronger if Organizational Culture is strong.

H3b: The indirect effect of Corporate Social Responsibility on Project Success through Job engagement is expected to be higher for a more supportive Organizational Culture and lower for a less supportive Organizational Culture.

Chapter 3

Research Methodology

3.1 Research Design

3.1.1 Type of the Study

This study deals with analyzing the causes of its variable and it peruses the effects of the involving variables on each other. So the type of this study is a causal study. Moreover, this study focuses on the quantitative analysis technique, so we can say that it is a quantitative study.

3.1.2 Research Strategy

In this investigation, the survey research strategy is used. It is a renowned (Butts, 1983) approach that is used to collect data from the respondents by conducting a survey. To conduct the survey questionnaire is developed and it is distributed to collect data for the variables included in this study.

3.1.3 Extent of Researcher Interference

Minimal researcher interference is adopted in this study. The researcher has not struggled to make any firm socially responsible, to engage the employees or to develop a strong organizational culture in any organization. Hence it can be said that any of the variables is not manipulated by the scholar.

3.1.4 Study Setting

The focused study setting in this research is the non-contrived one. Field analysis is the basic purpose of this study and experimentation is not included. The scrutiny is practiced by doing a field study.

3.1.5 Unit of Analysis

Individual is taken as a unit of analysis and employ working in project-based organizations is our unit of analysis. The responses are gathered from the respondents in such a way that response is given by a single person.

3.1.6 Time Horizon

The collection of data for this research is cross-sectional in nature. The data is gathered or collected from the respondents for only one time and there are no repeated measurements taken for any variables.

3.2 Population and Sample

3.2.1 Population

Data is collected from the employees working in the project-based organizations. So the staff serving at the organization that deals with different large or small projects act as a population for this research.

3.2.2 Sampling Technique

Samples are collected from people associated with different projects or whose jobs are related to project management so the sampling technique used in our research is the convenient sampling technique, which is the easiest way to fetch the data.

3.2.3 Data Collection Method

Data is collected from the project-based organizations including construction, IT and some other firms working in Pakistan. Questionnaire is used to collect data. A cover letter containing the purpose of questionnaire is added. The online questionnaire is prepared on Google forms and link is shared with the respondents through Gmail and Whatsapp. Moreover, some respondents are also approached by using friend and family network.

3.2.4 Research Ethics

A paragraph is also written at the start of the questionnaire whose purpose is to explain that the respondent is filling the questionnaire anonymously, participating in this process of filling the questionnaire voluntarily and data or response is kept confidential.

3.2.5 Sample Size

The questionnaire was sent to 450 individuals. 410 out of 450 individuals have given their responses. However, only 380 responses are useable. The percentage sample size is calculated by dividing 380, the useable responses by 450, the total demanded responses and by multiplying it by 100. The final sample size is decided to be 84.4%.

3.3 Sample Characteristics

To find out the sample characteristics the demographics aspects of the respondents are also examined in this research. To ensure the reliability of data the demographic variables of gender, age, marital status and job experience of respondent in current organization are explored.

3.3.1 Gender

Results indicate that majority of the total population is male. As it is observed that male respondents are 68.2% and 31.8% are female. Following Table 3.1 shows the information of male and female respondents.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	259	68.2
Female	121	31.8
Total	380	100

3.3.2 Age

To collect the information regarding age of the respondents, different ranges are given. This thing allows respondents to facilely give details about this demographic variable. It is so because sometimes respondents do not feel comfortable to share their exact age and provision of ranges hides the accurate age of the respondent. The result exhibits that 25.3% respondents belong to the age group of 18-25 years. 32.9% respondents belong to the age group of 26-40 years. Further, 31.1% respondents belong to the age group of 41-60 years and only 10.8% respondents of the selected population are over 60 years.

TABLE 3.2: Frequency by Age

Age (years)	Frequency	Percent
18-25	96	25.3
26-40	125	32.9
41-60	118	31.1
Over 60	41	10.8
Total	380	100

3.3.3 Marital Status

Marital status is an important demographic variable that affects the behavior and response of an individual. Result illustrates that 47.9% respondents are single with respect to their marital status and 52.1% respondents are married. Married people are larger in number as compared to the singles. On inquiry we come to know that after getting a suitable job many people do not prefer to remain single, and start their married life. As our respondents are working in different organizations so majority of them are married.

TABLE 3.3: Frequency by Marital Status

Marital Status	Frequency	Percent
Single	182	47.9
Married	198	52.1
Total	380	100

3.3.4 Experience

Respondents with the experience of 0-5 years have the percentage of 36.1%. Respondents that have shared their experience as 6-10 years are 29.5%. The respondents with an experience of 11-20 years are 24.7%. A small portion of the selected population have experience over 20 years that is 9.7%. The detailed result with frequencies and total percentage is listed in the Table 3.4 hereunder.

TABLE 3.4: Frequency by Experience

Experience (years)	Frequency	Percent
0-5	137	36.1
06-10	112	29.5
11-20	94	24.7
Over 20	37	9.7
Total	380	100

3.4 Measures

All variables are measured on a 5 Likert scale where 5 is high and 1 is low. The medium of examination is English so respondents can respond with ease.

3.4.1 Corporate Social Responsibility

A 16-item questionnaire is adopted for Corporate Social Responsibility constructed Iqbal, Farid, Ma, Khattak & Nurunnabi (2018). The responses are taken on 5-point Likert Scale where 5 represents “strongly agree” and 1 represents “strongly disagree”. One of the scale’s items is “My firm encourages subordinates who acquire additional education.” The cronbach’s alpha of the scale is 0.95.

3.4.2 Job Engagement

A 5-item questionnaire is adopted for Job engagement which was maintained by Saks (2006). Antecedents and consequences of employee engagement. The responses are taken on 5-point Likert scale where 5 represents “strongly agree” and 1 represents “strongly disagree”. One of the scale’s items is “Sometimes I am so

into my job that I lose track of time.” The cronbach’s alpha of the scale used for job engagement is identified as 0.87.

3.4.3 Project Success

An 11-item questionnaire is decided to be chosen for Project Success constructed by Bryde (2008). The responses are taken on 5-point Likert scale where 5 represents “strongly agree” and 1 represents “strongly disagree”. One of the scale’s items is “Generally customers of our projects are satisfied with the outcome”. The cronbach’s alpha is identified as 0.94

3.4.4 Organizational Culture

A 6-item questionnaire is adapted for organizational culture. This scale is adapted from organizational culture scale which was designed by Zheng, Wu, Xie & Li (2019) and three items of the original scale are excluded. The responses are taken on 5 point Likert scale where 5 represents “strongly agree” and 1 represents “strongly disagree”. One of the scale’s items is “My organization promotes feelings or sharing among employees.” The cronbach’s alpha here for the scale used for organizational culture is identified as 0.92.

TABLE 3.5: Instruments

Variables	Scale	Items
Corporate Social Responsibility	Iqbal, Farid, Ma, Khattak & Nurrabi (2018)	16
Job Engagement	Saks (2006)	5
Project Success	Bryde (2008)	11
Organizational Culture	Zheng, Wu, Xie & Li (2019)	6

3.5 Statistical Tools

For the assessment of relationship between variables, Statistical Package for Social Sciences (SPSS) version 26 is utilized and by using it correlation and regression are performed. The data is imported from Google Form in the form of excel sheet and then the data of every respondent is added in Statistical Package for Social Sciences (SPSS) to do the analysis. Statistical Package for Social Sciences (SPSS) analyze this provided data for different descriptive statistics. Statistical Package for Social Sciences (SPSS) is also able to calculate Cronbach's alpha for every variable, to take mean of every variable, to give the results for control variables, to provide the sample characteristics and to perform many other important calculations needed to analyze the result of survey. Process Hayes's is also utilized to take the results of regression. In this research, to perform confirmatory factor analysis a tool namely AMOS 23 is also used.

