

Corporate Social Responsibility and Employee Performance in the Manufacturing Sector of Pakistan: Mediating Role of Organizational Commitment and Moderating Role of Job Satisfaction and Organizational Trust

Hania Khan¹, Hammad Zafar²

¹Research Scholar, Karachi University Business School, University of Karachi, Pakistan,
Email: hkhaniakhan98@gmail.com

²Lecturer, Karachi University Business School, University of Karachi, Pakistan,
Email: hammadzafar89@gmail.com

Abstract

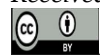
The aim of this study is to examine the impact of corporate social responsibility (CSR) on employee performance (EP) in the manufacturing firms of Karachi with the mediating role of organizational commitment (OC) and the moderating roles of job satisfaction (JS) and organizational trust (OT). The study's primary focus is on employees working in Karachi's manufacturing firms, and 90 responses were collected from the target population. The study's data is gathered using a nonprobability convenience sampling technique, which selects respondents based on their accessibility and willingness to participate rather than at random. To collect quantitative data, a survey method is used, which includes a structured questionnaire with a five-point Likert scale. To analyse the collected data and test the proposed relationships, the study used PLS-SEM technique. The research finding is that a corporate social responsibility has a strong positive impact on the organizational commitment, and OC positively impacts EP. Similarly, there is positive significant mediating role of OC between corporate social responsibility and EP. Additionally, organizational commitment and EP is mediated through job satisfaction and organizational trust. By doing so, the HR must collaborate with the operations managers to make safety a part of daily operations and performance appraisal system to ensure responsibility at every level. This not only helps to minimize accidents in the workplace, but also enhances employee confidence and image of the organization.

Keywords: Employee Performance, Corporate Social Responsibility, Organizational Commitment, Organizational Trust, Job Satisfaction, Manufacturing Sector, Pakistan

Introduction

In the manufacturing sector, a company's ethical responsibility to operate in ways that are socially environmentally and economically sustainable considering the interests of its stakeholders, including its employees, communities, customers and shareholders (Omonijo & Zhang, 2026). Manufacturing industries, with their extensive use of natural resources, energy consumption, and possible environmental impact, are especially important in CSR implementation. This includes implementing eco-friendly manufacturing processes, lowering emissions and waste, guaranteeing

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Corresponding Author Email: hkhaniakhan98@gmail.com

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responsible raw material procurement, and investing in cleaner technologies (Huaripata-Chunque & García-Salirrosas, 2025). Beyond environmental issues, CSR in the manufacturing sector places a strong emphasis on ethical employment practices, safety and human rights in the supply chain, especially in areas where regulations may not be as strong. There is increasing demand on companies to be involved in community development, including education, health and infrastructure (Nabilah et al., 2026).

CSR in the manufacturing industry of Pakistan has grown with the trends of globalization, regulation and increasing demands of the global market but is still in its infancy in some industries. Manufacturing plays a key role in Pakistan's economy and companies in sectors like textiles, cement, fertilizer and automobiles are involved in CSR activities that can be broadly divided into environmental, social and economic (Butt et al., 2026). According to Shafqat and Ayub (2022), many firms have focused on environmental CSR in recent years by adopting policies such as waste reduction, pollution prevention, energy conservation, and resource conservation. On social fronts, companies focus on employee welfare by offering safe working environments, decent wages, training and health care, and contribute to the community through education, health care, infrastructure and disaster relief programs (Riaz, 2023).

Organizational commitment and performance are intricately linked and a significant issue in organizations is the loss of employees' emotional bonding, loyalty and responsibility towards their company (Shah et al., 2025). Moreover, poor trust in management may result in a reluctance to change, decreased collaboration, and a culture of apathy in which employees only do what is required, rather than engaging in innovative or proactive ways (Ha & Lee, 2022).

