



**RESEARCH PAPER**

**Corporate Social Responsibility and Project Success: The Role of Job Engagement and Organizational Culture**

**<sup>1</sup>Bilal Ahmad<sup>2</sup> Majid Imdad Khan<sup>3</sup>Shahan Mehmood Cheema**

1. M.Phil. Scholar, Business & Management Sciences Department the Superior University, Lahore, Punjab, Pakistan
2. Ph. D Scholar, Department of Management Sciences, COMSATS University Islamabad (CUI), Lahore Campus, Punjab, Pakistan
3. Assistant Professor, Business & Management Sciences Department the Superior University, Lahore, Punjab, Pakistan

**\*Corresponding Author** [scc.ranamajid@gmail.com](mailto:scc.ranamajid@gmail.com)

**ABSTRACT**

The objective of the study is to examine the cause-and-effect relationship of corporate social responsibility with project success. The mediation role of job engagement and moderation effect of organizational culture is also observed in this study. The data is collected from 200 individual respondents through questionnaire who are engaged in projects of construction industry in Lahore Faisalabad and Multan of Pakistan. We applied convenient sampling of no probability for collection of data. The regression analysis was applied to examine the data as a preacher and Hayes mediation and moderation was conducted in SPSS to evaluate the effect. The results revealed that the corporate social responsibility has significant positive association with project success. Further the study found the mediation role of job engagement and moderation effect of organizational culture is significant. It is concluded in the study that project managers should put their focus on adopting and implementing the corporate social responsibility along with job engagement and organizational culture.

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

**Introduction**

The corporations and multinational companies follow the corporate social responsibility in their organizations but there is extreme need to implement it in the projects. The corporate social responsibility is the hot debatable issue from the last decade. It works like a life blood for the organizations as well as projects. Projects are performed in society and have relation with it so projects have to follow corporate social responsibility. The concept of corporate social responsibility was highlighted in the decade of 1970, s and it was explored that association of the corporations with society and promote the corporate social responsibility (Eskerod, Huemann &Savage, 2015). By adopting the corporate social responsibility, the competency of the organizations and development may be increased (Flammer, 2018) and (Too & Weaver, 2014). Now the time is to implement the corporate social responsibility in projects. This has become important factor for the success of construction sector. This is the era of considering the humanitarian needs by implementing the corporate social responsibility.

The corporate social responsibility which is known as CSR, it means when the corporations adopt and include social and environmental concerns in the operations of their businesses and in their dealings with all the stakeholders voluntarily (Commission of the European Communities, 2001). The expectations of the employees are lower about fair salary and job security for the past few years. But the expectations of the current employees are totally different to their employers (Crane and Glozer, 2016). Now a day's employees

want to work in such a way that it put a positive impact on society because they are expecting in same way from their employer. The success and stability of the organizations and projects are attached with the satisfaction and retention of employees within the organizations and cause and effect relationship (Akash et al. 2011). So, organizations have to work on corporate social responsibility issues. According to the study of Birth et al, (2008) the satisfaction and commitment of the employees can be increased by implementing corporate social responsibility that increase the cash flow of the firms and economic value.

Corporate social responsibility plays a vital role in improving the loyalty of the employees. The employees of ethical and socially responsible firms are more committed and loyal. And the employees of less socially responsible firms leave the job usually. To get a lot of benefits the organizations have to protect and observe the stakeholders' concerns (Malik, 2015). Corporate social responsibility ensures the fulfillment of the stakeholder's concerns related and environment obligations and ethical dealing with employees (Wang et al., 2017). The implementation of corporate social responsibility removes the barriers of success of corporations and specifically should be encouraged in construction sector. We are going to conduct this study in the construction sector of Pakistan. The theory of social responsibility is introduced under the umbrella of corporate social responsibility in project management. The returns of the firms would be predicted through management of CSR, and the working capital may also increase (Hussain et al., 2011 and Khan et al., 2011). For creating trust worthy image of the project in eyes of stakeholder the social responsibility is a crucial factor. So, this study is conducted to evaluate the impact of social responsibility on project success.

