

When and How Corporate Social Responsibility Influences Employee Performance

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Abstract

Corporate social responsibility (CSR) has major effects on the behaviors and performance of employees, but some contingent factors are missing that may resolve the intricacy between CSR and performance debate. Relying on the Social Identity Theory, this research investigates the intervening mechanism of organizational identification and employee well-being among CSR and employee performance. The study examines the moderating role of environmental strategy. The survey-based data was collected from employees working in the fertilizing sector of Pakistan. Results reveal that CSR has a substantial impact on employee performance, organizational identification, and employee well-being. Furthermore, organizational identification and employee well-being positively influence employee performance. The mediating role of organizational identification and moderating role of environmental strategy is fully supported. The findings will be useful in enhancing the knowledge about the social effects of CSR on employees and the community.

Keywords: CSR; Organizational identification; Employee Well-being; Environmental Strategy; Employee Performance; Fertilizing Industry.

Introduction

Corporate social responsibility has garnered the attention of academia and business professionals worldwide over the past few decades. The ethical, moral, social, environmental, and sustainability issues businesses face are now under intense scrutiny. However, most businesses tackle these issues through environmental and social initiatives (Carroll, 1991; Story & Castenhiria, 2019). The global adoption of CSR as a corporate practice underscores its universal relevance and importance to any company's performance and advancing a better society (Carvalho et al., 2010; Maon et al., 2009). This is evident in the fact that every firm, regardless of its location, has embraced CSR as a corporate practice (Buertey et al., 2020).

Businesses view CSR initiatives as a primary method of gaining a competitive advantage in the market (Latif & Sajjad, 2018). The CSR initiatives have grown into a widely accepted strategy for peacemaking and satisfying stakeholders like shareholders, clients, and employees. To prosper in the market, managers can apply justice to their company and gain the confidence of their stakeholders by implementing CSR practices (Ali & Khan, 2022; Buertey et al., 2020). According to Story & Castanheria (2019), CSR is how an organization engages with its stakeholders in addition to their rights and deflects their pressure. Organizations must meet their stakeholders and their economic, social, and environmental obligations with the support of well-informed clients, rapid technical improvements, and market conditions (Farrukh et al., 2020; Rupp et al., 2018). The intangible assets are the most significant factors for long-term development and competitive improvement (Du et al., 2015). Intangible resources are essential to achieve business objectives. Employers who do not respond to their employees' questions regarding the purpose of their jobs find it challenging to keep a motivated and skilled workforce (Bhattacharya et al., 2008; Farrukh et al., 2020).

Prior Studies have shown a link between CSR and business reputation and performance in the context of stakeholders (Alafi & Hasonah, 2012; Branco & Rodrigues, 2008; Galbreath & Shum, 2012; Javed et al., 2020; Margolis et al., 2009). From the consumers' perspective, scholars looked at the relationship between CSR and customer satisfaction and loyalty (Lee & Heo., 2009; Liu et al., 2014; Saeidi & Sofian., 2015; Xie et al., 2017). Previous research has linked the relationship between CSR and employee behavior aspects like organizational identification, job satisfaction, turnover intention, and organization commitment (Asrar-ul-Haq et al., 2017; Cheema et al., 2020; Kim et al., 2017; Lin & Liu., 2017).

While many researchers have explored how CSR influences aspects like job satisfaction, organizational commitment, and employee engagement, there is still a gap in understanding its specific impact on overall employee performance (Mahmood et al., 2017). This gap is particularly noticeable when considering the context of emerging eastern nations such as Pakistan, where economic growth and industrial progress bring

different challenges and opportunities. Investigating how CSR initiatives directly shape employee performance in such dynamic socio-economic environments is essential.

