

Role of CSR to Make a Sustainable Environment and Motivate the Employees View in Pakistan

Author¹: Sahar Rafiq, Author²: Shabbir Hussain, Author³: Muhammad Abdullah, Author⁴: Muhammad Zahid, Author⁵: Sehrish Javed

¹Author: Student, Aviation Management, Superior University, Punjab, Pakistan

²Author: Student, Aviation Management, Superior University, Punjab, Pakistan

³Author: Student, Aviation Management, Superior University, Punjab, Pakistan

⁴Author: Supervisor, Aviation Management, Superior University, Punjab, Pakistan

Abstract:

This is a big problem that many organizations do not focus on the relationship between the management and workers. In the given study, this issue have been discussed in a form if survey. This study highlights the survey among different kinds of workers and higher authority persons. The aim of this study to create that type of surroundings in a workplace which help to enhance the coordination of worker and management. The main techniques which an organization need to implement are also the part of this article. This article suggests the importance of implementation of workers friendly domain in an organization. The study provides the survey in which demographic questions were asked from the participants to provide information such as their age, level of experience, educational background, and so on. The findings showed that industries conditions may be influenced both directly and indirectly by the management efforts that use staffs behavior as a mediator. By using AMOS software, the suggested model was tested in the selected industries and assessed using structural equation modeling (SEM).

Introduction:

Consumers, rivals, and governments are all putting pressure on businesses to become more socially responsible. Even in 2021, the bounds of corporate social responsibility (CSR) are constantly being redefined. Prior research has focused mostly on the financial effect of CSR efforts on a firm. The study of the connection between corporate social responsibility (CSR) and environmental management (EM) is a relatively new development in the literature (Yin, J, 2017). There has been a rise in the number of academics concerned about environmental degradation, and they seek to remedy it via CSR projects. The threat of environmental deterioration is being fueled by industries throughout the world. Although profit was traditionally the primary goal of businesses, this paradigm has been superseded in recent years by a corporate philosophy of producing profits without harming society.

Nowadays, stakeholders are more informed about environmental issues than ever before, thanks in part to technological advancements. As a result, they want to learn about socially responsible practices of companies. Businesses in industrialized nations like the United States and the European Union (EU) had dramatically adjusted their environmental practices as a result of these growing changes in environmental regulations (Tian, 2020). Developmentally-advanced nations have far higher environmental requirements than underdeveloped ones, and this is a serious issue. It's only getting worse, since the vast majority of emerging economies are contributing

significantly to global pollution levels. Due to Pakistan's status as a developing nation, the country is dealing with a wide range of issues, including significant flooding, droughts, harsh temperatures, and poor air quality.

Efforts must be made at every level of government to effectively address the present environmental challenges. There has never been a better moment for the nation to reevaluate its environmental policies and take steps to protect the environment on all fronts, from the individual to the collective. In this context, corporate social responsibility (CSR) may be an effective technique for reducing businesses' environmental impact (Streimikiene, 2020). An organization's environmental performance may be improved by well-planned corporate social responsibility (CSR) activities. According to previous studies on corporate social responsibility (CSR), there has been a lack of focus on the function of CSR just at individual basis (workers). Following Rupp and Mallory, we define micro-CSR (micro-CSR) in accordance with their concept of CSR at the person level. There is a rising concern among modern researchers to recognize the relevance of individual psychological responses about CSR activities conducted by a certain business to change their attitude toward nature.

Even while Rupp and Mallory discussed expanding micro-CSR to every individual level within or outside of an organization, we concentrated on a more specific component by focusing on an employee's participation in environmental improvement during work. Individuals in Pakistan have a poor awareness of the importance of each and every one of us in the fight to protect nature, which is reflected in their attitudes on the link between self and environment. (Hong, 2019). As a result, people are less worried about climate change because of a lack of awareness and a lack of action on the part of individuals. According to the results of this survey, a new era in which employees at businesses are required to reconsider their connection with environment and so better ensure the sustainability of the country's future, may be dawning.