The corporate social responsibility and its related environmental obligations and stakeholders' concerns are considered by the large corporations and multinational companies. But there is much need to implement the corporate social responsibility in the area of the projects specifically constructions sector. Because construction sector is directly influencing and effecting the society. There are lesser and poorly implementation of corporate social responsibility in project-based organizations. This may affect the working of the employees of these organizations. Weber, (2008) explored in his research that organizations have a fewer knowledge of corporate social responsibility. They don't know about the vital role of the corporate social responsibility on project success. So, they put less focus on corporate social responsibility. If some projects are following the corporate social responsibility, then they have control over the job engagement on organizational culture promotion.

## **Literature Review**

Carrol, (2015) explained in his research that corporate social responsibility has never been treated as altruism and organizations act upon the standards of corporate social responsibility because there are expecting benefits in good doing for them and for society as well. Yang et al., (2011) elaborated that social responsibility is helpful in organizing the employees of the company. Moreover, the volatile behavior of the firm's value would also be enhanced by this way (Khan, Akhter & Bhutta, 2020). This mechanism may protect from global financial crisis and financial distress (Khan, Akhter & Bhutta, 2020). The value of the firms can be sustained through adoption of suitable estimation (Khan et al., 2021). They further concluded that the social responsibility develops such an environment which satisfies the employees and results in project success. Bhattacharya and Sen, (2004) suggested that the consumers are the one of stakeholder of a business entity and they are very sensitive towards the responsible and irresponsible behavior of the businesses. It is observed that bad doings hurt more than good doings. Helgadottir, (2008) elaborated that ethics is the one important factor for efficient management of the project.

Munns & Bjeirmi, (1996) explored that by combining the set of social obligations we can make corporate the social responsibility standards which are helpful in project

management. Harness and Johnston (2009) documented that it is not generally believe that doing the good things is right but also it leads towards the better. Ali, Danish and IsrarUl Haq, (2020) explored that the corporate social responsibility has positive impact on the performance of the project. Li et al., (2019) documented that the reputation of the organization is enhanced by the use of corporate social responsibility. Corvellec & Macheridis, (2010) conducted research and concluded that society has some expectations from project managers. They should perform ethical commitments. Moir, (2001) explained that act upon the corporate social responsibility for better outcomes. Ali et al., (2020) elaborated that the reputation of the organization increases as they follow the corporate social responsibility. Khang, & Moe, (2008) suggested that the reputation of the organization is the tool of the success of the project. Bear, Rehman and Post, (2010) examined that the organizations have a tool to increase their credibility that is corporate social responsibility or otherwise the willful default of the financial institution is another domain to debate. Liu et, al., (2021) documented that corporate social responsibility is one of the resources of the organization. Jiang & Lu, (2020) conducted research on corporate social responsibility and job engagement. They suggested in their study that the corporate social responsibility is the vital element of job engagement. Kahn, (1990) argued that harnessing of the organization employees' selves to their roles of work is job engagement. Walden, Jung& Westerman, (2017) documented that communication is one element of job engagement. Pelozo & Shang, (2011) argues that the worth of the stakeholders may enhanced by acted upon the corporate social responsibility and employees satisfies with this policy. (Du, Bhattacharya & Sen, (2010) suggested that the adoption of the corporate social responsibility is a handy procedure for job engagement. Viglia, Pera & Bigné, (2018) stated that for interaction with employees the job engagement is very important. Fontana, (2018) conducted research on corporate social responsibility and job engagement. He argued that CSR play a vital role to manage the employees engaged in job.

Further he concluded that corporate social responsibility is itself a technique to engage the stakeholders specifically employees. Saks, (2006) recommended that proper engagement of the employees on job brings the rise in performance of the organization. Rezvani, 2016) argued that job engagement is linked with social responsibility of the organization. If the organizations are socially responsible then the job engagement may attain automatically. Lin & Liu, (2017) elaborated that the employees observed that if the company committed the ethical codes in their operation, then they engage in their job which leads towards employees' satisfaction. Hansen, et, al., (2011) and Hussain et al., (2011) explored that the perceptions of corporate social responsibility in the minds of employees creates the judgments and ideas about companies. This perception moves them towards engagement. Khattak et, al., (2022) suggested that job engagement influence the project success. So appropriate job engagement is needed to attain the project success. The employee's satisfaction is the other name of the job engagement and lead towards fruition consummation. Hofsted, (1980) extended the understanding of the concept culture from nations to group of people like families, professions and organizations.