This research is crucial for filling this gap and providing valuable insights to academics and industry professionals. By understanding how CSR affects employee performance in countries like Pakistan, we can better tailor organizational strategies to enhance effectiveness and contribute to sustainable development efforts. Recently, some studies have been conducted in the Pakistani context (see, for example, (John et al., 2017, 2019, 2022, 2023; Mahmood et al., 2020a, 2020b, 2021, 2022; Shahzadi et al., 2019, 2024). Previous research has neglected the possible effect of organizational CSR initiatives on individual employee performance (Alsuwaidi et al., 2021; Aguinis & Glavas., 2019; Shin et al., 2016). Despite these advancements, there is still a noticeable gap in our understanding of the precise mechanisms by which CSR initiatives influence employee performance. Current research frequently lacks specificity in outlining the causal pathways and mediating mechanisms that may reinforce the relationship between CSR and employee performance. The extant research examined the relationship between CSR and employee green behavior and suggests that further research may be conducted on other mechanisms, such as employee performance (Alsuwaidi et al., 2021).

Additionally, most organizations are still unfamiliar with how CSR can boost individual employee performance and organizational identification (Alsuwaidi et al., 2021). As a result, it encourages scholars to examine how CSR affects individual employee performance, which is essential for the success of an organization in all types of business (Jones, 2010; Shin et al., 2016). Job satisfaction mediates the interrelationship between CSR and employee performance (Story & Castenheria., 2019). It would not be impartial to directly apply the conclusions from previous studies conducted in Western nations, where regulatory agencies are typically more robust and markets are more efficient, to emerging economies like Pakistan, which often face regulatory oversight and market efficiency challenges. Hence, exploring the connection between CSR and employee performance within the local context is reasonable. This study aims to broaden the body of knowledge on employee performance and CSR in the context of the fertilizing sector of Pakistan. To our knowledge, the intervening mechanisms, i.e., organizational identification and employee well-being, are inexperienced while examining the relationship between CSR and employee performance (Alsuwaidi et al., 2021).

The literature on CSR also emphasizes understanding how corporate social responsibilities produce particular outcomes (Rupp & Mallory, 2015; Shin et al., 2016). Previous research more consideration of employee well-being in the literature on organizations and also suggests that CSR plays a very significant role in improving employee well-being (Alsuwaidi et al., 2021; Ariza-Montes et al., 2019; Hsu et al., 2019; Radic et al., 2020; Sharma et al., 2016). Employee well-being strongly impacts employee behavior, like performance (Alsuwaidi et al., 2021). Therefore, it is crucial

to understand CSR's function in improving employee well-being and its impact on their commitment to sustainability. Employees feel valued and accountable for working for a company with a good reputation, which inspires them to go above and beyond to accomplish organizational objectives (Aguinis & Glavas., 2017). As a result, we investigate the previously unsearched intervening role of organizational identification and employee well-being between CSR and employee performance. Furthermore, our study is the first to examine the moderating role of environmental strategy between CSR and employee performance.

The current study aims to contribute to the literature in many different aspects. The study examines how CSR affects employee performance, particularly in the new context. This study investigates the intervention of employee well-being and organizational identification to clarify the relationship between CSR and employee performance. Understanding the value of CSR in ensuring employee well-being and motivating them to contribute significantly to the success of their firm is also helpful. This study expands the previous research by concentrating on the fertilization industry.

Literature Review and Hypothesis

Social Identity Theory

This theory integrates individual psychology with group psychology. It has been used to explore organizational challenges and has great practical value (Scheepers & Ellemers, 2019). The social identity theory explains the employee-organizational process and supports the current research. For example, establishing the effect of CSR to minimize negative employee behavior with the mediation of organization identification and testing the positive impact of CSR on employee performance (Abdullah et al., 2012; Chema et al., 2020; Mahmood et al., 2020; Scheepers & Ellemers, 2019).