We also contend that because employees spend so much time at work, they can play an important role in reducing an organization's environmental impact if they exhibit environmentally responsible behaviors on an individual level, such as not using excessive amounts of electricity or wasting organizational resources. It would be a mistake to ignore Pakistan's work force, which accounts for more than 72 million of the country's 200 million residents, for its importance in fostering environmental sustainability (Cupertino, 2018). As a result, the study's goal is to evaluate the link between environmental performance and workers' pro-environmental behavior as a mediator. The model developed in this research was put to the test in Pakistan's banking industry. The banking industry is one of Pakistan's most important and substantial contributors to the country's CSR efforts, hence it was selected as a focus for our CSR efforts.

Even though Universities in Pakistan's banking industry is not regarded to be a polluting sector, they engage considerably in CSR activities such as supporting various community-building initiatives, such as investment in training and making charitable gifts. Many underdeveloped countries do not priorities environmental sustainability when it comes to spending CSR funding (Wah, 2019). It is important for legislators to understand that environmental sustainability can only be realized if all sectors of the society (manufacturing, service, and others) take their responsibilities to protect the environment.

For example, earlier studies in the available literature have not adequately addressed the link between CSR actions at the human level and environmental sustainability, which is of paramount relevance. As a groundbreaking research from a developing nation, it attempts to emphasize the significance of each employee's role in helping to protect our planet. As a final point, this research adds to the growing body of knowledge since it dispels a common misconception among individuals in the service industry that they do not contribute to pollution and so should not be concerned about their impact on environmental sustainability. Change in service sector behavior toward the environment will be aided by this research.

Research Objectives:

- GVCs (global value chains), corporate standard certification, working conditions, environmental and social challenges and job satisfaction and motivation will be analyzed in this paper to synthesize the relevant research.
- Farm worker socio-environmental circumstances, CSR compliance, and farm employees' motivation and job satisfaction are all examined in this study.

Literature and Hypotheses

The goal of corporate social responsibility (CSR) is to help firms remain competitive while also reducing their impact on the environment. Carroll defines CSR as the economic, legal and social and charitable activity of a corporation in which firms maximize their income by positively affecting the community and environment. As Bowen and Johnson point out in "Societal Responsibilities of the Businessman," enterprises have an influence on society; hence their aims should be aligned with social ideals and goals. When a company adopts a CSR strategy, it may enhance its environmental performance by implementing measures such as reduced emissions, waste management systems, and low energy use, all of which have a significant influence on the environment. Researchers and politicians are increasingly concerned with corporate social responsibility (CSR) because customers are increasingly asking for ecologically friendly products and services.

One of most prominent company initiatives in the previous decade has been CSR. Although there are several research on CSR, a precise definition of it does not exist due to a lack of general agreement on CSR activities. To be successful, companies must meet or exceed the expectations of their customers. In today's competitive business environment, enterprises that focus on their customers' needs have a longer lifetime and are more likely to thrive. Corporate social responsibility (CSR) is the company's pledge to follow through on its goals, make choices, and behave itself in a way that benefits the wider populace. A number of academics have documented the positive effects of corporate social responsibility (CSR) on a company's bottom line.

CSR, according to Shabbir and Wisdom, has major connotations in the effective existence of a firm. According to a recent study, CSR has a significant impact on environmental performance. When it comes to CSR, some firms see it as an opportunity to gain more societal influence (Roberts, 2020). All stakeholders throughout the globe are paying close attention to the "concept of green environment," and customers are being urged to support companies that are socially responsible. CSR programs may be used to increase a company's social capital and attract customers who support green initiatives.

It is also important for businesses to take care of the environment, which may be shown in their CSR activities. According to several stakeholders, it is not just a socially responsible practice, but also a corporate standard. Organizational CSR programs are essential touchpoints for shaping the behavior of employees toward nature, since workers realize their business is concerned with environmental management and is making actual steps to eliminate environmental dangers. Because of their company's involvement in CSR initiatives, workers are expected to return the favor in accordance with the notion of norm reciprocity. Based on the research and discussion above, we hypothesize that micro level CSR initiatives are meant to improve an organization's environmental performance.