3.6 Reliability Analysis of Scales Used

The attribute of a scale that shows the stability or constancy of calculated values is known as reliability. The scale that is being used in any study is necessary to be reliable. When dealing with concrete aspects, reliability is not an area of importance but when the analysis is taken out by considering abstract facets the reliability analysis is a vital and required test. The reliability analysis of scales that are used in this study, is conducted to see the connection between scale items. In this study the reliability is ensured by looking at the values demonstrated by Cronbach's alpha. The range of Cronbach's alpha scale is from 0 to 1 and the nearest value to 1 means the highest reliability. The Cronbach's alpha values for each variable is noted and it is observed that this value is above 0.70 (see Table 3.6). The values of Cronbach's alpha for corporate social responsibility is 0.95 which is above 0.70. The values of job engagement, project success and organizational culture are 0.87, 0.94 and 0.92 respectively. It is noted that values of reliability of the mediator, dependent and moderator scales are also above 0.70. This shows

that all the scales used in this study are reliable and their reliability is above the required level. So while taking mean all items of every scale are included.

TABLE 3.6: Scale Reliabilities

Variable	Cronbach's alpha
Corporate Social Responsibility	0.95
Job Engagement	0.87
Project Success	0.94
Organizational Culture	0.92

Chapter 4

Results

4.1 Descriptive Statistics

The descriptive statistics portion shows the mean descriptive values taken by using statistical tools. For all variables that are corporate social responsibility, job engagement, project success and organizational culture descriptive were calculated by using SPSS. If the mean values are higher, it shows that the respondents look like to be agreed with the considered items and if the values are lower it signifies the answerers seems to disagree with the suggested variables.

TABLE 4.1: Descriptive Statistics

Variable	Sample	Min.	Max.	Mean	S.D
Corporate Social Responsibility	380	1.06	4.94	3.19	0.97
Job Engagement	380	1	5	3.25	0.87
Project Success	380	1	5	3.25	0.94
Organizational Culture	380	1	5	3.07	1.05

From **Table 4.1** we can see the statistical analysis which shows that corporate social responsibility has a mean value of 3.19, job engagement expresses a mean value of 3.25. Moreover, the mean value computed by the tool for project success is 3.25 and for organizational culture this value is 3.07. From the given calculations we can say that for all variables, respondents seem to be inclined towards agree side because result shows that all values are above the least acceptable values.

4.2 Factor Analysis

Two factor analysis are performed in this study. One is Exploratory Factor Analysis (EFA) and other is confirmatory factor analysis (CFA).

4.2.1 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is performed to ensure the internal liability using SPSS 26. As the scale (Zheng, Wu, Xie, & Li, 2019) for the moderating variable that is organizational culture, was adapted by excluding three items that were related to social responsibility, therefore it is considered necessary to perform exploratory factor analysis. Maximum likelihood analysis with Promax rotation is used to execute Exploratory Factor Analysis (EFA). The minimum factor loading criteria was set to 0.40. The communality is also set to 0.40.

Significance of the correlation is measured using Bartlett's Test of Sphericity. The possibility, that some of the components of correlation matrix are significant with respect to their correlations, is calculated by this test. The results shown by this test are significant ($\chi^2=10870.777$, $p=0.000$). The values fetched by the results suggest that this result is appropriate for factor analysis. The Kaiser–Meyer–Olkin measure of sampling adequacy is also taken into account. Kaiser–Meyer–Olkin measure of sampling adequacy reveals the effectiveness of data for factor analysis. The result for Kaiser–Meyer–Olkin measure of sampling announces the value of 0.963 and the value for Kaiser–Meyer–Olkin measure of sampling greater than

0.800 is considered to be suitable for the factor analysis. So it can be said that that the value shown by Kaiser–Meyer–Olkin measure of sampling is decent for factor analysis. Four factors for the scale are demonstrated by the factor solution shown by this analysis. The percentage of the variations for which these factors are responsible is 60.880.

In the initial Exploratory Factor Analysis (EFA), not a single item is unsuccessful to be loaded significantly on dimensions. Moreover, there is not any item found in the initial Exploratory Factor Analysis (EFA) which is loaded onto some other factor instead of its fundamental or primary factor. Thus, there is no need to repeat Exploratory Factor Analysis (EFA) as all the items are loaded according to the required standards. Consequently, not any item is removed and the analysis moved on with all items.

In **Table 4.2**, in which factor loadings are displayed, it can be seen that there are total four factors. Factor 1 contains the sixteen items of corporate social responsibility from CSR1 to CSR16. Factor 2 consists of eleven items of Project Success that are PS1 to PS 11. Factor 3 includes the six items OC1 to OC6 which reflect organizational culture. Finally, factor 4 deals with five items JE1 to JE5 representing job engagement.

TABLE 4.2: Exploratory Factor Analysis (EFA) Results

Items	1	2	3	4
Corporate Social Responsibility				
CSR1. My firm encourages subordinates who acquire additional education.	0.784			
CSR2. My firm has flexible policies that enable employees to better balance work and personal life.	0.829			
CSR3. My firm provides important job training to the workers.	0.724			

Continued Table 4.2 Exploratory Factor Analysis (EFA) Results

Items	1	2	3	4
CSR4. My firm provides an excellent working environment for workers.	0.728			
CSR5. The managerial staff of my firm complies with the law.	0.679			
CSR6. My firm follows the job recruitment and work laws for preventing discrimination in workplaces.	0.767			
CSR7. My firm fulfills the terms of work agreements as signed in mutual contracts.	0.653			
CSR8. My firm seeks to fulfill the law that regulates its activities.	0.784			
CSR9. My firm has adopted a comprehensive ethical code of conduct.	0.762			
CSR10. My firm has a proper employee evaluation system, which gives importance to fairness toward co-workers and business partners	0.789			
CSR11. My firm provides accurate information to its business partners.	0.776			
CSR12. My firm is recognized as an organization with good business ethics.	0.809			
CSR13. My firm gives adequate contributions to charities.	0.84			

Continued Table 4.2 Exploratory Factor Analysis (EFA) Results

Items	1	2	3	4
CSR14. My firm sponsors activities with partnership of local institutions and schools.	0.758			
CSR15. My firm gives importance to the activities relevant to nature and environmental protection.	0.728			
CSR16. My firm gives importance to activities, which are particularly important for the public well-being of society.	0.836			
Job Engagement				
JE1. I really “throw” myself into my job.				0.668
JE2. Sometimes I am so into my job that I lose track of time.				0.769
JE3. This job is all consuming; I am totally into it.				0.698
JE4. My mind often wanders and I think of other things when doing my job (R).				0.759
JE5. I am highly engaged in this job.				0.759
PS1. Generally our projects meet their time objectives		0.797		

Continued Table 4.2 Exploratory Factor Analysis (EFA) Results

Items	1	2	3	4
Project Success				
PS2. We are usually good at delivering projects within budget		0.784		
PS3. Our projects usually result in tangible benefits for the organisation.		0.793		
PS4. Generally customers of our projects are satisfied with the outcome		0.803		
PS5. Project specifications are usually met by the time of handover		0.728		
PS6. Our key employees are usually happy with the way our projects are managed		0.71		
PS7. Project team members are usually happy working on projects		0.728		
PS8. There are often clearly identified intangible benefits from the projects we carry out		0.742		
PS9. End users are usually happy with the results from our projects		0.742		
PS10. We usually employ an effective project management process		0.815		
PS11. Overall, we are very successful at projects		0.761		

Continued Table 4.2 Exploratory Factor Analysis (EFA) Results

Items	1	2	3	4
Organizational Culture				
OC1. My organization emphasizes team building			0.876	
OC2. My organization supports cooperative spirit			0.831	
OC3. My organization promotes feelings or sharing among employees			0.724	
OC4. My organization encourages innovation and accepts change			0.815	
OC5. My organization develops or adopts new technology bravely			0.762	
OC6. My organization emphasizes the development of new technology			0.775	

4.2.2 Confirmatory Factor Analysis (CFA)

To do confirmatory factor analysis AMOS 23 is used. The initial values reported in **Table 4.3** are appropriate so there is no need to strive for getting modified values. As the initial values are satisfactory so the complication of analysis reduces and the remaining analysis become simpler.

