Role Of Corporate Social Responsibility Practices On Employee Engagement: Mediating Role Of Green Training

Dodo Khan Alias Khalid Malokani[1], Dr. Tahal Kumar[2], Dr. Ghulam Murtaza Lahbar[3], Dr. Seema N. Mumtaz[4], Dr. Noreen Hassan[5], Dr. Mansoor Ali Darazi[6]

Abstract

In the present study mediating role of green training between corporate social responsibility practices including Legal CSR and Ethical CSR and employee engagement as well as green training in textile industry of Sindh, Pakistan. The data collected from the textile industry of Sindh, Pakistan. Printed versions of the form are given to workers in textile companies in Sindh, Pakistan, including Hyderabad and Karachi. At first, formal approval was asked for from the HR department in question. Once the proper authority granted it, an official meeting was set up. [1]Out of the 230 written surveys given to employees, only 200 were used for the necessary research purpose because some needed to include data. Structural equation modeling via SmartPLS software was used to test the hypotheses. Findings of this study confirmed that the all-direct hypotheses such as legal CSR and ethical CSR has positive and significant impact on green training and employee engagement in textile industry of Sindh, Pakistan. In addition to this, present study also confirmed partial mediation effect of green training between corporate social responsibility practices including Legal CSR and Ethical CSR and employee engagement in textile industry of Sindh, Pakistan. The research on CSR practices and employee engagement in Sindh, Pakistan's textile sector, using green training as a mediator, has substantial management implications. Sindh's textile companies should prioritize and participate in CSR. Local social and environmental issues should guide these approaches. Organizations may improve their image and recruit and keep skilled, purpose-driven workers by exhibiting social responsibility.

Keyword: *Legal CSR, Ethical CSR, Green Training, Employee Engagement, Textile Industry.*

Introduction

Today's business world is constantly changing, and there is much competition in the workplace (Chaudhary, 2017). To stay alive in this situation, reaching the firm's goals and objectives is essential. Because of this, employee involvement cannot be ignored because it will improve

[1]Assistant Professor, Department of Business Administration, Government College University, Hyderabad, Sindh, Pakistan, (Corresponding author), alias.khalid@gcuh.edu.pk, ORCID: https://orcid.org/ 0009-0009-3439-4822.
[2]Assistant Professor, Department of Business Administration, Sindh University Laar Campus Badin, Sindh, Pakistan.
[3]Assistant Professor and Chairperson, Department of Business Administration, Federal Urdu University of Arts, Science and Technology. Gulshan Campus, Karachi.
[4]Chair Dept. Of Community Medicine -Karachi Institute of Medical Sciences, National University of Medical Sciences, Malir Cantt. Karachi, Pakistan.
[5]Assistant Professor, Benazir School of Business; Benazir Bhutto Shaheed University Lyari Karachi, Pakistan.
[6]Assistant Professor, Department of Education, Benazir Bhutto Shaheed University Lyari Karachi, Pakistan.

job performance and the company's image as a whole (Patro, 2013; Tsourvakas & Yfantidou, 2018). This is how pressure is put on workers and how employees can work better within companies. In this situation, a specific employee wants to do their best to be praised. Pressure groups in society and the government's top leaders also put pressure on them to be a socially responsible company. To deal with this critical problem, companies have developed corporate social responsibility (CSR) programs, which included legal, moral, and charitable CSR through employee involvement within the company (Chaudhary, 2017). Also, the long-term viability of the company's business processes can be seen in the money spent by the company (Galbreath, 2010).

Corporate Social Responsibility (CSR) is a way of doing business that focuses on how a company's actions affect people, the environment, and other businesses (Barauskaite & Streimikiene, 2021). It also means that the company is responsible to its workers, customers, communities, and the environment. Companies can build a good name and brand image by doing good things for society. People are becoming more aware of how businesses affected society and the world, and they usually choose to support companies that act responsibly (Mahmud et al., 2021). CSR can spur innovation by pushing businesses to create tools that are better for the environment, make supply chain processes better, and develop new ways to solve societal problems. Companies that do CSR can stay ahead in a business world that is changing quickly and becoming more competitive. It is important to remember that CSR is valid but should not be mistaken for honestly doing business. It is not enough for CSR to be a PR practice; it should be part of a company's core ideals and how it runs (Kim, 2023).