It has been proved job satisfaction influences EP because pleased staff is more motivated and work well. Secondly, OC was also constantly demonstrated to significantly decrease turnover intentions and increase performance because OT was also discovered to be a fundamental psychological condition that can enable staff attitudes and behavior (Riyanto et al., 2023). It has been further seen through previous research that the leader and OT contribute to increased JS and OC, which contributes to increased performance (Jabbar & Gul, 2026). Also, OT is often considered as an antecedent to both commitment and satisfaction, it remains unclear whether trust operates as a mediator, moderator, or direct predictor depending on organizational context (Chen et al., 2025). Furthermore, variations in empirical findings across industries, countries, and organizational types show that contextual elements are not yet fully integrated into theoretical models (Kołodziejczyk & Okręglicka, 2025).

These gaps must be addressed because firms now operate in increasingly dynamic and uncertain environments in which employee attitudes have a direct impact on productivity, retention, and competitiveness. Organizational managers who fail to comprehend the dynamic interaction between trust, satisfaction and commitment that affects performance may conduct unsuccessful human resource programs (Tran, 2025). These limitations have been addressed in this study with the help of an integrative framework including all these four constructs, especially using mediational and SEM modeling techniques. Therefore, the study aims to examine the impact of CSR on employee performance in the manufacturing firms of Karachi with the mediating role of organizational commitment and the moderating roles of job satisfaction and organizational trust.

This study is highly significant for HR professionals within Pakistani manufacturing industry as it offers a systematic framework to understand factors affecting EP in manufacturing workplaces with high production targets, labor intensity and a workforce with varying skill levels. Pakistan's manufacturing companies have conventional and reactive HR approaches, with a focus on attendance and compliance rather than strategic performance management (Khan et al., 2026). The research is especially relevant in manufacturing industry in Pakistan where international competitiveness is centrally placed on employee productivity and efficiency. Therefore, the research provides a viable method to change setting HR practices into strategic instruments to achieve the best results in the long-term change of EP in the manufacturing industry in Pakistan (Khawaja & Janjua, 2025).

Literature Review

Herzberg's Two-Factor Theory

Two-factor theory (TFT) is an idea introduced by Herzberg et al. (1959) in his book the motivation to work. There are two factor groups namely, hygiene factors, and motivators as identified in this theory. The aspects concerning the hygiene, the payment and working conditions, the application of the company policies, and the job security can demotivate the staff members (Chuntao, 2025). Conversely, promoters of JS and performance are achievement, recognition, responsibility and personal growth fuels.

The theory is also valuable in the context of CSR and EP in the production industry of Pakistan (Salman et al., 2014). CSR programs can serve as motivators as they provide the employees with a sense of meaning, appreciation, and moral alignment, which enhances commitment to the organization. Meanwhile, hygiene factors are taken care of by fair CSR practices concerning employee welfare and safe working conditions, which minimizes dissatisfaction (Yasmin & Karamat).

Social Identity Theory

Tajfel (1974) proposes the social identity theory (SIT) as the theory of intergroup behaviors and social classification. This theory asserts that part of the self-concept by an individual lies in the identifications of the individual with the social groups, which could be an organization, profession or even cultural groups. These are the principles of categorization, identity and comparison that individuals are more likely to positively identify with the in-group to serve the purposes of high self-esteem and social identity (Garai, 2012).

SIT has become an important theory in the study of organizations especially in the context of explaining employee behavior, OC, and workplace relationships. It focuses on the fact that the better employees identify with their organization, the higher the chances that they will be loyal, cooperative, and will have better performance. This theory is very applicable in the CSR and EP with regard to manufacturing industry in Pakistan (Shagufta, 2016). The CSR activities also promote the image and ethics of the organization, which motivates the employees to take pride in their affiliation with the organization. This enhances OC and fosters trust and leads to increased JS (Rafiq, 2021).

Impact of CSR on Organizational Commitment

CSR refers to the voluntary work and commitment of an organization in improving the social, environmental, or ethical standards of conduct or employee well-being. In this study, CSR is believed to improve company commitment by strengthening employees' emotional attachment, loyalty, and identification with their company (Sultana et al., 2024). When organizations participate in CSR activities such as fair labor practices, environmental protection, and community support, employees perceive their organization to be ethical, responsible, and value-driven (Silva, 2024).