CSR and Employee Performance

CSR involves businesses voluntarily taking action to tackle societal and environmental concerns. These actions extend beyond what is legally required, intending to positively impact society (Maak et al., 2022). CSR activities are strongly linked to employees' productive actions and attitudes (Shen & Benson, 2016). According to the literature, this relationship is caused by social identity theory (Chaudhry, 2020; Story & Castanheira, 2019). Additionally, CSR initiatives encourage employee loyalty to their firms (Chaudhary, 2020; Korschun et al., 2014). The relationship between CSR and employee workplace behaviors has only been briefly studied (Ong et al., 2018; Rupp et al., 2018; Story & Castanheira, 2019). In some research by Edwards and Kudret (2017) and Story Neves (2015), the relationship between CSR and employee performance of multinational organizations has been examined. It has been discovered that CSR is a significant predictor of employees' performance (John et al., 2022). Furthermore, Chaudhary (2020) claimed that only

those employees who give value to CSR more than other factors perform better as a result. Additionally, the previous research examined the effect of external and internal CSR on employee performance (Story & Castanheira, 2019).

CSR could produce long-term competitive advantages that support sustained exceptional future profitability if the advantages produced through CSR investments overcome competition (Ali et al., 2022). According to the resource-based view, a CSR strategy can be a useful addition to a differentiation strategy by boosting a company's reputation and/or brand value (McWilliam & Siegel, 2011). As a result, CSR can be a significant source of long-term competitive advantage. Better CSR may also result in better connections with key stakeholders like bankers, investors, and the government, which may benefit a company (Servaes & Tamayo, 2013). The practice of CSR is complicated and linked to employee status and behavior (Akram et al., 2023; Albinger & Freeman, 2000). We conclude from the literature that this relationship is based on social identity theory and research function (Choudhary, 2020). Employees' strong attachment to the organization inspires them to own it and display positive behaviors for its development (Korschun et al., 2014). Accordingly, we proposed this hypothesis.

H1: CSR is positively related to employee performance.

CSR and Organization Identification

Organizational identification is the degree to which people believe they are strongly associated with and in line with their organization, assimilating its identity, values, and goals into their self-concept (Mael & Ashforth, 1992). Organizational reputation can significantly impact performance outcomes, positively influencing satisfaction and loyalty among key stakeholders such as investors, employees, customers, and other relevant parties (Abdullah et al., 2012). Organizational identification emerges when employees perceive the organization's fundamental qualities as self-identity (Ashforth et al., 2008). In this sense, organizational identification indicates how individuals identify with the same characteristics that define the organization (Dutton et al., 1994). Organizational identification can increase employee performance (Ashforth et al., 2008). Employee's personal and social meaning is also influenced by organizational identification (Haslam et al., 2003). Previous research has found that CSR only influences employee attitudes and behavior within the context of employee perception and evaluation (Rupp et al., 2007). CSR will strengthen employees' sense of organizational identification, promote external evaluations of organizational attractiveness and status, and thus inspire employees' interest in joining the target organizations by symbolizing the persistence of important characteristics and instilling a sense of belonging (Bauman & Skitka, 2012). People desire to identify with positive images of social groupings, which can help them increase their self-esteem (Tajfel & Turner, 1985).

Similarly, when employees discover that a business has a high prestige and attractiveness, they are more likely to associate with it, which can help them increase their self-esteem (Paratt, 1998). Previous studies have established that CSR is linked to social organization esteem and social appraisal (Brammer et al., 2007). Corporate social responsibilities that are more socially responsible are more appealing to potential workers (Greening & Turbna, 2000). In this view, CSR distinguishes the organization in the eyes of the public, improves the company's image compared to other organizations, and increases workers' willingness to identify with and cooperate with companies with strong corporate social responsibilities. Based on these arguments, we proposed the following hypothesis.

H2a: Corporate social responsibilities are positively related to Organizational identification.