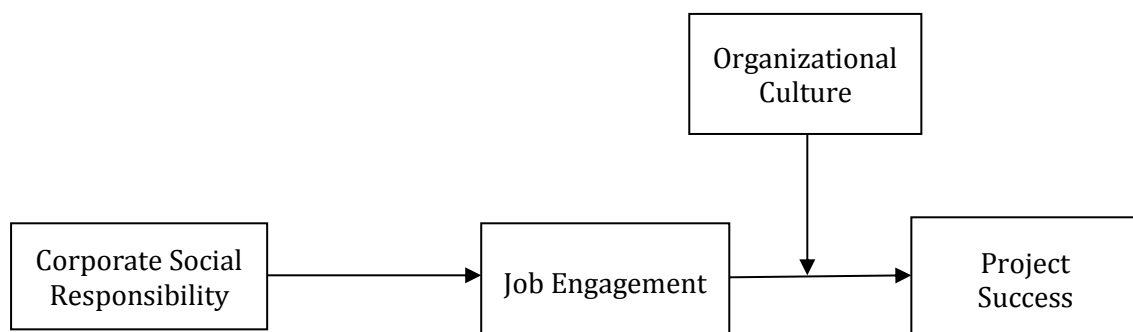


Figure 1 Theoretical Model

## Research Design

The study is performed to evaluate the association of corporate social responsibility with project success. The study has considered the sample of individuals working on project of construction industry in Pakistan. Further the study analyzed the mediating effect of project control and moderating effect of project governance. Data is gathered and processed in this study so this is a quantitative study. To analyze the problem of the study and get the knowledge this is helpful. Data is gathered through surveys from organizations in this type of study. The nature of study is quantitative technique to calculate the mean, median, mod, standard deviation and frequencies. The most helpful element of this research is unit of analysis. The unit of analysis is different on the basis of organizations, people, age etc. As our study is analyzing the impact of corporate social responsibility on project success of different projects so the people of these different projects are our unit of analysis. The research is going to be conducted to observe the impact of corporate social responsibility on project success through job engagement and organizational culture in the construction industry of Pakistan. The project director, Project managers, project teams, supervisors, and all employees engaged in project are our population. Data is gathered from the construction projects of Lahore, Faisalabad, and Multan. Almost 300 questionnaires were distributed and 250 were received back.

To collect data from overall population is not the easy task. So, the data is gathered through convenient sampling technique of non-probability sampling. The individuals who are engaged in projects were approached for provision of data. 300 questionnaires were distributed to gather the data and every individual was informed to provide required demographic information. The main characteristics and demographics of respondents are age, gender and qualification. The questionnaire is developed to gather data from the management and employees of the projects. The data is gathered for corporate social responsibility, project success, job engagement and organizational culture through questionnaire. Society is the combination of males and females these are important element of the society. So, both male and females are selected to get data to discourage the gender discrimination. The availability of the male employees is higher than the females' employees on projects.

The result states that gender distribution is 14% females and 86% are males who provided the information on survey. The males are more than females. The females on the construction projects are fewer and it's difficult to find. The age is another highlighted demographic. To get the proper and accurate information of age is not easy so to solve this problem we have made the groups of age. The table 3.2 presents the age distribution of the respondents. The results states that respondents of 18-30 years age group are 43%, 30-40 years are 37%, 40-50 years are 14% and above 50 years are 6%. The qualification is such an element of demographic which brings the seriousness in respondents and it motivates to provide true information. This is an impressive mechanism to collect true data.

The society's success and individuals' success are depending upon qualification. The data of qualification is also not easy to collect like age so we have to make groups of qualification. The results of table 3.3 revealed that the qualification distribution of respondents having Matric are 5%, Intermediate 27%, Bachelor 49%, Masters 19% and PhD 0%. For the collection of the data corporate social responsibility, project success, job engagement and organizational culture information are provided by individuals on questionnaire. The data of all the elements included in questionnaire is gathered through 5-point likert scale where the first point means (strongly disagree) while the last point means the strongly agree. The demographic factors naming gender, age, qualification is added in questionnaire. The reliability and validity of data is examined first before starting the main data analysis. The AMOS is used for factor analysis and reliability test. In the light of results

revealed by this initial analysis it is decided that the models are good fit. The decision of the goodness of the model is based on the significance values of comparative fit index, trucker Lewis's index and root mean square error term. The validity is observed accurate and factors are loaded properly.