TABLE 4.3: Confirmatory Factor Analysis Measurement Model

Model	CMIN/DF	RMSEA	CFI	TLI	IFI
Initial model	1.87	0.04	0.94	0.94	0.94

4.2.3 Measurement Model

Before examining the hypothesis, Confirmatory factor analysis (CFA) is carried out to verify the measurement model (Gerbing & Anderson, 1988). There are four variables involved in the model that are corporate social responsibility, job engagement, project success, organizational culture. In CFA, if results of the analysis demonstrate the values that are higher than the required standard, it depicts that model can be approved as a good fit model.

The chief elements that deserve focus in this analysis are comparative fit index (CFI), incremental fit index (IFI), the root mean square of approximation (RMSEA) and Tucker-Lewis index (TLI) flashes good fit numbers. Analysis is carried out by taking the initial values into the account and modification is not done. It is so because all the initial values are in their respective boundaries and there is no need to adjust them further. The outcomes of the comparative fit index (CFI), Tucker-Lewis index (TLI), and incremental fit index (IFI) are observed to be higher than 0.9. Confirmatory factor analysis (CFA) has illustrated that the values of CFI, TLI and IFI are 0.945, 0.942 and 0.946 respectively.

In the model considered in this study has RMSEA of about 0.04 which is less than the standard value for root means square that is 0.05. It can be said that the model is a best fit model because the values of all the above discussed components are satisfactory. **Figure 4.1** also validates that outstanding model fit is shown by the four-factor model.

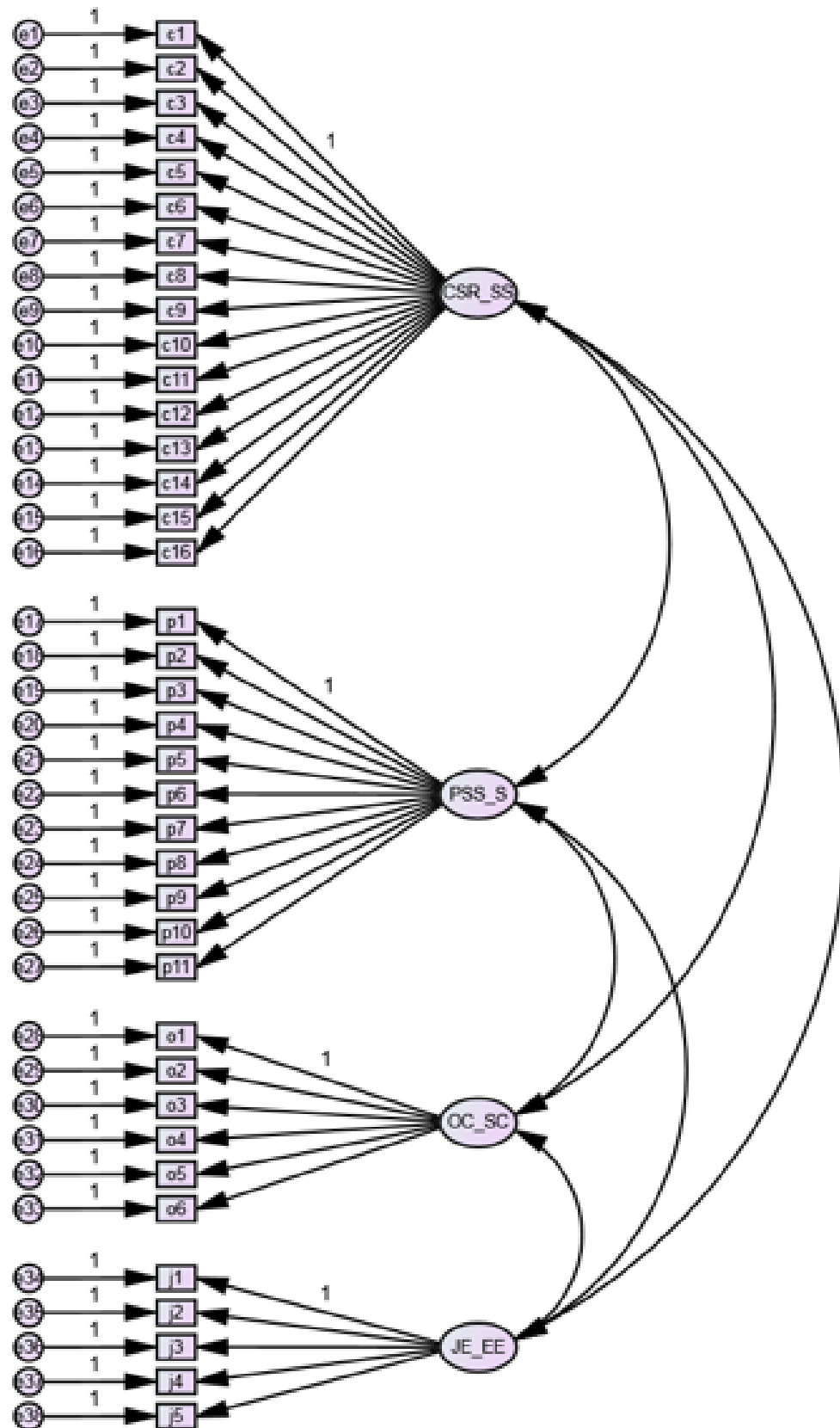


FIGURE 4.1: Measurement Model: CSR_SS=Corporate Social Responsibility, PSS_S=Project Success, JE_EE=Job Engagement, OC_SC=Organizational Culture

4.3 Control Variables

One-way ANOVA test is conducted for control variables. The purpose of one-way ANOVA test is to decide that whether demographic variables affect Job engagement, which is a mediator and Project success which is dependent variable in this study. Demographic information can become a source of variation so if one-way ANOVA indicates that the demographics needs to be controlled, then they have to be controlled in regression analysis.

According to the results of one-way ANOVA (see **Table 4.4**), there is no significant difference in Job engagement (mediating variable) level of respondents on the basis of their gender ($F=1.55$, $p=0.21$), age ($F=.70$, $p=.55$), marital status ($F=.14$, $p=.70$), experience ($F=.58$, $p=.62$). As none of the demographic factors is identified as significant, so any demographic factor will not be controlled in job engagement in regression analysis.

Similarly, according to the results of one-way ANOVA for project success (dependent variable), there is no significant difference in Project success level of respondents on the basis of their gender ($F=.33$, $p=.56$) and age ($F=.31$, $p=.81$) so they will not be controlled in project success regression analysis. Moreover, there is also no significant difference in Project success level of respondents on the basis of their marital status ($F=.19$, $p=.66$) and experience ($F=.43$, $p=.72$). So marital status and experience will also not be controlled in project success in regression analysis. From the above arguments and from the results of **Table 4.4**, it is clear that none of the demographic variable will be controlled in this study.

TABLE 4.4: One-way ANOVA

	Job Engagement		Project Success	
	F	P	F	P
Gender	1.55	0.21	0.33	0.56
Age	0.70	0.55	0.31	0.81
Marital status	0.14	0.70	0.19	0.66
Experience	0.58	0.62	0.43	0.72

4.4 Correlation Analysis

The Pearson correlation analysis helps to determine that is there any association among variables or not. Additionally, correlation analysis also tells that whether this association is positive or negative. The sign of correlation coefficient decides that whether there is positive correlation or negative correlation among variables. If sign of the correlation coefficient is positive it means that respective variables have positive correlation and if sign is negative, it indicates negative association among the variables. Moreover, this analysis also discloses that association among variable is weak or strong. If the value of coefficient is in between 0.1 and 0.2 it is considered as weak correlation while value from .3 to .5 is considered as good correlation. If this value is above 0.3, it announces higher correlation among variables.