Also, the CSR mentioned above projects talks about how CSR is the most critical factor in this case and how important it is for top management to keep employees engaged. However, some uncontrollable issues, such as the country's economic situation, can make it hard to adopt CSR properly (Fabrizi et al., 2014). Pakistan is a growing country that needs to learn more about staff involvement. However, many researchers have looked into employee involvement in the past, looking at things like safety, helpful work, career growth, identities, and more (Chaudhary, 2017). Most studies on CSR and employee involvement have been done in rich countries (Galvas, 2016; Albdour & Altarawneh, 2012). This study tries to fill that gap by doing research in Pakistan, a developing country. It also examines corporate social responsibility and employee participation to find new results. Finally, these factors—CSR and employee engagement—will change because of culture and industry. As a result, this study looked at Asian society (Pakistan) and used people one's working in the pharmaceutical business as a group.

Past Studies and Theoretical Framework

Since a few studies have been done on CSR and employee involvement, these all studies have all found that the two have a good and significant effect on each other in their own countries and businesses. These studies are likewise the study of Galvas and Piderit (2009), found that CSR had a good and significant effect on the way of engagement of employees while performing their jobs. In the same way, Caligiuri et al. (2013) came to the same conclusions. Jones et al. (2014) said that corporate social responsibility (CSR) makes workers more engaged and makes them more likely to do their best work. Recently, Rosso et al. (2010) did a study that proved that CSR comes from doing work that matters and is seen as a good thing for workers performing the work in a good manner. A study by Grant et al. (2008) said that CSR could help workers think more deeply about their moral, legal, and charitable values. Other studies, like those of Glavas and Kelley (2014) and Valentine and Fleischman (2008), found that CSR was linked to job happiness and internal drive Grant (2008).

As Mousiolisa and Bourlet (2015) found about the social identity theory (SIT) is about ways people see their organization and how they describe their identity in terms of the groups they belong to. The social exchange theory (SET), that is similar, said that "if employees think that their company is focusing on meeting their socio-economic needs through business activities to ensure their well-being, then they may feel more responsible and, as a result, show a higher level of engagement as their repayment (Malokani et al., 2022; Aktar & Pangil, 2017; Saks & Rotman, 2006)".

People also want more corporate social responsibility (CSR) because of problems in their work areas that are related to the environment, society, or money. Because of this, this is now seen as the right thing for the company to do as a small way to help society (Moktadir et al., 2018). Also, the different aspects of CSR, like law and moral issues, are becoming increasingly crucial for businesses to run smoothly (Lau et al., 2018). Because of this, these aspects are necessary for businesses and society to have a good relationship (Malokani et al., 2022; Iglesias et al., 2020). Furthermore, political, economic, and social considerations have made CSR more important and transformed corporate structure (Carroll, 2010). Lastly, companies such that are engaged in CSR programs benefited long-term and gained reputations (Whait et al., 2018).

Based on the preceding theoretical foundations and literature assessment, this study proposes the following hypothesis and conceptual framework:

H1: Legal CSR positively related to employee engagement.

H2: Legal CSR positively related to green training.

H3: Ethical CSR positively related to employee engagement.

H4: Ethical CSR positively related to green training.

Mediating Role of Green Training

This higher level of knowledge can make employees more engaged since people caring much about the world are more likely to be driven and dedicated to their work (Ahmed et al., 2020). Green training programs teach workers the information and skills they need to use environmentally friendly methods in their daily work. These training programs give workers more power and confidence in their abilities by giving workers the tools they need to help as well as protect the environment boosting self-efficacy can engage employees by giving them a sense of skill and faith in their ability to bring change in their persons (Sugiarti, 2022) as well as (Ansari et al., 2021). Green training programs can help workers understand how their actions affect the world and how those actions affect others. This excellent knowledge of ethics can help people feel like they have a reason and are acting decently, making them more engaged at work. If employees think their company values ethical CSR activities, like protecting the environment, they are more likely to feel that their work fits their values (Vuong, T. K., & Bui, H. M., 2023; Kong et al., 2021). Green training programs help this connection by giving workers the information and skills to help the earth stay healthy. People are more likely to be involved and committed to their jobs when they think their work fits their values (Asif et al., 2019; Wang et al., 2020; Malokani et al., 2024).

H5: Green training mediates the relationship between legal CSR and employee engagement in Pharma industry of Sindh, Pakistan.

H6: Green training mediates the relationship between ethical CSR and employee engagement in Pharma industry of Sindh, Pakistan.