**Table 1**  
**Confirmatory Factor Analysis**

	<b>Chi Square</b>	<b>Df</b>	<b>CMIN DF</b>	<b>IFI</b>	<b>TLI</b>	<b>CFI</b>	<b>RMSEA</b>
Initial	868.5	250	12.951	0.000	0.000	1	0.226
Modified	1021.6	280	3.109	0.935	0.936	0.935	0.042

Pilot testing is applied on small data of the study to examine the feasibility, cost, time gap before starting of main data analysis of the study. The mechanism of pilot testing is used to avoid the risk linked to the cost, time and resources. Fifty questionnaires were taken to examine and application of the pilot testing. The test concluded that the data has no any major issue. The questionnaire includes the items and needs to be examination of repetition. The reliability of the results in fact is the reliability of the scale. The results of data should be the same even we apply test for a number of times. The Cronbach Alpha test is observed in this study to evaluate the reliability of the results. It also analyzes the association of variables with each other and even reliability of single variable. There is a rule of thumb for decision making of Cronbach Alpha that above 0.70 is good, above 0.80 is better and above 0.90 is best. The results explores that the outcome of Cronbach Alpha of corporate social responsibility is 0.887, Project Success is 0.915, Job engagement is 0.861 and organizational culture is 0.926. It proves the reliability of the variables. Before commencement of data analysis and perform main part of research we examined the basic requirements of data collected form construction projects. After completion of 1<sup>st</sup> step then we have to move towards data analysis on SPSS version 20. Following steps are followed in it. First taking of the reasonable and appropriately filled questionnaire. The variables are coded on 2<sup>nd</sup> step then analyzed. The descriptive statistics is performed on the numerical value to observe the characteristics of data. The association between variables is observed through Correlation Analysis. To identify the mediation and moderation effect of the under-consideration variables the Preacher and Hayes test have been applied. The proposed hypotheses were observed by correlation and by Preacher and Hayes method to decide the rejection and acceptance of the proposed hypothesis.

## Results and Discussion

This section presents the overall results of the study and test the proposed hypothesis.

### Descriptive statistics

Descriptive statistics provides the information about the characteristics and properties of the variables. Descriptive statistics includes the total observations taken from the respondents, maximum values and minimum values of the items. The mean value of the variables and their standard deviation is also included in descriptive statistics. The mean is the representative of average value of variables and standard deviation is the variance from its mean. The SPSS is used to calculate the descriptive statistics.

**Table 2**  
**Descriptive Statistics.**

<b>Variable</b>	<b>Sample</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S. D</b>
Corporate Social Responsibility	250	1	5	3.37	0.86
Job Engagement	250	1	5	3.15	0.91
Project Success	250	1	5	3.57	0.82

Organizational Culture	250	1	5	3.13	0.97
------------------------	-----	---	---	------	------

The table 2 presents the results of descriptive statistics. The mean value of the corporate social responsibility is 3.37 with standard deviation 0.86 and job engagement having mean value 3.15 with standard deviation 0.91. Further the results revealed that mean value of project success is 3.57 with standard deviation 0.82 and the mean the value of organizational culture is 3.13 with standard deviation 0.97. The mean values of all the variables are above the range of acceptance or agree so we can interpret the respondents are inclined towards agree.

### Correlation Analysis

For the determination of the association between variables Pearson's correlation is analyzed. In this study the correlation is applied to observe the association between corporate social responsibility, job engagement, project success and organizational culture. This test not only examines the nature of association between the variables but also find the degree of association between variables. The nature describes the relationship is positive or negative. The relationship falls between -1 to +1. If the result is near to +\_ 1 then this relationship is significant. If it far from 1 positive or negative then there will be weak relationship.

**Table 3**  
**Correlation Analysis**

Variables	1	2	3	4
<b>Corporate Social Responsibility</b>	1			
<b>Job Engagement</b>	.67**	1		
<b>Project Success</b>	.61**	.57**	1	
<b>Organizational Culture</b>	.71**	.63**	.59**	1

The table 3 explained the results of correlation analysis of the study. The results revealed that the correlation between corporate social responsibility and job engagement is significant which is 0.67\*\* and correlation of corporate social responsibility with project success is 0.61\*\* which is also significant. The association between the corporate social responsibility and organizational culture is 0.71 which is highly significant while the relationship between job engagement and project is 0.57\*\* significant. The correlation between organizational culture and project success is also significant with 0.59\*\* value.