SIT suggests that employees feel a connection to organizations that will improve their self-worth and SIT. When CSR activities are perceived to strengthen the image of the company, employees are proud to be associated with it. The more attachment and commitment employees feel toward the organization, the higher their dependency and loyalty (Rajakumar et al., 2024). CSR gives the company the feeling of support and fairness, which makes workers feel more dedicated and loyal to the organization. CSR practices also affect employee commitment because they affect trust, JS, and emotional engagement among employees (Manning, 2026). Hence the hypothesis has formed:

H1: CSR has a positive impact on organizational commitment.

Impact of Organizational Commitment on Employee Performance

Organizational commitment defined as the loyalty and closeness shown by employees towards their organization and its objectives. OC influences employees' attitudes and behavior in terms of performance. Employees with high OC tend to be more committed, responsible for what they do, and personal targets with those of the company (Rajakumar et al., 2024).

As per the theory of motivation by Herzberg, employees can be motivated through achievements, recognition, and development. With the emotional connection of employees towards the organization, motivation increases for them to complete work and work-related activities (Lubis, 2024). Workers who are devoted to their work tend to exceed the required expectations from their job and work efficiently and cooperatively (Armina & Kurnia, 2024).

Similarly, professionals who are committed to their organization have a higher level of engagement, less intention to leave, and are more likely to enjoy their jobs. In the manufacturing sector, highly motivated workers contribute significantly to improving operations and quality because they are devoted to the firm's success. Also, it appears that commitment has positive impact on EP (Ilham et al., 2025). Hence the hypothesis has formed:

H2: Organizational commitment has a positive impact on employee performance.

Mediating Role of Organizational Commitment between CSR and Employee Performance

Organizational commitment can be defined as the emotional attachment, faithfulness and willingness of the employees to be in an organization and contribute to the organizational objectives whereas CSR can be described as voluntary behaviors of an organization in relation to its social, environmental and ethical obligations. In this study, OC is proposed as a mediating mechanism through which CSR influences EP (Choi et al., 2025). When CSR activities (like responsible

treatment of employees, environmental sustainability, and ethical business practices) are initiated, employees view their organization as a responsible and trustworthy organization; hence they develop stronger emotional bonding with their organization (Rajakumar et al., 2024).

SIT states that workers are more likely to recognize with the firm that makes them feel good about themselves and improves their social status. CSR practices enhance organizational reputation and, in turn, increase employee identification and commitment with the organization. OC motivates the employees to reciprocate by increasing their effort, collaboration and performance (Armina & Kurnia, 2024).

Finally, CSR also increases organizational performance indirectly through increasing OC, which in turn increases motivation and work engagement. Dedicated employees are likely to align their behavior according to the objectives of the organization and also be more productive. Therefore, OC plays a significant mediating role in translating CSR practices into improved EP outcomes (Haryadi et al., 2025). Hence the hypothesis has formed:

H3: Organizational commitment positively mediates the impact of CSR on employee performance.

Moderating Effect of Job Satisfaction between Organizational Commitment and Employee Performance

Job satisfaction refers to the level of satisfaction that employees are getting towards in their jobs, the workplace and the company. This paper views JS as the moderating variable that will enhance the relationship between commitment and EP (Ilham et al., 2025). The affective tie and loyalty of the employee with the organization lead to better performance of the individual, but the relationship is more enhanced when the employee has a high level of JS (Rajakumar et al., 2024).

The TFT proposed by Herzberg has been proved that the employees do not get satisfaction from their work if they are not motivated through achievement, recognition, responsibility, or growth. These factors provide an employee with intrinsic motivation to remain committed, and they are more motivated to fulfill their commitment and gain greater level of performance (Haryadi et al., 2025). Moreover, a low JS can lead even the most committed employees to underutilize their full potential, undermining the link amidst commitment and performance.