Fig1:

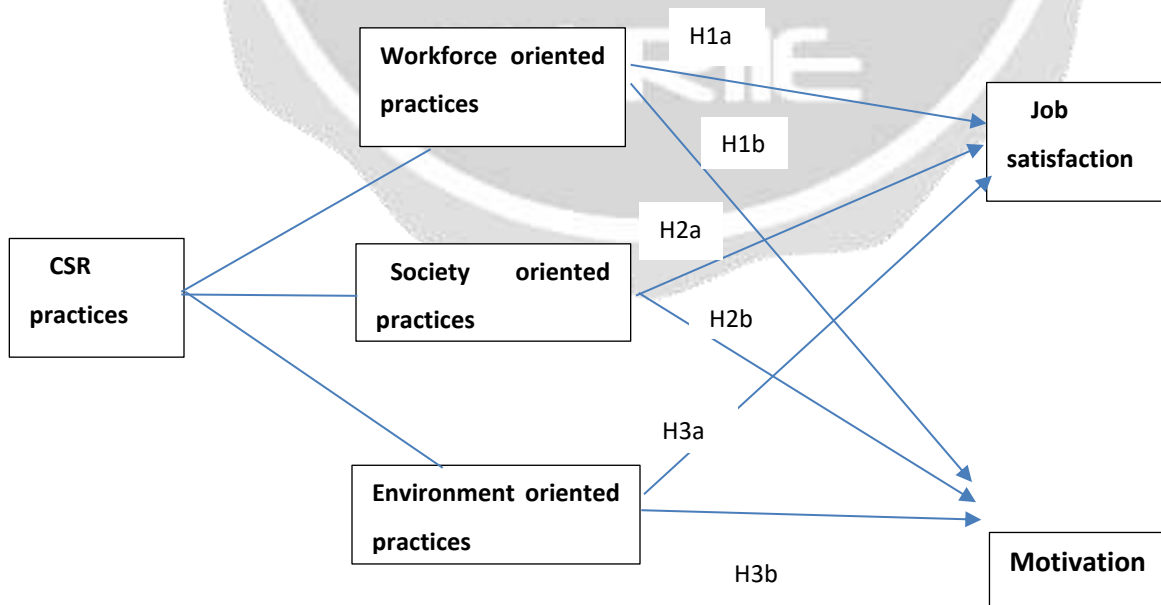


Figure 1 depicts the authors' proposed research paradigm.

- H1: CSR measures geared toward the workforce are associated with higher levels of job satisfaction among rural workers. There is a favorable correlation between rural employees' motivation and workforce-oriented CSR actions. An increase in rural employees' job satisfaction is linked to society-oriented CSR initiatives.
- H2: CSR actions geared toward benefitting society have a favorable impact on rural employees' motivation.
- H3: There is a favorable correlation between rural employees' job satisfaction and environmentally-oriented CSR initiatives. CSR activities that focus on the environment have a favorable impact on rural employees' motivation.

CSR has three key dimensions: economic, social, and environmental. As a result, there are several sub-dimensions to consider. Food chain CSR was studied by Forsman-Hugg et al. (2013), who found seven major aspects of CSR. There is also the issue of employee well-being, environmental stewardship, animal welfare, and dietary stewardship, in addition to economic stewardship. CSR in the context of Global GAP like a private standard was examined in this research to see whether it had an impact on employees' motivation. Workforce-focused CSR, society-focused CSR, and environmental-focused CSR were all included as independent variables in the study. Although the present style of certificate does not involve the consideration of society, the researcher opted to include this into the conceptual model in order to discover whether there was a link between these two factors. CSR has been redefined by the World Business Council for Sustainable Development (WBCSD, 2000) as a long-term commitment to ethical behavior. As a result, companies have a dual responsibility for contributing to the economy while also providing for the needs of their employees, their families, and the broader community. In order to ensure the long-term viability of a company, it is essential to provide employees with the necessary training and skills. As Robinson discovered, employees do their duties in dangerous circumstances because of limited resources and the lack of job security they have. According to De Neve, when it comes to the prospects of employees, the two most important elements that influence their decision to work are their desire for a means of subsistence and their feeling of agency and decency at work. According to him, our feeling of self-determination changes as we get older, and so does our need for a source of income. However, at a certain point, he realized that the importance of dignity in the workplace faded, and the necessity for a steady income took precedence.