From **Table 4.5** we can see that corporate social responsibility have significant positive relationship with project success ($r=.50$, $p=.00$). Similarly, Corporate social responsibility has significant positive relationship with Job engagement ($r=.58$, $p=.00$) and Job engagement also have significant positive relationship with Project Success ($r=.58$, $p=.00$). Furthermore, corporate social responsibility has significant positive relationship with Organizational Culture ($r=.50$, $p=.00$) and Organizational culture is also significantly and positively related with Job engagement ($r=.56$, $p=.00$) and Project success ($r=.52$, $p=.00$).

TABLE 4.5: Correlation Analysis

Variables	1	2	3	4
1. Corporate Social Responsibility	1			
2. Job Engagement	.58**	1		
3. Project Success	.50**	.58**	1	
4. Organizational Culture	.50**	.56**	.52**	1

$N=380$

4.5 Regression Analysis

Correlation analysis has highlighted the extent of relationship among corporate social responsibility, job engagement, project success and organization culture. Basically, correlation analysis informed about the degree of association among these variables and regression shows cause of effect among variables. So, regression analysis is applied here to demonstrate the causal relationship between these variables. In this study, process macro by Andrew F Hayes is used to conduct regression analysis.

In regression analysis, the direct effect of corporate social responsibility on project success is scrutinized which is the first hypothesis of this study. There are two more direct effect relationships related to the mediating variable that are hypothesized in this study. One is the direct effect of corporate social responsibility on job engagement and other is the direct effect of job engagement on project success. Both of these relationships are also examined in regression analysis.

There is only one mediating variable in this study so the only mediating relation relationship is also tested here. So, the mediating role of job engagement between corporate social responsibility and project success is scrutinized to inspect that whether it is supported or not. Moderating effect of organizational culture on the relationship of corporate social responsibility and job engagement is also analyzed.

At last, the indirect effect of corporate social responsibility on project success is checked that whether this relationship is moderated by organizational culture or not. The statistical details for each hypothesis are given below in **Table 4.6**. Furthermore, the required reasoning for each hypothesis is also provided which helps in deciding that whether the hypothesis is supported or not.

Hypothesis 1: Corporate social responsibility will have a significant positive impact on Project Success.

From **Table 4.6** we can see that there is significant variation in Project Success due to Corporate Social Responsibility that is 38%. Moreover, sign with β is positive and p value is also less than .05 so there is significant positive impact of

TABLE 4.6: Regression Analysis

Hypothesis	β	R^2	p	LLCI	ULCI
Direct effect					
H1. CSR→PS	0.24	0.38	0.00	0.15	0.34
H2a. CSR→JE	0.53	0.34	0.00	0.45	0.60
H3b. JE→PS	0.46	0.38	0.00	0.36	0.57
Indirect effect					
H2c. CSR→JE→PS	0.24	0.34		0.18	0.32
Moderating effect					
H3a. CSR*OC→JE	0.10	0.45	0.00	0.03	0.17

N=380, CSR=Corporate Social Responsibility, PS=Project Success, JE=Job Engagement, OC=Organizational Culture LLCI=Lower Limit Confidence Interval, ULCI= Upper Limit Confidence Interval.

Corporate Social Responsibility on Project Success ($\beta=.24$, $p=.00$). Hence H1 has been supported.

Hypothesis 2a: Corporate Social Responsibility positively affects Job Engagement.

Regression analysis demonstrate the relationship of corporate social responsibility and job engagement. By analyzing the p value, it can be seen that corporate social responsibility has significant effect on job engagement. Moreover, positive sign with regression coefficient tells that this significant relation is positive ($\beta=.53$, $p=.00$).

Hypothesis 2b: Job Engagement positively affects Project Success.

By looking at the value of p for the relationship of job engagement and project success it is observed that according to regression analysis this relationship is significant. Also, sign with regression coefficient is positive, which means that there is positive impact of job engagement on project. So, it is determined that Job Engagement has significant positive impact on Project Success ($\beta=.46$, $p=.00$). These results verifies that H2b is supported.

Hypothesis 2c: Job Engagement will mediate the relationship between Corporate Social Responsibility and Project Success.

Job Engagement mediates the relationship between Corporate Social Responsibility and Project Success ($\beta=.24$, $LLCI=.18$, $ULCI=.32$). In this result of regression analysis p value is not given so significance will now be decided by analyzing the values of LLCI and ULCI. As it can be seen that there is no zero between LLCI and ULCI and sign with β is positive. So there is a significant indirect effect of corporate Social Responsibility on project Success through job engagement so mediation hypothesis H2c is also supported.

Hypothesis 3a: Organizational Culture will moderate the relationship between Corporate Social Responsibility and Job engagement in such a way that this relationship will be stronger if Organizational Culture is strong.

In the above hypothesis it was hypothesized that there is moderating effect of organizational culture between the corporate social responsibility and job engagement. To decide that this hypothesis is supported or not, the regression analysis results for interaction term will be analyzed. The p value of interaction term reveals that there is moderating role of Organizational culture in relationship between Corporate Social Responsibility and Job Engagement ($\beta=0.10$, $p=.00$).

Moreover, by looking at **Figure 4.2** it can be seen that second part of our moderation hypothesis is also supported. The figure is generated by the Jeremy Dawson two-way linear interaction excel sheet which is an extremely handy mean for plotting interactions. In this figure the job engagement is plotted against corporate social responsibility for high and low organizational culture, respectively.

The graph depicts that the positive relationship between Corporate Social Responsibility and Job engagement is stronger when Organizational Culture is high or strong. Thus, the above mention p-value is greater shows significance and moderating effect of organizational culture confirmed by the graph is also in accordance with the previously assumed moderation hypothesis. Accordingly, H3a is also valid for acceptance.

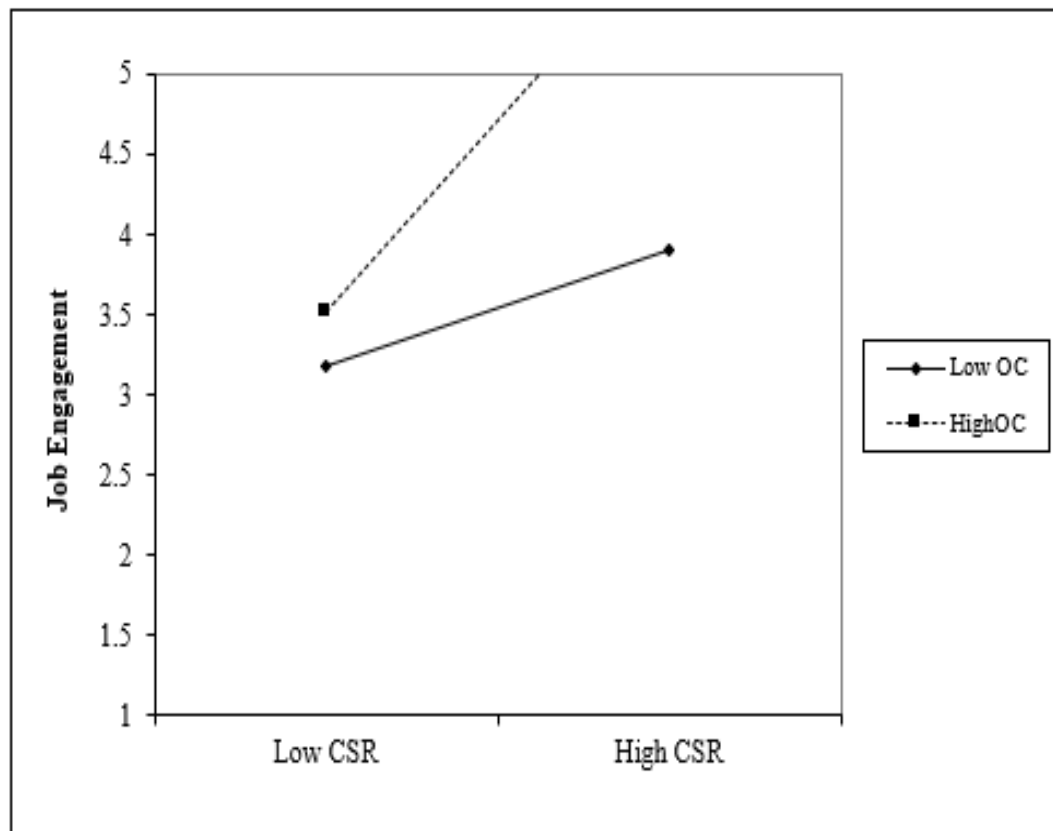


FIGURE 4.2: Moderating Role of Organizational Culture (OC) between Corporate Social Responsibility (CSR) and Job Engagement

4.5.1 Moderated Mediation

Hypothesis 3b: The indirect effect of Corporate Social Responsibility on Project Success through Job engagement is expected to be higher for a more supportive Organizational Culture and lower for a less supportive Organizational Culture.