Methodology

Sample and Procedure

A standard form was used to get the raw data from the textile business in Sindh, Pakistan. Print versions of the form are given to workers in textile companies in Sindh, Pakistan, including Hyderabad and Karachi. At first, formal approval was asked for from the HR department in question. Once the proper authority granted it, an official meeting was set up. Out of the 230 written surveys given to employees, only 200 were used for the necessary research because some needed to include data. Because it would be illegal to do so, the names of the companies that responded and their personal information are not shared in this study.

Measurement

The dependent variables (Employee Engagement and Green training) and independent variables (legal and ethical) terms are measured as in routine with the help research items. Each variable was consisting of 4 items, therefore total 4x4=16 items are taken in the present study. The employee engagement is taken from the research of Schaufeli et al., (2002). Items utilized for this study are "I can continue working for very long periods at a time, I am enthusiastic about my job, I am proud on the work that I do and I find the work that I do full of meaning and purpose".

Legal CSR is also from the study of Carroll, (1991). Items are "It is important to perform in a manner consistent with expectations of government and law, It is important to comply with various federal, state, and local regulations, It is important to be a law-abiding corporate citizen and It is important that a successful firm be defined as one that fulfills its legal obligations".

Ethical CSR from same study of Carroll, (1991). Items are "It is important to perform in a manner consistent with expectations of societal mores and ethical norms, It is important to recognize and respect new or evolving ethical/moral norms adopted in the society It is important to prevent ethical norms from being compromised in order to achieve corporate goals and it is important that good corporate citizenship be defined as doing what is expected morally or ethically".

Green training is taken from the research of (Pham et al., 2019). Research items are "An adequate amount of training in environmental issues is provided for employee, "Employees can have the chance to be trained on environmental issues, Employees receive environmental training frequently & Employees have many opportunities to use environmental training".

Statistical Test and Software

A theory framework and literature study are used to test the suggested hypotheses. The collected data is analyzed in SmartPLS version 3, and reliability analysis, multiple regression analysis (structural equation modeling), and a confidence range of 95% are done. As part of study model 1, the direct effect of three types of CSR (legal, and ethical) on employee involvement is examined.

Results and Discussion

Reliability and Validity

Before testing a theory, the collected data is checked to ensure it is consistent. The number of Cronbach's alpha was used to decide if there was internal stability. Cronbach's alpha should be at least 0.70, according to Hair et al. (2012). This is evident from the reliability study in Table 1. The recommended value for all variables was 0.70, ranging from 0.805 to 0.734. The variable with the highest Cronbach alpha value was employee engagement, while the variable with the lowest was green training. In the same way, combined dependability is higher than the 0.70 number that is suggested and is between 0.884 and 0.938.

Table: Reliability Statistics

Name of variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	No. of Items
Ethical CSR	0.850	0.899	0.691	4
Legal CSR	0.880	0.917	0.735	4
Employee Engagement	0.911	0.938	0.790	4
Green Training	0.824	0.884	0.657	4

Source: Author's calculation

Hypothesis Testing

This study aimed to look into how CSR practices affect employee involvement and how green training can help in the textile business of Sindh, Pakistan. The SEM data in Table 2 below shows two important values that must be reported to accept or reject the theory. Table 2 shows five direct effects and two secondary effects (the part of green training as a mediator) were put forward. These are H1, H2, H3, H4, and H5. All direct effect hypotheses in this study are accepted based on the T-value, which should be more than 1.96. These are H1, H2, H3, H4 and H5. In the same way, the secondary effects of H6 and H7 showed some mediation because the T-value was higher than the suggested value of 1.96.

Table 2: Hypothesis Testing

Hypothesis	Path Direction (Direct effects)	Beta value	T-value	Remarks
H1	Ethical CSR -> Employee Engagement	0.370	6.246	Accepted
H2	Ethical CSR -> Green Training	0.331	4.728	Accepted
H3	Legal CSR -> Employee Engagement	0.266	4.675	Accepted
H4	Legal CSR -> Green Training	0.284	4.856	Accepted
H5	Green Training -> Employee Engagement	0.395	5.812	Accepted
	Path Direction (Indirect effects)	**Beta value**	**T-value**	**Remarks**
H6	Ethical CSR -> Green Training-> Employee Engagement	0.088	3.223	Accepted
H7	Legal CSR -> Green Training-> Employee Engagement	0.105	3.515	Accepted