Methodology:

3.1 Material and Methods

Methodology is heavily influenced by the researcher's assumptions about an understudied social reality. The ontology and epistemology views intensify the focus of the study and the technique that is used in the research project. Ontology and epistemology are described in terms of "the logic of theory building," "what qualifies as facts," "explanations and theory," "criterion of validity," opinions on the special nature of social reality and the interaction between natural sciences, according to Blaikie (2007). (Blaikie, 2007). It is a system of beliefs that governs the conduct of the study and the interpretation of the outcomes, according to Bryman & Bell (2007). There are common beliefs, conceptions, assumptions, and behaviors, according to Johnson and Christensen (2005) that underlie the research paradigm. Ontology and epistemology are difficult to delineate and separate, as Crotty (1998) acknowledged. He stated that these notions are intertwined and might lead to confusion when addressing research concerns. According to Scotland, researchers' assumptions are only conjectures, making it impossible to confirm or refute the underlying assumptions of any paradigm objectively. Ontology, epistemology, and pragmatism have all been proposed as possible paradigms in this study.

3.2 Ontology

This study's ontology is centered on how the Pakistani mango industry's CSR compliance impacts the country's rural laborers. Ontology, according to Burrell and Morgan [33], entails making assumptions about the nature of the phenomena under study. What we believe about the nature of existence is reflected in this philosophical phrase, as well as in our assumptions or assertions. In order to address the topic of social reality, there are many alternative answers; fundamental assumptions about what exists, what its components are, and what it looks like (Blake, 2007). A researcher has to know what is out there in order to conduct an investigation. Regardless of the discipline, it is the core focus of any study (Klein et al., 1991). According to Guba and Lincoln (1989), it would be easier for researchers to build more complex and informed constructs if they considered the legitimacy of ontological assumptions. Researchers and others would benefit from this since it would help them grasp the material and acquire a feeling of engagement with the things they are studying. It was hypothesized that the perception of excellent agricultural practices by rural laborers and their 8 International Journal of Food Science motivation would play a

role in this study's findings. Guba and Lincoln [32] argued that people's perceptions of reality might be subjective and differing.