CSR and Employee Well-Being

Employee well-being refers to the holistic state of physical, mental, and emotional health experienced by employees within the workplace context. It encompasses factors such as job satisfaction, work-life balance, psychological safety, and overall satisfaction with work-related aspects (Nielsen et al., 2010). CSR can be described using this phrase: "commitment to promoting the well-being of the community through voluntary business practices and donations of company resources." According to Kim et al. (2018), companies actively include good corporate citizens in activities that advance the welfare and compassion of employees within their organizations. Furthermore, it is suggested that an organization that promotes CSR activities shows its stockholder's attention to society, the environment, and its workers (Farooq et al., 2014). Positive views of CSR enhance employee well-being (Kim et al., 2017). Numerous studies focused on how employees' opinions about CSR programs influence their behavior in the workplace, which leads to beneficial behaviors (De Roeck & Farooq., 2018).

Employee satisfaction was previously divided into two dimensions in a study; the first is physical features, which include muscle pain, gastrointestinal issues, dizziness, and headaches (Sharma et al., 2016). The second psychological aspect is employee dissatisfaction, uneasiness, anxiety, tiredness, and self-confidence. In previous studies, employee well-being has been demonstrated to be a crucial component of a company's performance (Su & Swanson, 2019). Employee's emotional and physical health can be harmed, resulting in higher medical insurance expenditures and lower output (Dann & Griffin, 1999). Happiness has been proven to influence employee behavior in several studies (Ogbonnaya & Messersmith, 2019). Giving employees a happy and healthy workstation has become a way for many firms to put their commitments to CSR into action. Businesses increasingly intertwine their daily operations with CSR, acknowledging the tangible benefits it brings to their employees' direct and indirect well-being (Kim et al., 2018). CSR initiatives and strategies convey

to participants that an organization develops about society, the environment, and the employees of that organization (Bavik, 2019). Previous research has shown that CSR positively impacts employee quality of life. As a result, we proposed the following hypothesis:

H2b: CSR is positively related to Employee Well-being.

Organization Identification and Employee Performance

The social identity theory suggests that organizational identification is a key mechanism that motivates good follower outcomes (Lee et al., 2015). Social identity theory describes that human self-respect comprises personality and social identity (Tajfel & Turner, 1985). Although personality separates people based on their unique qualities, social identity distinguishes people who belong to social groupings from people who belong to other groups based on the features of those groups (Ashforth & Mael, 1989). According to social identity theory, a person's desire for a positive personality motivates him or her to work hard to obtain a positive social identity, which is a means to the former. As a result, the stronger a person's sense of belonging to an organization, the more likely he or she is to consider the organization as self-determination and act in the organization's best interests (Van Schie & Van Knippenberg, 2000). Early research indicated that organizational identity motivates people to finish their tasks since strong performance is seen as being in the company's best interests (Worchel et al., 1998).

Similarly, the level of identification of individuals with the organization has been shown to result in favorable outcomes for both the individual and the organization (Carmeli et al., 2007). Organizational Identification is thus considered a key variable in understanding the behavior and performance of members of an organization. As a result of the preceding reasons, the following hypothesis emerges:

H3a: Organizational identification is positively related to employee performance.

Employee Well-being and Employee Performance

Happiness has been proven to influence employee behavior in several studies (Ogbonnaya & Messersmith, 2019). In previous studies, employee well-being has been demonstrated to be a crucial component of a company's performance (Su & Swanson, 2019). According to Grant et al. (2007), there are three types of well-being: social, physical, and psychological. We include psychological well-being and social well-being (organizational identification) in this study because it is found that HR practices positively influence social (relationship), psychological (happiness), and well-being but not physical (health) well-being (Voorde et al., 2012). Employee performance operationalized as self-related job performance, is a crucial finding of this study. Previous research on psychological health and well-being has consistently demonstrated that low levels of personal well-being harm people, organizations, and

society. High unemployment risks and duration, work-related injuries, huge work pressure, poor lifestyle, and high societal expenses are typical examples (Cherry et al., 2012).