The model of moderated mediation deals with the involvement of a moderator, by which the extent of interplay between two other variables is affected, simultaneously considering a mediating variable. In this case, the moderator is organizational culture. The two variables that are influenced by it are corporate social responsibility and project success and the mediating variable which is considered in this process is job engagement.

Table 4.7 contains statistics for the indirect effect of corporate social responsibility on project success through job engagement, moderated by organizational culture. This indirect effect is 0.12 at low organizational culture and at average organizational culture this indirect effect is 0.20. When the indirect effect is viewed at high organizational culture it has exhibited the value of 0.23. The values of indirect effect at high level of organizational culture and at low level of organizational culture are also reported in the **Table 4.7**.

At the three levels of organizational culture that are low (LLCI=.06, ULCI=.19), average and high (LLCI=.16, ULCI=.32), both LLCI and ULCI contains positives signs. This shows that there is no zero between LLCI and ULCI so the effect is significant at all the three levels.

It can also be noted that at low organizational culture the indirect effect of corporate social responsibility on project success through job engagement is weaker as compared to the indirect effect of corporate social responsibility on project success through job engagement at high level of organizational culture. Hence, on the basis of these arguments it can be said that this effect increases with the increase in organizational culture.

The index of moderated mediation is required to investigate that the indirect effect is significantly changes with the change in moderator or not. As there is also no zero between LLCI and ULCI (index=.04, LLCI=.01, ULCI=.08) of index of moderated mediation, it shows that moderated mediation exists and the indirect effect of corporate social responsibility on project success through job engagement is being moderated by organizational culture. Therefore, H3c is also supported.

TABLE 4.7: Moderated Mediation

Hypothesis	Effect	Boot SE	LLCI	ULCI
Probing Moderated Indirect Relationships				
Low level of OC	0.12	0.03	0.06	0.19
High level of OC	0.23	0.04	0.16	0.32
Index of moderated mediation	0.04	0.01	0.01	0.08

OC=Organizational Culture, Boot SE= Bootstrap Standard errors, LLCI=Lower Limit Confidence Interval, ULCI= Upper Limit Confidence Interval.

4.6 Summary of Supported/Not-Supported Hypothesis

In the following **Table 4.8** a summary is provided about the acceptance or rejection of proposed hypothesis.

TABLE 4.8: Summary of Hypothesis

Hypothesis	Statements	Results
H1	Corporate social responsibility will have a significant positive impact on Project Success.	Supported
H2a	Corporate Social Responsibility positively affects Job Engagement.	Supported
H2b	Job Engagement positively affects Project Success.	Supported
H2c	Job Engagement will mediate the relationship between Corporate Social Responsibility and Project Success.	Supported
H3a	Organizational Culture will moderate the relationship between Corporate Social Responsibility and Job engagement in such a way that this relationship will be stronger if Organizational Culture is strong.	Supported
H3b	The indirect effect of Corporate Social Responsibility on Project Success through Job engagement is expected to be higher for a more supportive Organizational Culture and lower for a less supportive Organizational Culture.	Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

In this section of study, a recap is provided. The contributions of the research are discussed. The results of this study are of great importance as all the including variables are very vital. So, in this section the importance of those results is narrated that are generated in this study. All the hypothesis or you can say the research questions that were reported earlier are also discussed on the basis of their results in this section. It can be said that in this chapter the study the study is encapsulated on the basis of its results.

This study is an addition to project management researches in which the project success is taken as a dependent variable. As success in a project is one of the primary areas focused by project management so this study has a vital role in the field of project management. Corporate social responsibility which is taken as the independent variable also have a part in managing of the projects. It is so because the mostly the projects are handled by some sort of the organizations that are project-based organizations. So, in a project the social responsibility of such firms is also one of the basic factors that can affect the project and its success. In this study the effect of social responsibility of a corporation on success of a project is analyzed and results are taken to examine their relationship.

So, it can be said that results taken for this relationship are very useful for the organizations that are dealing with projects. In such organizations the working staff has a fundamental role and the employees working in such organizations are responsible for the success or failure in a project. Organizations that are working on any project are familiar with the need of engagement of their employees in their respective jobs. The results are also taken in this study about the effect of corporate social responsibility on the job engagement and it is analyzed that how much a socially responsible organization can engage its employees.

The study also examined that how the job engagement and project success are related. In project management for the achievement of success it is very important to examine the engagement of the employees in their jobs. So, the effect of engagement in job is also examined. Organizational culture is serving as a moderating variable in this study. In management of a project, the culture of an organizations is pivotal because in project management the mechanism of the organization working on the project is also a factor. Results are also taken over this role of organizational culture. Overall, this study is a contribution to the project management.

The current study strives to find the impact of corporate social responsibility on project success with mediating role of job engagement and moderating role organizational culture. The results showed that all the assumptions regarding the relationships of variables were true. It is found that corporate social responsibility is not a negligible thing in the context of project success. The results have depicted that the corporate social responsibility is a way to get success in a project which can be followed by the project-based organizations to engage their employees in job.

Moreover, success in project is also impacted by the employees. The Level of engagement of employees in their jobs is a focusing aspect in achieving project success. According to the results of the current study the organizational culture is also not a negligible component and it also affects the proposed direct and indirect relationships. This section contains all answers of the questions that were asked in the start of the study.

5.1.1 Question1: What is the Relationship between Corporate Social Responsibility and Project Success?

Hypothesis No 1: Corporate social responsibility will have a significant positive impact on Project Success.

In this study the impact of Corporate Social Responsibility on Project Success is studied and it is examined that if corporate social responsibility is fulfilled in a project-based organization, can it become a source of project success or not. To analyze this relation a hypothesis was proposed in which it was assumed that corporate social responsibility significantly affects project success. Moreover, it was also assumed that the effect of corporate social responsibility on project success is positive. The assumption was made that by increasing the fulfillment of social responsibility by a firm working on any project, the possibility of gaining success in a project can also be increased. This was the first hypothesis of the study.

According to the results this hypothesis was accepted. The results of this for this hypothesis have shown that corporate social responsibility have significant impact on project success. It shows that if we look at the project success from the lens of corporate social responsibility, we shall find a path of success. The result has also exhibited that there is a positive relation between corporate social responsibility and project success which indicates that socially responsible firm gathers greater success as compared to the socially irresponsible one.

Previous research also found some results that are similar this result of the current study. The result for hypothesis 1 shown by this study are in line with the study of Schieg (2009) which states that being socially responsible allows a project to attain success and social responsibility is a key factor for a project to attain the desired outcome. Our results are also in line with this study of Winter (1991) in which it was found in the circle of management fulfillment of responsibility is a source of success. Like the current study, research done by Winter (1991) also indicates that by fulfilling corporate social responsibility project success can be attained which is indication of good project management. It is interpreted from

the results that being socially responsible a project passes on many difficulties which helps it to capture its goals.

The corporate social responsibility allows a firm to deal with the individuals and groups that are related to the project in an ethical way. The image of an organization in front of the community become positive when it shows an ethical behavior. By practicing social responsibility, a firm increases its interactions with the stakeholders of a project and with the society and shows a positive attitude. These impacts of corporate social responsibility remove many hurdles from the path of project which in turn results in obtaining success.