Commitment's role in positively influencing EP is more effective when the JS makes the employees engage, motivate, and be productive. Besides, JS improves the relationship between commitment and EP (Jia et al., 2026). Hence the hypothesis has formed:

H4: Job satisfaction positively moderates the impact of organizational commitment on employee performance.

Moderating Effect of Organizational Trust between Organizational Commitment and Employee Performance

Organizational trust means the degree of trust of the employees about the ethicality, integrity, fairness, and reliability of their organization and managers. That is, the degree of confidence of the workers about the firm's ethicality and acting in the best interest of employees. In this re-

search, OT will be used as a moderator for the link between OC and EP (Lindvall & Vasconcelos Dias Carneiro, 2025). OC can be described as the attachment and loyalty felt by the employees towards the organization. The degree of contribution of such an attachment to EP will depend on the degree of satisfaction experienced by the workers in the firm (Lubis, 2024).

According to SIT, when the employees feel identified psychologically with the organization, their behavior will tend to show the trustworthiness and the ethics of the organization. With increased OT, the employees are able to contribute greater effort, cooperation, and performance (Ilham et al., 2025). Additionally, OT contributes to better relationships at work place, decreases uncertainty, and motivates the employees thereby improving the influence of OC on EP. Therefore, OT will improve the connection among OC and EP (Haryadi et al., 2025). Thus the hypothesis has formed:

H5: Organizational trust positively moderates the impact of organizational commitment on employee performance.

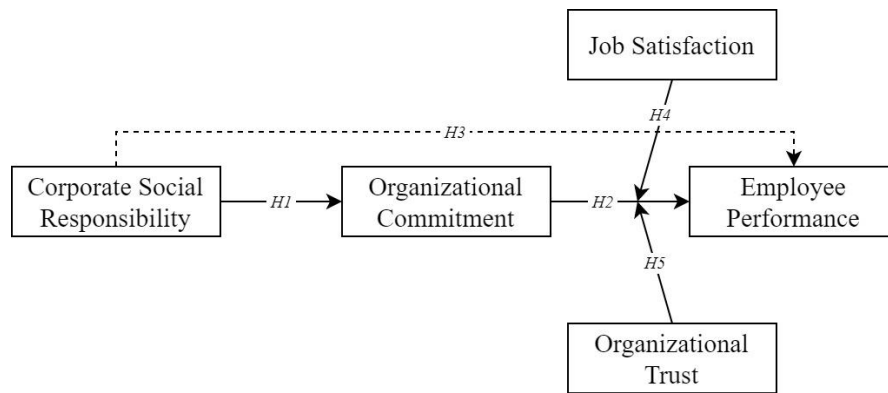


Figure 2.1: Research Framework

Methodology

Sample and Population

The study has focused on the employees of manufacturing firms in Karachi since they present a highly relevant and practical context in exploring the workplace-related factors (Iqbal & Mahar, 2022). Moreover, employees in the manufacturing firms tend to operate in formal environments with clearly defined duties and roles, performance targets and hierarchies (Kalwar et al., 2025). Likewise, focusing on the employees of Karachi-based manufacturing firms is important because this sector is contributing lately to the country's GDP and understanding employee-related aspects in this context can help firms increase productivity, minimize attrition, and improve overall performance, all of which contribute to economic growth (Oguejiofor, 2025).

The non-probability convenience sampling technique involves recruiting individuals for a study according to their availability and proximity to the researcher rather than randomly choosing samples (Sedgwick, 2013). This technique was also applicable in the present study due to its affordability and time efficiency since it does not require a sophisticated sampling procedure (Scholtz, 2021). Because employees of manufacturing firms in Karachi were easily accessible, this study used the convenience sampling technique to identify respondents and collect relevant

information about the topic. Krejcie and Morgan (1970) recommended $50 + 8k$ formula for sample size estimation where k is the total number of constructs in the model i.e. 5 variables in the current study. The study has estimated a minimum of 90 responses and therefore, 151 responses have been collected from the sample population.