### Regression Analysis

Correlation analysis generally observes the relationship between variables, the nature of relationship either positive or negative and the degree of the relationship. But the correlation cannot find the cause-and-effect relationship of variables. So, to examine the cause-and-effect relationship we have to use regression analysis. By using regression, we can determine the impact of independent variable on dependent variable. The regression analysis helps to find out the degree of relationship between variables. Further it finds the positive or negative relationship.

**Table 4**  
**Regression Analysis**

Predictor		$\beta$	R2	AdjR2	$\Delta R2$	p
Corporate Social Responsibility	→ Project Success	0.451	0.452	0.451	0.45	0
Corporate Social Responsibility	→ Job Engagement	0.641	0.497	0.495	0.494	0
Job Engagement	→ Project Success	0.492	0.396	0.395	0.394	0

N=250, CSR=Corporate Social Responsibility, PS=Project Success, JE=Job Engagement, OC=Organizational Culture LLCI=Lower Limit Confidence Interval, ULCI=Upper Limit Confidence Interval.

In the light of hypothesis 1 which is that corporate social responsibility has positive association with project success. It means if there is a positive change in corporate social responsibility then it brings a positive change in project success. On the other hand, if there is a negative change in corporate social responsibility then it brings the negative change in project success. The results of regression analysis explored that the corporate social responsibility has positive and significant impact on project success with value ( $\beta=0.451$ ,  $p=0$ ). It means that there will be 45% change in project success due to change in corporate social responsibility. This relationship is positive which describes that the positive change in corporate social responsibility brings the positive change in project success and vice versa. The zero-p value is the symbol of significant results. On the basis of the results, we can decide that our first hypothesis is accepted. The second hypothesis states that the corporate social responsibility has positive impact on job engagement. This positive relation means that if there is a positive change in corporate social responsibility then it brings the positive change in job engagement. And if there is a negative change in corporate social responsibility then it brings the negative change in job engagement. The results of regression analysis suggests that corporate social responsibility has positive impact on job engagement with value ( $\beta=0.641$ ,  $p=0$ ). The coefficient is positive which means that there is a positive relationship between corporate social responsibility and job engagement. These results are also significant because the p value is zero. The results describe that if there is positive change in corporate social responsibility then it brings the positive change in job engagement and vice versa. On the basis of the results, we can decide the acceptance of second hypothesis that corporate social responsibility has positive association with job engagement. The hypothesis three states that the job engagement has positive association with project success. It means if there is a positive change in job engagement then it brings the positive change in project success on the other hand if there is a negative change in job engagement then it brings the negative change in project success. The results of the regression analysis describe that job engagement has positive impact on project success with value ( $\beta=0.492$ ,  $p=0$ ). The positive coefficient means there is a positive association between job engagement and project success. It means the positive change in job engagement brings the positive change in project success and this change will be 49.2%. The results are significant because the p value is zero.

### Mediation Analysis

Analyzing and quantifying the variables and enhance the inside effect of independent variable. The job engagement is mediating variable in hypothesis four which may enhance the effect of independent variable (corporate social responsibility). The Hayes and Scharkow (2013) model is taken to exert the mediation analysis and test the hypothesis four. The SPSS version 20 is used to run the model and identify the path a, path b, and path c respectively. Following are the cases of paths and steps to identify the mediation effect. Step 1 examines the relationship between Project risk management and project success. Step 2 observes the relationship between Project risk management and project control and step 3 is used to evaluate the project control and project success relationship. Step 4 evaluates the mediating effect between independent and dependent variable.