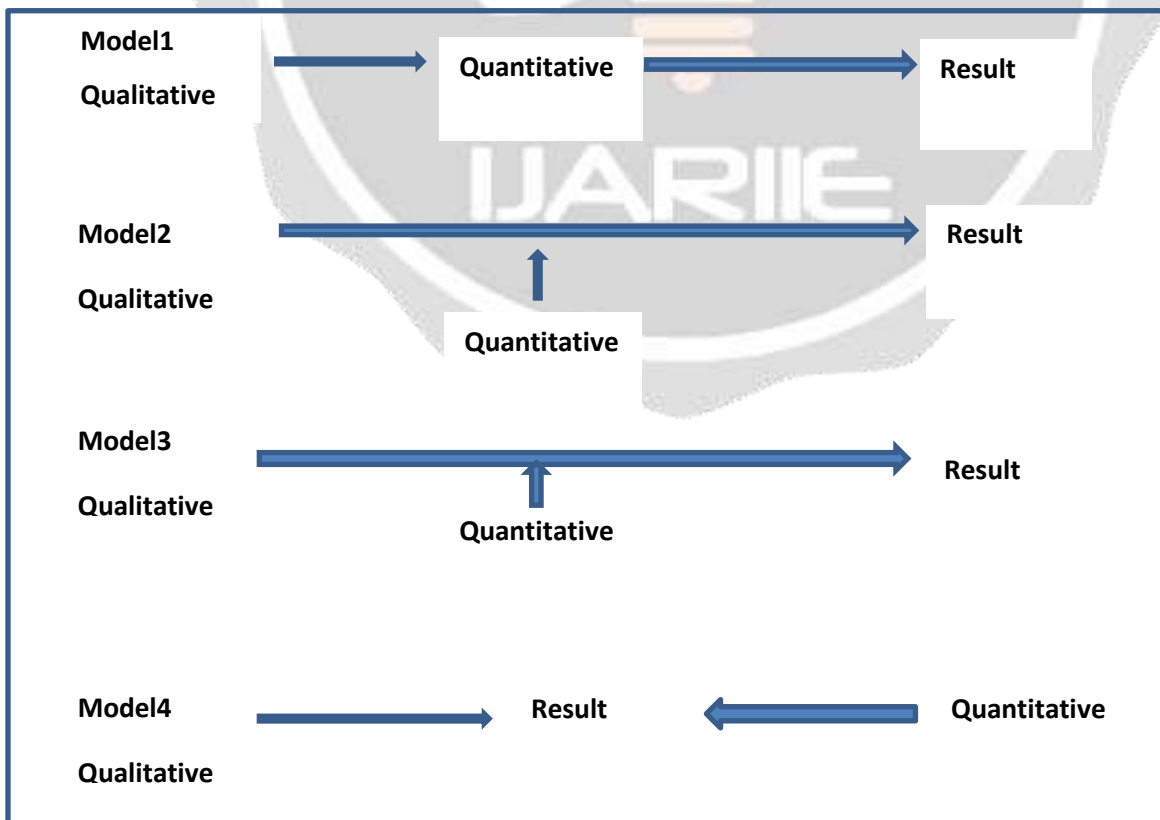
3.3 Research Approach

The research design is shaped by the methods used in the study. According to Saunders et al, a good knowledge of the theory selected will determine the appropriateness of the study strategy. In research, inductive and deductive methods are the two most used. Once theories and hypotheses are established, data collection methods are devised, and the suggested hypotheses are tested. The deductive method, on the other hand, begins with evidence and ends with a hypothesis. Inductive and deductive approaches are distinguished by the applicability of the hypothesis to the inquiry. The inductive strategy generally results in a novel theory that may be generalized, whereas the deductive approach is used to evaluate and confirm assumptions or hypotheses that have been suggested. A deductive strategy was used in this study, which began with a theoretical standpoint.

Four versions of methodological triangulations (Figure 2) were proposed by Steckler et al. (1994). The first model employs a variety of methods to study a single issue. Second model in Figure 2 is based on the observation of several fields. “The third model is based on theoretical triangulation, which combines many ideas. The fourth approach is based on triangulation, which considers the use of both qualitative and quantitative methodologies equally.

The second paradigm is used in this research, where several measurements are used to investigate the same phenomena. The study's goal was to determine whether or not private standards may be effective in guaranteeing adherence to CSR activities and whether or not such practices affected employees' motivation (Figure 2). Qualitative data and analysis have been used to address the study's four research questions. It was shown that CSR activities had a positive impact on employee motivation, but this finding was corroborated by quantitative data.

Methodology should be flexible enough to meet the research issue at its heart, and this is the most important aspect of a research project (s). In order to apply a mixed method study to its full potential, the researcher must take into account all of the key features of both qualitative and quantitative approaches. The researcher will be able to compare and contrast the advantages and disadvantages of the two approaches in the context of their research (Johnson and Onwuegbuzie, 2004).



Data Analysis and Findings

4.1 Research Sample:

In this research workers from different certified farms were included. For this survey, questionnaires were distributed to the management (managers and CEO) while other technical staffs were also selected for this survey. Around 400 questionnaires were distributed and 375 were received back. The percentage of returned questionnaires were almost 96%. It means that majority of the workers and managers were respondent and rate of response became excellent. In the questionnaire, there were two basic literary questions and the remainder did not meet the criterion for being literate enough to comprehend the questions, just 349 of them were deemed helpful. In the survey, percentage and frequency of male participants were high as compared to female, because of low interest of field of agriculture among females. The highest range of age of respondents were from 31 to 40 (as they are considered as middle ages and experienced persons), they were 164 in number and 42.2%. Those workers who had four to six years working experience were respond more as compare to highly experienced persons till 10 years.