Data Collection

A five-point Likert scale (from strongly disagree to strongly agree) questionnaire was used in the study as it offers balanced approach to handle responses' diversity and improved response rate (Croasmun & Ostrom, 2011). The survey method was identified as the data collection procedure as it allows to collect large-scale data in a systematic manner (Barua, 2013). The questionnaire is subsequently sent to a potential participants using Google Forms. Table 3.1 shows the measurement and sources of the variables.

Table 3.1: Variable Measurement and Sources

Variable Name	N Items	Likert Type	Source
Corporate Social Responsibility	7	Five-Point	(Silva et al., 2023)
Organizational Commitment	3	Five-Point	(Silva et al., 2023)
Employee Performance	4	Five-Point	(Silva et al., 2023)
Job Satisfaction	5	Five-Point	(Silva et al., 2023)
Organizational Trust	3	Five-Point	(Silva et al., 2023)

Results and Findings

PLS-SEM can handle small, to medium sample sizes and does not require assumptions regarding the normal distribution of data (Hair et al., 2017c). Sarstedt et al. (2014) described that PLS-SEM is an effective technique for complicated models with multiple constructs, indicators, and relationships. It mainly focuses on predictability or theory development rather than theory-testing. Moreover, PLS-SEM estimate reliable results and determines the predictive ability of the endogenous latent constructs (Matthews et al., 2018), therefore, the study has used PLS-SEM for data analysis.

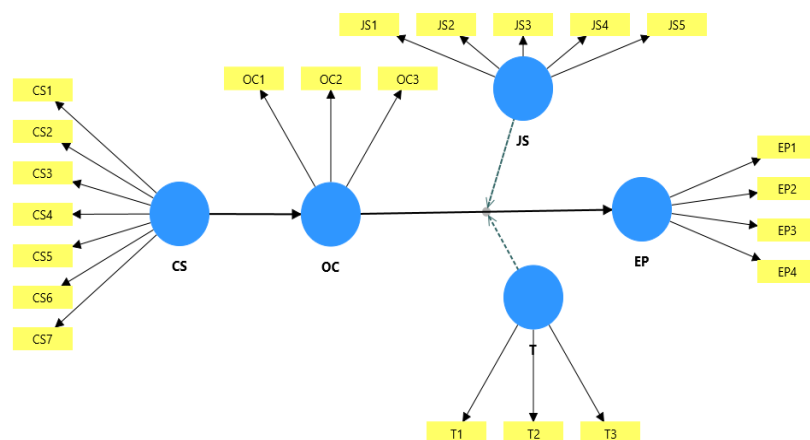


Figure 4.1: PLS Model

Measurement Model

The measurement model focuses on the relationship among the latent variables and measures (Hair et al., 2011). The indicator loading, significance/probability level of the indicators and VIF for multicollinearity were estimated for construct validity while construct reliability and convergent validity were assessed using Cronbach's alpha, CR and AVE (Hair et al., 2017a).

Table 4.1: Measurement Model

Constructs	Items	Loadings	Prob.	VIF	Alpha	CR	AVE
Corporate Social Responsibility	CS1	0.801	0.000	2.356	0.890	0.914	0.603
	CS2	0.800	0.000	2.454			
	CS3	0.691	0.000	1.680			
	CS4	0.822	0.000	2.340			
	CS5	0.645	0.000	1.630			
	CS6	0.838	0.000	2.624			
	CS7	0.818	0.000	2.518			
Employee Performance	EP1	0.803	0.000	1.750	0.836	0.890	0.670
	EP2	0.833	0.000	1.855			
	EP3	0.850	0.000	2.111			
	EP4	0.787	0.000	1.712			
Job Satisfaction	JS1	0.825	0.000	2.199	0.880	0.913	0.677
	JS2	0.806	0.000	2.121			
	JS3	0.749	0.000	1.725			
	JS4	0.851	0.000	2.330			
	JS5	0.878	0.000	2.741			
Organizational Commitment	OC1	0.894	0.000	1.985	0.822	0.893	0.736
	OC2	0.842	0.000	1.802			
	OC3	0.837	0.000	1.784			
Organizational Trust	T1	0.821	0.000	1.682	0.810	0.887	0.725
	T2	0.888	0.000	2.067			
	T3	0.844	0.000	1.731			