**Table 5**  
**Mediation Analysis**

DV	Effect of IV on M (a path)	Effect of M on DV (b path)	Total Effect of IV on DV (c path)	Direct effect of IV (c path)	Bootstrap results for indirect effect	
					LLCI	ULCI
CSR→JE→PS	0.360***	0.421***	0.451***	0.478	0.292	0.3612

Three effects are examined in mediation which are total effect, direct effect and indirect effect (Praecher & Hayes). The total effect elaborates the relationship of independent variable corporate social responsibility and dependent variable project success. The total effect of corporate social responsibility is 0.451 with significance of p value is zero. Approximately 45.1% change occurs in project success due to corporate social responsibility. The lower and upper limits of bootstrapping are 0.292 and 0.3612 respectively. Hence H1 is accepted that corporate social responsibility has positive association with project success. Direct effect can be retrieved when independent variable corporate social responsibility affects the dependent variable project success in the presence of mediating variable job engagement. The direct effect is identifying as 0.478 and this is significant with p value zero. The results describe that the corporate social responsibility has 47.8% impact on project success in the presence of mediating variable job engagement. Indirect effect is the indicator of the mediation effect between independent variable and dependent variable. So, in the light of results, we can say that job engagement mediates the relationship of corporate social responsibility and project success. On the basis of the Revealed results H4 is accepted that job engagement mediates the relationship of corporate social responsibility and project success.

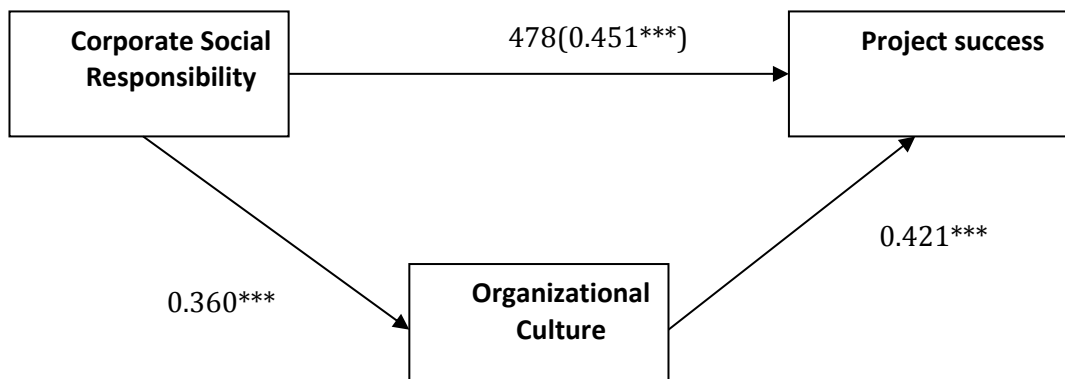


Figure 2 Mediation Analysis

### Moderation Analysis

The effect of moderation can be analyzed in SPSS. The organizational Culture is the moderating variable in the study. The moderation analysis is conducted to test the H5 hypothesis of the study that Organizational culture moderates the association between corporate social responsibility and project success.

**Table 6**  
**Moderation Analysis.**

Predictors	B	SE	T	P
Step 1 CSR→PS	0.325	0.069	8.102	0
Step 2 OC→PS	0.562	0.057	7.88	0
Step 3 OC*CSR→PS	0.426	0.061	8.45	0.025

\*p<.05, \*\*p<0.01, \*\*\*p<0.001

The moderation is found in the results of the moderation analysis. The step 3 is significant statistical which the indicator of existence of moderation analysis is. The SE has value having zero and smaller value and p value is 0.025 which is strongly significant. On the basis of the results revealed in table 4.6 that H5 is accepted and the H5 is that Organizational culture moderates the association between corporate social responsibility and organizational culture.



## **Conclusion**

The study is conducted to evaluate the impact of corporate social responsibility on project success. Further the study examined the mediation role of job engagement in relationship of corporate social responsibility and project success. For the value addition in the study, we add the organizational culture as the moderator of the relationship of corporate social responsibility and project success. It is analyzed that whether the project success increased with the increase in corporate social responsibility or not. The study is helpful in differentiation of socially responsible and irresponsible organizations. It is also necessary to examine the role of job engagement in the success of the project. The study observes the job engagement if it is treated as mediator. And tried to explore the organizations performance of those who involved in job engagement. The moderation effect of the organizational culture is also observed through proper data analysis. The study is conducted in construction sector of Pakistan and projects were considered from the cities of Lahore, Faisalabad and Multan. The data is taken from 250 respondents who are truly engaged in projects. The respondents have different demographics such as gender, age and qualification. The data analysis provides the results and we made decisions on the basis of these results because the results are tools of better decisions.