Poor employee well-being can lead to increased hostility, retribution, violence, sexual misconduct, and disruption of the working relationship between employees and their supervisors, all of which can reduce employee performance (Danna & Griffin, 1999). Employee well-being impacts their performance in various settings, including service factors (Mirabito & Berry, 2015). As a result of the above debate, we proposed the following hypothesis.

H3b: Employee well-being is positively related to employee performance.

Mediation of Organizational Identification and Employee Well-being

Organizational identification emerges when employees perceive an organization's basic qualities as self-identity (Ashforth et al., 2008). In this sense, organizational identification indicates how individuals identify with the same characteristics that define the organization (Dutton et al., 1994). Employee well-being includes mental and physical components (Sharma et al., 2016). Prior research suggested that CSR programs would boost employee well-being. Further, improved well-being leads to more positive behaviors and goals (Chiu et al., 2013; Danna & Griffin, 1999; Woo et al., 2015). As a result, we believe that CSR programs can aid in the creation of a healthy work environment, resulting in increased employee well-being and active participation in green behavior. CSR will strengthen employees' sense of organizational identification, promote external evaluations of organizational attractiveness and status, and thus inspire employees' interest in joining the target organizations by symbolizing the persistence of important characteristics and instilling a sense of belonging (Bauman & Skitka, 2012). People strongly desire to identify with positive images of social groupings, which can help them increase their self-esteem (Tajfel & Turner, 1985).

Similarly, when employees discover that a business has a high prestige and attractiveness, they are more likely to associate with it, which can help them increase their self-esteem (Paratt, 1998). Previous research has found that CSR is linked to social organization esteem and social appraisal (Brammer & Millington, 2005). Corporate social responsibilities that are more socially responsible are more appealing to potential workers (Greening & Turban, 2000). Employee well-being impacts their performance in various settings, including service factors (Mirabito & Berry, 2015). As a result of the above debate, the following hypotheses were proposed:

H4: Organizational identification mediates the relationship between CSR and employee performance.

H5: Employee well-being mediates the relationship between CSR and Employee performance.

Moderation of Environmental Strategy

The environmental strategy encompasses organizations' purposeful approaches or tactics to navigate their relationship with the natural world. This involves efforts to mitigate environmental harm, foster sustainability, and adhere to environmental regulations (Albina et al., 2009). The company's corporate environmental strategy correlates favorably with employee awareness and knowledge. Things include the publication of an annual environmental report, the use of an environmental management system, and considering the environment when deciding and reducing the use of fossil fuels. These are all examples of environmental strategies that deal with an organization's approach to environmental and environmental sustainability (Brophy, 1996; Ramus & Stegar, 2000). The environmental strategy also differs abstractly from the green psychological environment in that the conclusion is more similar to sensemaking by the individual and reflects considered efforts to understand organizational activities in a significant way as opposed to the former, which reflects a passive observation of particular organizational practice (Zohar & Luria., 2004).

A corporate environmental strategy's dynamic ability is its ability to successfully develop and capture value for the future or competitive improvement, which in turn transforms a company into one that is supportable in terms of successful and profitable performance over the long term (Lolret, 2016; Teece et al., 1997). Epstein et al. (2007) demonstrated the different aspects of corporate environmental strategy, including creating standards for environmental programs, using environmental assessment criteria, deciding whether to obtain an environmental certification, establishing environmental goals for facilities, and allocating necessary resources for putting the chosen program into practice (Khan & Mushtaq, 2020). Again, due to the principle of dynamic capability, a company must develop an essential environmental plan to maintain profitability and sustainability in any challenging circumstances or changes (Teece et al., 1997).