According to Hair et al. (2017b), it was advised that outer loading must be greater than 0.70 below the probability level 0.05. Regarding the above criteria, Hair et al. (2013) opined that the values of alpha and CR should be greater than 0.60 and 0.70, respectively, for satisfactory internal consistency, whereas AVE values should be greater than 0.50 for satisfactory degree of convergence. Moreover, VIF must be less than 5 in order to avoid multi-collinearity among the indicators.

From the above table, it is evident that all constructs have satisfied the criteria of alpha, CR and AVE values, except CS3 (0.691) and CS5 (0.645), which are the least reliable indicators of constructs. Also, all indicators have a probability/significance level < 0.05 and VIF coefficient be-

low 5, indicating that there is no problem with multi-collinearity amongst indicators. As a result, construct validity and reliability have been significantly attained.

Discriminant Validity

Discriminant validity ascertains whether concepts that have been defined as unrelated in theory are indeed different from each other structurally (Campbell & Fiske, 1959).

Table 4.2 presents the HTMT ratio test for discriminant validity in the case of PLS-SEM.

Table 4.2: Heterotrait-Monotrait (HTMT) Ratio

	CS	EP	JS	OC	T
CS					
EP	0.549				
JS	0.743	0.748			
OC	0.631	0.686	0.711		
T	0.690	0.837	0.876	0.817	

CS = Corporate Social Responsibility; OC = Organizational Commitment; EP = Employee Performance; JS = Job Satisfaction; T = Organizational Trust

According to Henseler et al. (2016), a value of less than 0.90 for the HTMT ratio between two latent variables establishes discriminant validity. Looking at the above table, one can see that the maximum HTMT ratio is 0.876 between OT and JS. Therefore, discriminant validity is established.

Table 4.3 presents the findings of the FLC method to assess discriminant validity.

Table 4.3: Fornell & Larcker Criteria (FLC)

	CS	EP	JS	OC	T
CS	0.777				
EP	0.478	0.819			
JS	0.665	0.645	0.823		
OC	0.565	0.577	0.614	0.858	
T	0.592	0.691	0.740	0.678	0.851

CS = Corporate Social Responsibility; OC = Organizational Commitment; EP = Employee Performance; JS = Job Satisfaction; T = Organizational Trust

In the table above, non-bold values represent correlation coefficients with other constructs, while diagonally bold numbers represent square-rooted AVE coefficients of latent constructs. Bold values indicated that these diagonal coefficients were greater than other correlation coefficients, implying that the latent constructs differed (Ab Hamid et al., 2017; Cheung & Wang, 2017). As a consequence, DV was established using the FL criterion.

Structural Model

The structural model is a statistical method for hypothesis testing that approximates the theoretical and hypothesized relationship between latent constructs (Hair et al., 2014).

Hypothesis Testing

Table 4.5 shows the result of hypothesis-testing using PLS path modeling.

Table 4.5: Hypothesis Testing using PLS Path Modeling Analysis

Path Relationships	Estimate	Std. Dev.	t-Statistics	Prob.	Decision
CS → OC	0.565	0.067	8.415	0.000	Accepted
OC → EP	0.169	0.078	2.167	0.032	Accepted
CS → OC → EP	0.088	0.042	2.103	0.037	Accepted
JS x OC → EP	0.149	0.065	2.282	0.024	Accepted
OT x OC → EP	0.179	0.086	2.093	0.038	Accepted

CS = Corporate Social Responsibility; OC = Organizational Commitment; EP = Employee Performance; JS = Job Satisfaction; T = Organizational Trust

Above table shows that CS has a significant positive effect on OC ($\beta = 0.565$; $p < 0.05$), while OC has a significant positive influence on EP ($\beta = 0.169$; $p < 0.05$). Likewise, OC ($\beta = 0.088$; $p < 0.05$) has a positive significant mediating effect between CS and EP. Moreover, JS ($\beta = 0.149$; $p < 0.05$) moderates the relationship between OC and EP, whereas OT ($\beta = 0.179$; $p < 0.05$) moderates the relationship between OC and EP.