Source: Author's calculation
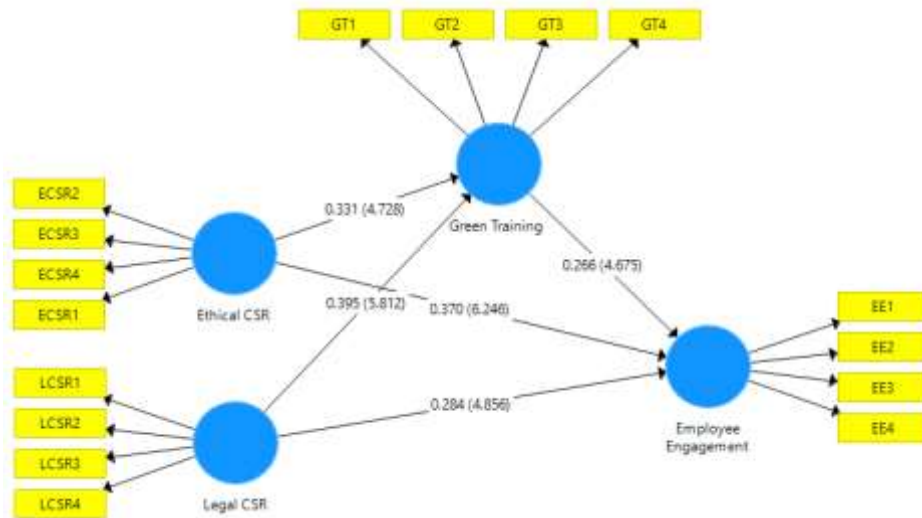
Source: Author's calculation

Figure 2: SEM Path Directions (Hypothesis Testing)

Discussion

The research found that green training mediates the association between CSR activities and employee engagement in Sindh, Pakistan's textile sector. All research assumptions were accepted, proving that CSR and green training boost employee engagement. This discussion examined the results' ramifications and interpretations. The first assumption that CSR initiatives increase employee engagement supports the evidence. The survey found that corporate philanthropy, worker volunteering, and ethical business practices boost employee engagement in the Sindh's textile sector. According to the social exchange theory, employees are more engaged and dedicated when companies care about them and along with the society (Meira & Hancer, 2021; Thomas & Gupta, 2021). It also revealed that green training mediates CSR and employee engagement in past studies as well (Ahmed et al., 2020; Amrutha & Geetha, 2021; Aboramadan, 2022). Therefore, workers need sustainability and environmental training for better results (Singh et al., 2019), as the results of the study showed that workers get green training to help the firm become green (Xie et al., 2020). Green training mediates CSR-engagement relationship, motivating and engaging employees. The study examines how CSR and green training improve Sindh's textile workers' participation. The findings suggest that CSR initiatives increase employee engagement and highlight green training. CSR and green training may boost performance, sustainability, and employee and environmental well-being (Su & Swanson, 2019).

Conclusion

This research examined how different corporate social responsibility (CSR) aspects affect employee involvement in the textile business in Sindh, Pakistan. The adopted questionnaire was used for first-hand information from Textile Company employees in critical roles. The results shows that both legal and ethical corporate social responsibility have a good and significant effect on employee involvement in the textile business of Sindh, Pakistan. However, ethical CSR has a more significant effect because its beta value is higher in study model 1. In this study, legal CSR had little effect, which goes against theory. This finding has left a gap in the research so that future researchers can check the results.

Managerial Implications

The research on CSR practices and employee engagement in Sindh, Pakistan's textile sector, using green training as a mediator, has substantial management implications. Sindh's textile companies should prioritize and participate in CSR. Local social and environmental issues should guide these approaches. Organizations may improve their image and recruit and keep skilled, purpose-driven workers by exhibiting social responsibility. The research shows that green training mediates CSR actions and employee engagement. Companies should invest in sustainability and environmental training for staff. Green training empowers workers to contribute to ecologically friendly practices, boosting their purpose and engagement. These management implications help organizations build a sustainable and engaged staff for long-term success and community and environmental benefit.

Future research Direction

Several aspects of this study could be better. First, this study only looked at the textile business. From now on, more production companies should be included in the group. Second, most workers were men, so the results cannot be applied to all women. Third, to ensure these results are correct, a mediating effect of essential factors like age, gender, and CSR training can be used.

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