According to the results it is described that the corporate social responsibility has positive impact on project success. It means if there is increase in corporate social responsibility then it brings the increase in project success. So, the project managers cannot close their eyes from corporate social responsibility. If they want to achieve the goal of success of project then they have to adopt the corporate social responsibility. The concluded that the socially responsible and irresponsible organizations are not same. They have different performances of their projects. So, project managers need to make their organization socially responsible. The results of the study further state that job engagement significantly mediates the relationship of the corporate social responsibility and project success.

## **Practical Implication, Limitation, and Future Directions**

It is implicated that in the light of the results the project manager put their focus on the job engagement in their organizations. The organizational culture works as the moderator in the relationship of corporate social responsibility and project success. The results are significant in this regard. We have taken the answers of the questions of the study and contribute positively in the literature.

**References**

- Akash, R. S. I., Hasan, A., Javid, M. T., & Ali, S. Z. (2011). Full Length Research Paper. *African Journal of Business Management*, 5(27), 10940-10964.
- Ali, H. Y., Danish, R. Q., & Asrar-Ul-Haq, M. (2020). How corporate social responsibility boosts firm financial performance: The mediating role of corporate image and customer satisfaction. *Corporate Social Responsibility and Environmental Management*, 27(1), 166-177.
- Arditi, D., Nayak, S., & Damci, A. (2017). Effect of organizational culture on delay in construction. *International journal of project management*, 35(2), 136-147.
- Babiak, K., & Trendafilova, S. (2011). CSR and environmental responsibility: Motives and pressures to adopt green management practices. *Corporate social responsibility and environmental management*, 18(1), 11-24.
- Badewi, A. (2016). The impact of project management (PM) and benefits management (BM) practices on project success: Towards developing a project benefits governance framework. *International journal of project management*, 34(4), 761-778.
- Bal, M., Bryde, D., Fearon, D., & Ochieng, E. (2013). Stakeholder engagement: *Achieving sustainability in the construction sector*. *Sustainability*, 5(2), 695-710.
- Bhattacharya, C. B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California management review*, 47(1), 9-24.
- Bear, S., Rahman, N., & Post, C. (2010). The impact of board diversity and gender composition on corporate social responsibility and firm reputation. *Journal of business ethics*, 97, 207-221.
- Birth, G., Illia, L., Lurati, F., & Zamparini, A. (2008). Communicating CSR: practices among Switzerland's top 300 companies. *Corporate Communications: An International Journal*, 13(2), 182-196.
- Butt, A., Naaranoja, M., & Savolainen, J. (2016). Project change stakeholder communication. *International Journal of Project Management*, 34(8), 1579-1595.
- Carroll, A. B. (2015). Corporate social responsibility (CSR) is on a sustainable trajectory. *Journal of Defense Management*, 5(2), 1-2.
- Chaudhri, V., & Wang, J. (2007). Communicating corporate social responsibility on the internet: A case study of the top 100 information technology companies in India. *Management communication quarterly*, 21(2), 232-247.
- Cheung, S. O., Wong, P. S., & Wu, A. W. (2011). Towards an organizational culture framework in construction. *International Journal of Project Management*, 29(1), 33-44.
- Corvellec, H., & Macheridis, N. (2010). The moral responsibility of project selectors. *International Journal of Project Management*, 28(3), 212-219.
- Crane, A., & Glozer, S. (2016). Researching corporate social responsibility communication: Themes, opportunities and challenges. *Journal of management studies*, 53(7), 1223-1252.