Predictive Power

Table 4.6 provides the result of predictive power for all endogenous constructs in the model.

Table 4.6: Predictive Power of the Endogenous Constructs

Endogenous Constructs	R-Square	Adjusted R-Square
Employee Performance	0.539	0.523
Organizational Commitment	0.319	0.314

Hair et al. (2011) have suggested that R^2 of above 25%, 50% and 75% be considered as weak, moderate and strong respectively for predicting relationship between variables. It can be seen from above table that EP is moderately predictable with 53.9% and OC is weakly predictable with 31.9%.

Discussions

Impact of Corporate Social Responsibility on Organizational Commitment

The result showed that corporate social responsibility has a significant effect on OC. This result is consistent with Farooq et al. (2014), who explored that socially responsible organizations have a greater feeling of emotional attachment and loyalty among their workers. According to social

exchange theory, when an organization engages in ethical behavior and contributes to the well-being of society, it is viewed by its employees as a support of the firm and they respond with higher levels of devotion. CSR activities such as environmental sustainability and fair labor practices give employees a sense of pride and loyalty for the company. Moreover, Silva et al. (2023) supported this result and stated that employees prefer to be associated with firms that align with their personal values, which strengthens their psychological bond and reduces turnover intentions. Therefore, the hypothesis is supported, as CSR acts as a motivational and relational mechanism that strengthens employee commitment through perceived organizational integrity and ethical responsibility (Van & Vu, 2026).

Impact of Organizational Commitment on Employee Performance

The results indicate that OC has a significant and positive effect on EP. This result demonstrated with Andrew (2017), who implying that stronger emotional attachment, loyalty, and identification with their jobs may improve their performance as employees. According to human capital theory, workers job to the success of the organization by applying skills, knowledge, and experience. Highly committed employees in an organization will participate more actively in problem solving, use their talents more effectively, and strive for further improvement. Additionally, Hendri (2019) supported this result and stated that devoted workers are more likely to stay with the firm for longer periods, which allows them to continuously develop their skills, knowledge, and job-related expertise. This association in the long run enables them to learn about work processes better hence more efficient and less errors in work execution. Their strong sense of belonging also increases consistency in performance, reduces absenteeism, and encourages them to take greater responsibility for achieving organizational goals. As a result, employees become more productive, focused, and reliable in their work, which ultimately enhances overall OP through better utilization of their human capital and sustained effort over time (Ahmad et al., 2014).

Mediating Role of Organizational Commitment between Corporate Social Responsibility and Employee Performance

The result showed that organization commitment has positively significant mediating effects between CSR and EP. This result is supported with Ahmad et al. (2014), who indicated that Employees who feel a strong emotional, normative, and continuance attachment to their firm contribute positively to not only their own performance, but also to the CSR activities of the organization. In additionally Hendri (2019), supported this result and indicated that when organizations take ethical decision, offer employee benefits, protect the environment, and provide service to the community, they are perceived as being supportive and responsible. This support leads to employee attachment and commitment. These employees feel respected and valued by their company, which leads to greater effort, responsibility, and dedication to their work position. Employees perform better because they are more willing to give out of the requirements of their job (Ali et al., 2010).

Moderating Role of Job Satisfaction between Organizational Commitment and Employee Performance

The results indicate that JS has positively and significant moderating effect between OC and EP. This outcome demonstrated with Silva et al. (2023), who explained that as employees become

more satisfied with their jobs, the effect of OC on performance is larger. This effect is magnified when professionals are also happy with their work conditions (rewards, job scenario, support from supervisors, and completing their tasks). In additionally, Tiwari and Singh (2014) supported this result and concluded that this relationship can be explained through the Herzberg TFT, which differentiates among hygiene factors and motivators. JS functions as a motivational condition that strengthens employees' willingness to convert their OC into improved performance. When workers are pleased with their job roles, work environment, and recognition, they experience a higher level of psychological comfort and motivation. This positive emotional state enables them to channel their commitment more effectively into productive work behaviors, thereby enhancing overall performance outcomes. As a result, JS strengthens the extent to which OC influences EP by activating employees' internal motivation system (Al-Fakeh et al., 2020).