5.1.2 Question2: What is the Relationship between Corporate Social Responsibility and Job Engagement?

Hypothesis No 2a: Corporate Social Responsibility positively affects Job Engagement.

In this investigation it has also been checked is there any effect of corporate social responsibility on job engagement and whether or not the social responsibility helps an organization which is dealing with projects, to engage the staff working at that specific project. To inspect this relationship a hypothesis was suggested in which the significant impact of corporate social responsibility on job engagement is focused. This significant impact is also assumed to be positive. It was hypothesized that if an organization makes effort to become socially responsible that it will also become successful in engaging its employees. The employees of such organizations involve themselves in their respective duties.

Different analysis were done for this hypothesis and result was taken. According to this result the hypothesis was accepted. The result of this hypothesis has also shown that there is significant impact of corporate social responsibility on job engagement which illustrates that for an organization to attain job engagement corporate social responsibility can serve as a helping tool. The positive relation

between corporate social responsibility and job engagement was also reported by the result. So, a socially responsible firm means an organization in which working individuals are engaged in their jobs.

The results of above narrated hypothesis are similar to some studies that were conducted previously. Our outcomes are similar to the study of Nazir & Islam (2020) which had decided that corporate social responsibility is positively associated with engagement of employees. The result of this hypothesis is also in accordance with another study (Farid et al., 2019) in which the authors have discovered that work engagement of the employees depends upon their perception of corporate social responsibility. Furthermore, this perception of employees has a vital and positive relation with the work engagement.

From the results it can be interpreted that people working for an organization spend their energies to perform the allocated tasks. If a firm takes social norms into account to deal with them, it plays a role of booster for them. This thing pushes them to perform their respective assignments with interest. Moreover, a socially responsible organization gives a silent message to deal in an honest way with the subordinates. This thing provides a sense of security and job satisfaction to the subordinates working under any individual or group allowing them to perform their piece of work without being exhausted.

5.1.3 Question3: What is the Connection between Job Engagement and Project Success?

Hypothesis No 2b: Job Engagement positively affects Project Success.

One of the focused areas of this research is the examination of the effect of job engagement on project success. Effort is done to uncover that is there any influence of job engagement on the success of the project or not. Can a person who is engaged in work contributes in the success of the project or there no role of his engagement in the project success. For this a hypothesis was derived in which it was imagined that there is an effect of job engagement on project success and favorable outcome depends upon the job engagement of the individual working on

project. Likewise, this impact is considered to be positive, assuming that if level of engagement goes up the chances of being successful in a project also become high.

The scores that appeared by conducting different analysis have displayed that this hypothesis is supported. The results say that there is a change in the outcome of a project if there is factor of job engagement involved. As the impact of job engagement on project success is significant it shows that targeting success in a project with the arrow of job engagement is not a useless exercise and this effort must bring some fruits. Additionally, the results have also decided that this exercise is fruitful in a way that the rise in job engagement is a source of incrementing the probability of project success.

The results of the above stated hypothesis are matched with the results of the studies that have taken out previously. From the previous literature rare studies have reported such outcomes that can be said similar to our decision. There is a study (Khattak et al., 2022) that has found the results similar to our hypothesis and have discovered that job engagement has significant effect on project success. The interesting thing that like our study, this study has taken job engagement as mediator and the result have also signified that project success is influenced by job engagement.

The justification and explanation of the above hypothesis is an important aspect. The job performance of the employees that are engaged in their jobs is good as compared to the workers that do not show engagement. No doubt the success or failure depends upon the efficiency of performers. It is very focusing thing for the project-based organizations that their employees do not get bored of their respective tasks because such organizations sometime have to deal with the time taking projects. So, the positive attitude of employees towards the involvement in job makes these time taking processes less complex. This reduction in complexity is due to the job engagement makes the path of success clear and an engaged employee is a mean to tackle effectively with hurdles that appears in this path. Thus, based on these arguments it can be said that job engagement directly affects success and a project can focus on it attain required level of excellence.

5.1.4 Question4: Does Job Engagement Mediates between Corporate Social Responsibility and Project Success?

Hypothesis No 2c: Job Engagement will mediate the relationship between Corporate Social Responsibility and Project Success.

The role of job engagement in this study is of mediator between corporate social responsibility and project success. An assumption was made at start of the research to check out the contribution of job engagement in between corporate social responsibility and project success. Moreover, that assumption was a key to do the verification of the nature and role of mediator between independent and dependent variable.

In every study, results are the most important facet because they make decision about the previously done presumptions. For the mediation hypothesis results have also displayed such stats on basis of which it can be said that hypothesis is supported. The results have shown that the role of job engagement as a mediator is significant. It means that between the relationship of corporate social responsibility and project success the role of job engagement is not ineffectual. For the project-based organizations to work outstandingly on the projects, job engagement plays an influential role. Simply, it can be stated that in the organizations having employees engaged in their jobs, good social behavior affects project success in a better way as compared to those organizations that shows good moral conducts with less job engagement. According to results the job engagement is a successful intermediary here.

The scrutiny of literature has been done to find the results that are similar to our study. From this it has becomes clear that very less studies have carried out such research so the results showing trend identical with current inspection are rare. Again, the same exploration (Khattak et al., 2022) has determined such results that are a bit comparable with our outcomes. Like our study, this study has also taken project success as dependent variable to analyze the mediating role of job engagement. The difference is that in our study the independent variable is corporate social responsibility but in study (Khattak et al., 2022), authentic leadership had played the role of independent variable. Otherwise, the mediator

and dependent variable associated with independent variable are exactly same as our study. If we look at the results, in both studies the mediating role of job engagement has been proved and it has served as a mediator with project success as dependent mediator in both cases.

No doubt, the numerical evidences have revealed the mediating role of job engagement between the relationship of corporate social responsibility and project success but still logical reasoning is a required part here. Any project-based organization that adopts decent norms, is mainly focused on project on which it is working and this decent behavior is a part of the success gaining process. The employees working in that specific organization are the major players in this process. When they perform their jobs with engagement, consequently socially responsible behavior of a corporation brings more fruits. Moreover, corporate social responsibility focuses the individuals or groups that affects or being affected by the project and by targeting them it plays its role to gather success. So, the employees working on the project also become its target. When the corporate social responsibility is practiced, due to the presence of project employees in its circle, it has also an effect on the employees. When corporate social responsibility finds the employees engaged in their jobs, then this engagement acts an agent that make the process of attaining project success comparatively easier.

5.1.5 Question 5: Does Organizational Culture Moderates the Relationship between Corporate Social Responsibility and Job Engagement?

Hypothesis No 3a: Organizational Culture will moderate the relationship between Corporate Social Responsibility and Job engagement in such a way that this relationship will be stronger if Organizational Culture is strong.

The role of moderator is performed by organizational culture. In this study there are total two hypothesis that are related to the moderating variable. One of them is stated here in which it was imagined that the moderating role of organizational

culture is on the relationship of corporate social responsibility and job engagement. The above hypothesis was also suggested to decide that whether or not the relationship of corporate social responsibility and job engagement becomes strong when organizational culture is supportive. The results for this hypothesis were also taken by doing different tests.

The numerical results for the hypothesis have shown that this it was supported. The results have emphasized that the role of organizational culture over the relationship of corporate social responsibility is significant. This thing announces that there is some influence of the existence of the organizational culture as moderating variable. The second part of hypothesis was proved by analyzing results of a graphical analysis. The results of that graphical analysis have also revealed that when organizational culture is strong it strengthens the relation of our independent variable and mediating variable.

The past literature had also been explored to discover the studies that have resemblance with the result of this hypothesis. A study was pointed out in which the end results are found to be similar to some extent (Waheed et al., 2021). In that study the corporate social responsibility and firm performance are the two variables whose relationship has been viewed by taking organizational culture as a moderating variable. In section 5.1.6 the results of both studies have been discussed in detail.