- Eskerod, P., Huemann, M., & Savage, G. (2015). Project stakeholder management—Past and present. *Project management journal*, 46(6), 6-14.
- Flammer, C. (2018). Competing for government procurement contracts: The role of corporate social responsibility. *Strategic Management Journal*, 39(5), 1299-1324.
- Fontana, E. (2018). Corporate social responsibility as stakeholder engagement: Firm-NGO collaboration in Sweden. *Corporate Social Responsibility and Environmental Management*, 25(4), 327-338.
- Hansen, S. D., Dunford, B. B., Boss, A. D., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of business ethics*, 102, 29-45.
- Helgadóttir, H. (2008). The ethical dimension of project management. *International Journal of Project Management*, 26(7), 743-748.
- Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of international business studies*, 14, 75-89.
- Hussain, F., Hamid, K., Imdad Akash, R. S., & Imdad Khan, M. (2011). Day of the week effect and stock returns:(Evidence from Karachi stock exchange-Pakistan). *Far East Journal of Psychology and Business*, 3(1).
- Jiang, H., & Luo, Y. (2020). Driving employee engagement through CSR communication and employee perceived motives: The role of CSR-related social media engagement and job engagement. *International Journal of Business Communication*, 2329488420960528.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Khang, D. B., & Moe, T. L. (2008). Success criteria and factors for international development projects: A life-cycle-based framework. *Project management journal*, 39(1), 72-84.
- Khan, I. M., Akash, I. S. R., Hamid, K. & Hussain, F. (2011). Working capital management and risk- return trade off hypothesis: (empirical evidence from textile sector of Pakistan), *European Journal of Economics, Finance and Administrative Sciences*, Issue 40,1450-2275.
- Khan, I. M., Akhter, W., & Bhutta, U. (2020). Nexus between volatility of stocks and macroeconomic factors during global financial crisis: Evidence from conventional & Islamic Stocks, *Journal of Accounting and Finance in Emerging Economies*,6 (2), 465-473.
- Khan, I. M., Akhter, W., & Bhutta, U. (2020). Interest rate exposure and stocks returns during global financial crisis: Evidence from Islamic and conventional markets, *Journal of Islamic Business and Management*, 10(1), 132-148.
- Khan, I. M., Ahmad, A., Akash, I. S. R., Mahmood, A., Ahmad, A., & Yasmin, S. (2021). The Effect of Sustainable Asymmetric Market Conditions on Returns & Volatility in Stock during Global Financial Crisis, *International Journal of Innovation, Creativity, and Change*, 15 (5), 42-56.
- Khattak, S. I., Rizvi, T. H., & Khan, M. A. (2022). Unwrapping software projects success in Asia: Assessing the role of authentic leadership, psychological empowerment, and job engagement in project success using a serial-mediation approach. *SAGE Open*, 12(2), 21582440221097918.

- Li, Y., Xu, L., Sun, T., & Ding, R. (2020). The impact of project environmental practices on environmental and organizational performance in the construction industry. *International Journal of Managing Projects in Business*, 13(2), 367-387.
- Lin, C. P., & Liu, M. L. (2017). Examining the effects of corporate social responsibility and ethical leadership on turnover intention. *Personnel Review*, 46(3), 526-550.
- Malik, M. (2015). Value-enhancing capabilities of CSR: A brief review of contemporary literature. *Journal of Business Ethics*, 127, 419-438.
- Moir, L. (2001). What do we mean by corporate social responsibility? *Corporate Governance: The international journal of business in society*, 1(2), 16-22.
- Munns, A. K., & Bjeirmi, B. F. (1996). The role of project management in achieving project success. *International journal of project management*, 14(2), 81-87.
- Pelozo, J., & Shang, J. (2011). How can corporate social responsibility activities create value for stakeholders? A systematic review. *Journal of the academy of Marketing Science*, 39, 117-135.
- Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, 34(7), 1112-1122.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Too, E. G., & Weaver, P. (2014). The management of project management: A conceptual framework for project governance. *International journal of project management*, 32(8), 1382-1394.
- Viglia, G., Pera, R., & Bigné, E. (2018). The determinants of stakeholder engagement in digital platforms. *Journal of Business Research*, 89, 404-410.
- Walden, J., Jung, E. H., & Westerman, C. Y. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation. *Journal of public relations research*, 29(2-3), 73-89.
- Wang, G., He, Q., Meng, X., Locatelli, G., Yu, T., & Yan, X. (2017). Exploring the impact of megaproject environmental responsibility on organizational citizenship behaviors for the environment: A social identity perspective. *International Journal of Project Management*, 35(7), 1402-1414.
- Weber, M. (2008). The business case for corporate social responsibility: A company-level measurement approach for CSR. *European Management Journal*, 26(4), 247-261.
- Yang, J., Shen, G. Q., Ho, M., Drew, D. S., & Xue, X. (2011). Stakeholder management in construction: An empirical study to address research gaps in previous studies. *International journal of project management*, 29(7), 900-910.