Moderating Role of Organizational Trust between Organizational Commitment and Employee Performance

The results demonstrated a significant positive moderating role of OT between OC and EP. This finding is in line with Tiwari and Singh (2014) explaining that committed employees perform better when they feel their organization is fair, provides them with resources and respect, and values their well-being. With a high level of perceived organizational support, the worker is treated with respect and appreciation, and hence, develops a strong connection and motivation to contribute more. In such circumstances, the OC of the employees gets stronger in its influence on performance due to their motivation and obligation (Abdirahman, 2018). Moreover, Silva et al. (2023), supported this finding by suggesting that companies with encouraging leadership, career advancement prospects, and fair policies inspire their staff members to work exceptionally hard at what they do. Thus, support facilitates an improved relationship between organization commitment and EP by enhancing employees' psychological connection to and motivation in the workplace.

Conclusion and Recommendations

The study aims to identify the impact of CSR on EP in manufacturing sector of Pakistan with the mediating influence of OC and moderating influence of JS and OT. The findings showed that there is a significant impact of CSR on workings of the employees due to the fact that it instils pride and OC in them. As the manufacturing companies become actively involved in ethical activities, community development, environmental safeguarding, and employee welfare programs, the employees feel their employer is responsible and caring, which enhances their emotional attachment and loyalty.

The results of the research indicate that CSR performs a powerful positive influence on EP, which presupposes that in case firms are strongly involved in socially responsible activities, employees are likely to react with more productive and engaging results. Moreover, it was discovered that OC moderately mediates this association, which means that CSR activities enhance the emotional commitment and loyalty of employees towards the company, thereby enhancing their performance. Moreover, the moderators that were identified to be essential were JS and organizational trust; the beneficial impact of CSR on EP is more amplified when people are content with their jobs and trust their organization. Another point brought to light by the study is that CSR is both an external moral mandate, as well as an in-house strategic tool of enhancing work-

force outcomes. It highlights how manufacturing companies in Pakistan must invest in CSR activities, and also provide a positive working environment, since this would result in higher levels of dedication, trust, and ultimately, higher levels of EP.

To modernize workforce management, HR professionals should pay attention to the digital transformation and HR analytics. This involves the implementation of HR information systems in payroll, attendance, and performance tracking and the use of data analytics to make decisions. HR professionals should be included in corporate planning and decision-making by setting up quantifiable HR KPIs that are linked to productivity and quality results, liaising with the production managers to gain out of the workers and continuously updating HR policies to suit the evolving industrial needs. Companies that make HR a strategic partner are able to attain long term growth and competitive advantage. The HR practitioners in the manufacturing sector of Pakistan need to be proactive and holistic in their approach that involves people management, employee development, safety, digitalization, and strategic alignment. These guidelines have been implemented with the assistance of structured action plans to assist manufacturing companies in overcoming the challenges of workforce.

Despite these significance, there are certain limitations of the study, i.e., the study has used nonprobability convenience sampling that restricts the generalizability, applicability and representativeness of the findings. To enhance these aspects, future studies might employ more rigorous sampling methods, e.g. probability sampling. Second, the study should consider other cities or provinces such as Karachi to better understand the role of CSR in other organizational and cultural contexts in Pakistan. Additionally, though Herzberg's two-factor theory and social identity theory might not able to reflect other psychological or contextual factors affecting employee behavior. Therefore, future research can combine other theories such as social exchange theory or organizational support theory to better understand how employees respond to CSR. Lastly, cross-sector/country comparisons would assist in concluding whether the reported correlations are sector-specific or general, thus contributing to the theoretical and practical value of this field of study.

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