4.2 Descriptive Analysis

The demographic features showed that female had 158 in number and 40.6%. While male participants were 231 and had 59.4%. From age group 26 till 30 years respondents were of 21.1% and 82 in number, on the other hand people ranging in between 21 to 25 were 27.2% and 67 in number. Highly responded or responsible age were 31 to 40 which had high frequency 164 and percentage was 42.2%. People of 40+ were average in frequency and percentage, i.e. 76 and 19.5%. According to the experience level, most responded persons had 149 in number 38.3% and had experience of 4 to 6 years. Least number of frequency were 62, 15.9% and had 1 to 3 years of experience. Seven to ten years experienced persons had 23.9% and they were 93 in number. Highly experienced persons had 21.9% and they were 85 in number.

Appendix A

Regression Table

The demographic features of the sample are shown in **Table 1**.

Sex	Frequency	%
Female	158	40.6
Male	231	59.4
Age (years)		
26–30	82	21.1
21–25	67	17.2
31–40	164	42.2
>40	76	19.5
Years of experience		
4–6	149	38.3
1–3	62	15.9

7-10	93	23.9
>10	85	21.9

Factor loadings and dependability findings are shown in **Table 2**.

v	Items	Loading (Min–Max)	T Value (Min–Max)	α
PRB	3	0.74–0.82	13.51–19.82	0.71
CSR	6	0.69–0.86	11.92–16.38	0.79
EPF	5	0.71–0.93	13.77–17.94	0.82

Table 3: Extractions of discriminate validity, correlations, and average variance (AVEs)

V	M	SD	PRB	CSR	EPF
PRB	4.11	0.492	0.748	0.218 **	
CSR	3.48	0.731		0.768	
EPF	3.91	0.793	0.311 **	0.236 **	0.793
		CR	0.73	0.79	0.83
		AVE	0.56	0.59	0.63
$\chi^2/df = 3.18$, CFI = 0.941, GFI = 0.937, IFI = 0.928 and RMSEA = 0.059) ***					

Table 4 shows the results of hypothesis testing.

Way	B	SE	LLCI	ULCI	Decision
CSR → PRB	0.211 **	0.034	0.239	0.559	Accepted
CSR → EPF	0.238 **	0.053	0.196	0.368	Accepted
$(\chi^2/df = 2.84$; RMSEA = 0.53; IFI = 0.946; CFI = 0.951; GFI = 0.49) ***					
CSR → PRB → EPF	0.116**	0.0192	0.098	0.136	Accepted
$(\chi^2/df = 2.53$ RMSEA = 0.047 IFI = 0.958 CFI = 0.961 GFI = 0.957) ***					

Conclusions

To sum up, contemporary organizations cannot ignore the growing relevance of sustainability, which is a concern shared by the world at large. Even in the context of emerging countries, this topic is of paramount relevance since many developing countries are experiencing harsh climate change circumstances owing to their inadequate environmental management policies. This problem of climate change affects all developing countries, including Pakistan. The country has experienced severe weather conditions during the previous two decades, and it is projected that this scenario of extreme weather conditions would continue in the future if urgent actions are not done. Furthermore, it may benefit from Western examples like the EU and other industrialized nations that have made exceptional efforts to protect environment at every level.

Management of firms is urged to cooperate with workers on personal and environmental concerns in order to slow down the rate of environmental deterioration in the nation. It is crucial to understand the human influence on a company's environmental performance because of the rising concern with social responsibility, particularly the duty for the environment... Because employees spend a large amount of time at work, they must be aware that their actions have a major influence on the company's environmental impact. Sustainability or CSR practices may have a positive impact on the environment if they are included into essential company operations like human resources and organizational management. An effective way to ensure a more sustainable future for our planet and its people is through proactively engaging the workforce of a firm in environmental stewardship and sustainability initiatives.

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