The result of the current study can be explained in such a way that the supportive organizational culture provides an environment to the organization in which it can perform different activities to complete its operations. In a supportive culture an organization can take socially responsible actions more easily. Also, in a strong or supportive organizational culture these actions can effectively engage the organization employees in their jobs. It is so because an organization with strong culture exhibits a proper functionality along with decent norms for the behavior within the organization. This thing allows both organization and employees to deal in an ethical way. So, in strong culture the process of increasing job engagement by practicing social responsibility runs smoothly.

5.1.6 Question6: What is the Indirect Effect of Corporate Social Responsibility on Project Success through Job Engagement for More Supportive Organizational Culture and for the Less Supportive Organizational Culture

Hypothesis 3b: The indirect effect of Corporate Social Responsibility on Project Success through Job engagement is expected to be higher for a more supportive Organizational Culture and lower for a less supportive Organizational Culture.

The second hypothesis related to organizational culture is stated here. As in hypothesis 3a the organizational culture is taken as a moderator over the relationship of corporate social responsibility and project success. This hypothesis was hypothesized to decide that organizational culture plays or does not play a role of moderator on the indirect effect of corporate social responsibility

The results have shown that this hypothesis was also supported. The indirect effect changes significantly as there is a change in organizational culture and also when there is the indirect effect increases when organizational culture is strong. Strong organizational culture allows the employees to work in a better environment. The good environment of the organization provides mental and physical satisfaction to the employees which in turn brings job engagement. In a strong organizational culture, it becomes easy to implement corporate social responsibility practices. Thus, the projects of the project-based organizations with strong organizational cultures become successful.

For this hypothesis and the hypothesis 3a same study has been discovered which shows similar result (Waheed et al., 2021). In the research the moderating role of organizational culture over the relationship of corporate social responsibility and firm performance is analyzed. The result was taken by considering four types of organizational culture as moderator which shows that all types have significant impact as moderators. Additionally, except one type of organizational culture, all other types have moderated corporate social responsibility and firm performance

in such a way that the relationship of corporate social responsibility and firm performance become strong and the effect of corporate social responsibility on firm performance increases with increase in moderating variables.

5.2 Research Implications

5.2.1 Theoretical Implications

As far as theoretical implications of this research are concerned the study have several theoretical implications the field of project management. The study contributes in such a way that the concepts discovered in this study regarding corporate social responsibility and project success in the sector of project-based organizations, are barely explored in past literature. Thus, to understand the process of corporate social responsibility effect on project success in an improved way through job engagement by taking organizational culture as a moderator, the present study is handy and this is the main theoretical implication of our research. The findings of this research ponder the need to develop different conceptual models that addresses that the relationship of corporate social responsibility and project success is not direct and plain. Conversely, it is mediated by another variable that links the both variables in an indirect way.

Conservation of resource theory is used to explain the effect of corporate social responsibility on the other variables. The caravan passageways role of organizational culture has also been proved and the findings have shown that under the umbrella of organizational culture the attainment of project success by corporate social responsibility through job engagement becomes an easy exercise.

5.2.2 Practical Implications

Many important managerial implications can be drawn from the results of our study that can help project managers and project-based organizations to make better decisions, when they want to deal with corporate social responsibility to gain

project success. Managers can use social responsibility as a tool for the effective execution of the projects. Ethical commitments are helpful to the managers in order to improve the performance of their organizations and projects. Good social behavior in a project is an efficient way along with the basic elements like time, cost and quality. Project-based organization should focus on the norms that are being practiced within the organization. Corporate social responsibility creates a positive picture in front of the society by being socially responsible which becomes a source of the success for a project. On the basis of our results, we suggest that the project-based organizations should adopt corporate social responsibility to attain success.

Project managers and project-based organizations should also take job engagement of employees into the account when they are trying to achieve success using corporate social responsibility. Due to the reason that findings of the present study have spotlighted that job engagement is an important aspect in the management and it does affect the path of corporate social responsibility to project success. Engaged workers are the capital of a project-based organization because they do their jobs by taking interest in them. So, the firms should move towards the adequate and optimal utilization and development of this capital. Socially responsible behavior from the organization generates very positive vibes for the employees. If managers want to see that up to which level their firms are fulfilling social responsibilities, they should measure the degree of job engagement in their organizations. Project-based organizations should deal with their employees in a civilized way to attain their required level of satisfaction and this practice allows the employees to perform their respective jobs by taking interest.

To communicate, to work efficiently and to attain the destination in a project or project-based organization, organizational culture must be taken into account by managers. Organizational culture is a tool to ensure the involvement of employees in respective jobs. Cultural norms inside an organization are not negligible because they help a project-based organization to continue its functionality in a proper way. Managers should ensure that in their organizations and projects the functioning is going in a fine manner and the dealings in the organizations are supportive. Encouraging norms and trends within an organization or project can

help a project-based organization to execute those different processes in a smooth way that are essential for an efficient project implementation. Organizational culture definitely affects employees and their working style along with the extent up to which they involve themselves in their job. Strong or supportive organizational culture allows the project employees to feel that they are not performing their task forcefully but they are enjoying the process of task performance. Moreover, strong organizational culture convinces the employees of the project based organizations to think that their organization is not just focusing on the project but also emphasizing on its behavior to deal with them in a moral way. So, it is also recommended that project managers and project-based organizations that are dealing with corporate social responsibility and using corporate social responsibility to engage their employees should pay attention to organizational culture. This recommendation is given on the basis of the findings fetched from this study that portray organizational culture as an influencing factor and as an agent which strengthens the relationship of corporate social responsibility and job engagement.

5.3 Limitations and Future Directions

No doubt this study has found very vital results due to which it has many strengths and the generated results provide green signal to the project managers to target success through different angles. Along with these strengths this investigation has also some limitations and additions can be done to extend the area of this research. These deficiencies open the gate to work in the field of project management and to increase the width of path to success. When an author reports limitations of his own research, these limitations are very beneficial for the researchers in the coming time. It is a very helping practice to narrate the limitations of own research because author knows that what are the deficiencies that can be addressed in further researches. Therefore, limitations of this study are reported and these limitations can help researchers to do researches in future.

Firstly, the technique used in this study to draw samples is convenience sampling. Convenience sampling is a type of non-probability sampling. In convenience sampling the data is collected from the respondents that can easily be approached or it

can be said that data is collected from the most easily accessible respondents. Convenience sampling is considered to be the weakest form of sampling used to draw samples. It is so because all the types of probability sampling strive to take responses by applying different practices that allow researchers to take more reliable samples as compared to the responses taken by using non probability methods.

Secondly data is taken from one source only. The questionnaire for the sixteen items of corporate social responsibility, five items of job engagement, eleven items of project success and six items of organizational culture is filled in such a way that all the study variables are asked from one individual. Moreover, as stated in methodology, the time horizon is cross-sectional in this study. The cross-sectional data gathering is like a snapshot and data responses are taken for only one time. Furthermore, the small sample size adopted in the research is also one of the limitations. 380 responses are taken which determines that the present study is not too much broad. On the basis of demographics this study also contains some differences and the participation of females is one of the main concerns. 68.2% out of 380 respondents were male and the ratio of female respondents is very much less as compared to that of the males. So, comparatively the perspective of females is taken much less than males.

There is minimal interference of researcher in this research. Researcher has not strived to handle the environment of the respondents. The variables of this study that are corporate social responsibility, job engagement, project success and organizational culture are not manipulated. The lack of manipulation or control by the researcher is also a limitation found in this study. The research is carried out at national level that is the project-based organization of only Pakistan are targeted. So, it can be said that research is done within a country which is one of the limitations of the study.

The future researches should take these limitations in mind to ensure the fruitful innovations. There are also some advices for the researchers to carry out advantageous investigations in the future. Unlike non-probability sampling, in probability sampling there is a known chance of every element in population and this is the reason that probability sampling is considered to be stronger research design as

compared to the non-probability sampling. So, in future, any type of probability sampling can be utilized to make the research stronger. Future researchers are advised to use random sampling, systematic random sampling, stratified sampling cluster sampling or double sampling.

In longitudinal study measurements are done again and again. These repeated measurements of the same variable makes the longitudinal study better than the cross-sectional one. Future researches are also suggested to carry out longitudinal studies so that they can take authentic samples in their studies. Sample size should be increased to make the future researches vast and diversity should be ensured in future to lessen the demographic differences of respondents. Researchers can also increase their extent of interference to do scrutiny in a better way. The researcher can interfere in such a way that they can request a manager to make the culture of project-based organization strong. Researcher can interfere in any other suitable way also. The research can be conducted at international level in which the project-based organization situated outside Pakistan can also be targeted. Future researches can be performed with the mediator and moderator other than job engagement and organizational culture respectively. Employee satisfaction can be taken as mediator between corporate social responsibility and project success because social responsibility is surely a struggle of bringing satisfaction. Organizational communication can be taken as moderator in the relationship of corporate social responsibility and job engagement.

5.4 Conclusion

This research is carried out to investigate the independent role of corporate social responsibility and the dependent role project success by taking job engagement as mediator and organizational culture as a moderator. It is the objective of this study to decide that with increase in corporate social responsibility can a project-based organization gain effective project execution or project success. This study is carried out to see that by being socially responsible can a firm become successful

to achieve job engagement and can an increase in job engagement become guarantor of project success. The study also aims to investigate the mediating role of job engagement between corporate social responsibility and project success. In addition, the intension of this study is also to check the impact of strong or supportive organizational culture on the relationship of corporate social responsibility and job engagement. The checking of the moderating role of organizational culture on the indirect effect of corporate social responsibility on project success through job engagement is also one of the purposes of this study.

The results of the study reveal that corporate social responsibility has significant positive impact on project success. This indicates that to achieve success in a project, a project-based organization can become socially responsible. This fulfillment of social responsibility allows a firm to become successful in its projects. The results have also shown that there is a significant positive impact of corporate social responsibility on job engagement which means that a firm can achieve engagement in job by showing an ethical attitude towards the employees. Results have disclosed that job engagement mediates the relationship of corporate social responsibility and project success. So while initiating corporate social responsibility with the perspective of gaining project success, job engagement can be considered as arbitrating factor. The results have also unveiled that organizational culture has a moderating role in the relationship of corporate social responsibility and job engagement. This thing elaborates that strong organizational culture has a key role in the implementation of corporate social responsibility. The results have exhibited that organizational culture can serve as a crucial facet and as a fundamental factor when a firm wants to gain success by accomplishing its social duties.

The solution to the problem that the project-based organizations situated in the country pay very less attention to make the path to success easier by being socially responsible and project-based organizations also rarely focus organizational culture in job engagement process for attaining success, is also found at the end of this research. Finding solution to this problem is also one of the basic objectives of the research. The project-based organizations are wasting their vital resource of corporate social responsibility which can assist them in many ways. There is not

any valid reason marked in this study that stops the project-based organizations to fulfill their social responsibilities while travelling on the path to success. The project-based organizations situated in the country are leaving the element of social responsibility in neglect. These organizations are working in a typical way and targeting the basic facets that are popular in the success achievement process. Overall, it can be said that this outstanding study is a highly valued addition to the literature and to the field of project management. It is so because corporate social responsibility is rarely been discussed with the perspective of project success and this investigation has introduced corporate social responsibility as a factor that can be focused to achieve the project goals.

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Appendix-A

Questionnaire

Dear Respondent

I am **Muhammad Arzanish Malik**, a student of MS Project Management and I am doing research on the topic of “**Impact of Corporate Social Responsibility on Project Success with Mediating Role of Job Engagement and Moderating Role of Organizational Culture**”. You are one of my potential respondents and I need your 10 precious minutes to fill this questionnaire fairly. Your name will not be mentioned and data shall be kept confidential.

Sincerely,

Muhammad Arzanish Malik,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1 (Male), 2 (Female)
Marital Status	1 (Single), 2 (Married)
Age(years)	1 (18-25) 2 (26-40), 3 (41-60), 4 (61-above)
Qualification	1 (MS/M.Phil.), 2 (PhD)
Job Experience(Current Organization)	1 (0-5), 2 (6-10), 3 (11-20), 4 (20-above)

Section 2: Corporate Social Responsibility

Scale: Choose one of the five options given below for each item. Answer to each item is measured on five-point scale with anchors labeled: (1) strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Please keep in mind your current organization while filling this questionnaire.

Sr. No	Items					
1	My firm encourages subordinates who acquire additional education.	1	2	3	4	5
2	My firm has flexible policies that enable employees to better balance work and personal life.	1	2	3	4	5
3	My firm provides important job training to the workers.	1	2	3	4	5
4	My firm provides an excellent working environment for workers.	1	2	3	4	5
5	The managerial staff of my firm complies with the law.	1	2	3	4	5
6	My firm follows the job recruitment and work laws for preventing discrimination in workplaces.	1	2	3	4	5
7	My firm fulfills the terms of work agreements as signed in mutual contracts.	1	2	3	4	5
8	My firm seeks to fulfill the law that regulates its activities.	1	2	3	4	5
9	My firm has adopted a comprehensive ethical code of conduct.	1	2	3	4	5
10	My firm has a proper employee evaluation system, which gives importance to fairness toward co-workers and business partners	1	2	3	4	5

11	My firm provides accurate information to its business partners.	1	2	3	4	5
12	My firm is recognized as an organization with good business ethics.	1	2	3	4	5
13	My firm gives adequate contributions to charities.	1	2	3	4	5
14	My firm sponsors activities with partnership of local institutions and schools.	1	2	3	4	5
15	My firm gives importance to the activities relevant to nature and environmental protection.	1	2	3	4	5
16	My firm gives importance to activities, which are particularly important for the public well-being of society.	1	2	3	4	5

Section 3: Job Engagement

Scale: Choose one of the five options given below for each item. Answer to each item is measured on five-point scale with anchors labeled: (1) strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Please keep in mind your current organization while filling this questionnaire.

Sr. No	Items					
1	I really “throw” myself into my job.	1	2	3	4	5
2	Sometimes I am so into my job that I lose track of time.	1	2	3	4	5
3	This job is all consuming; I am totally into it.	1	2	3	4	5
4	My mind often wanders and I think of other things when doing my job (R).	1	2	3	4	5
5	I am highly engaged in this job.	1	2	3	4	5

Section 4: Project Success

Scale: Choose one of the five options given below for each item. Answer to each item is measured on five-point scale with anchors labeled: (1) strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Please keep in mind your current organization while filling this questionnaire.

Sr. No	Items					
1	Generally our projects meet their time objectives	1	2	3	4	5
2	We are usually good at delivering projects within budget	1	2	3	4	5
3	Our projects usually result in tangible benefits for the organisation.	1	2	3	4	5
4	Generally customers of our projects are satisfied with the outcome	1	2	3	4	5
5	Project specifications are usually met by the time of handover	1	2	3	4	5
6	Our key employees are usually happy with the way our projects are Managed	1	2	3	4	5
7	Project team members are usually happy working on projects	1	2	3	4	5
8	There are often clearly identified intangible benefits from the projects we carry out	1	2	3	4	5
9	End users are usually happy with the results from our projects	1	2	3	4	5
10	We usually employ an effective project management process	1	2	3	4	5
11	Overall, we are very successful at projects	1	2	3	4	5

Section 5: Organizational Culture

Scale: Choose one of the five options given below for each item. Answer to each item is measured on five-point scale with anchors labeled: (1) strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Please keep in mind your current organization while filling this questionnaire.

Sr. No	Items					
1	My organization emphasizes team building	1	2	3	4	5
2	My organization supports cooperative spirit	1	2	3	4	5
3	My organization promotes feelings or sharing among employees	1	2	3	4	5
4	My organization encourages innovation and accepts change	1	2	3	4	5
5	My organization develops or adopts new technology bravely	1	2	3	4	5
6	My organization emphasizes the development of new technology	1	2	3	4	5