In a previous study, the corporate environmental strategy discusses employees' knowledge and awareness of their organization's plans and activities connected to a sustainable business environment (Stegar & Ramus, 2000). Environmental sustainability is the development of standards focusing on environmental plans, natural environments, annual environmental reports, the evaluation of environmental concerns in procurement decisions, and the implementation of an environmental management system are all examples of environmental strategies (Norton et al., 2017). The effects of environmental strategies on the relationship between environmental strategy and employee performance have not been researched. Employees can use the development of a corporate environmental plan through organizational awards, recognition, and

support for environmental principles, resulting in higher employee productivity (Das et al., 2019). Social learning theory explains that developing a corporate environmental plan is vitally important for a company's pride because it makes employees proud of their contribution to society, encouraging commitment and sustainable conduct, thereby boosting environmental performance (Ko et al., 2019). Extending this research, we propose that corporate environmental strategy moderates the relationship between CSR and employee performance. As a result, we propose the following hypothesis:

H6: The relationship among CSR and employee performance is moderated through environmental strategy.

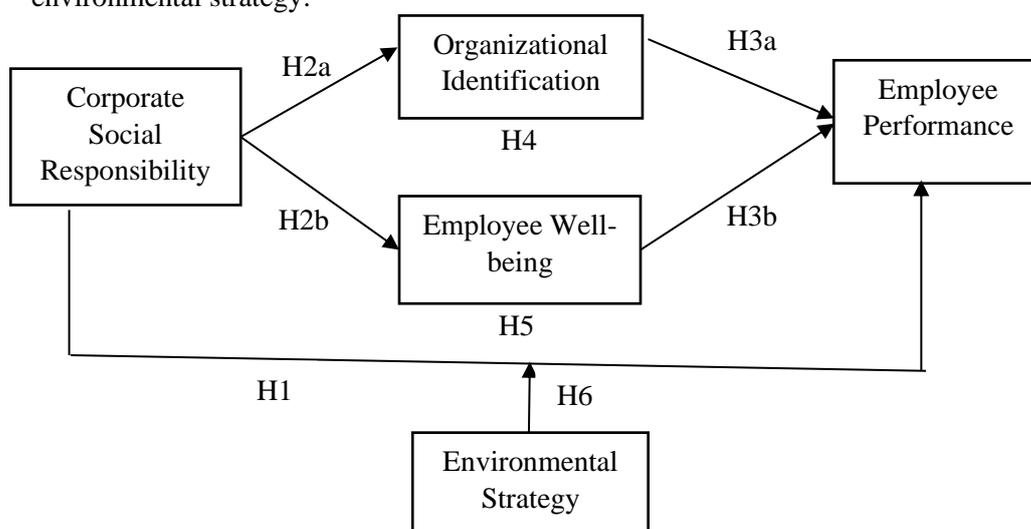


Figure 1. *Theoretical Framework*

Methodology

Participant and procedure

The study's target population was Fertilizing Companies in Pakistan, where CSR activities are conducted, and these companies are conferred with the best CSR award. We utilized a convenience sampling approach to collect the data from employees working in the fertilizing sector of Punjab province. Employees chosen for the study were easy to contact because they expressed an interest in seeing the survey. Two fertilizer companies were targeted for this study, with prior consent via email. Each company was approached individually to request their participation in the research project, which aimed to investigate various aspects of the fertilizer industry. The data was collected from Pak Arab Fertilizer Company in Multan and Fauji Fertilizer Company in Sadiq Abad. In this study, researchers engaged with 126 graduate workers at the Pak Arab Company and 184 from the Fauji Fertilizer Company. The researcher engaged with a sample of 420 employees employed within the fertilizer

industry. Of these, 310 graduate employees opted to partake in the survey, yielding 309 usable questionnaires after discarding one due to no usability. The resultant response rate of approximately 74% is deemed sufficiently robust for subsequent analysis.

Measurements

CSR was measured through a four-item scale developed by Dahlsrud (2008). Employee Performance was measured through a seven-item scale by Khahan Na-Nan (2017). Organizational Identification was measured through a five-item scale by Su & Swanson (2019). Employee Well-being was measured through a ten-item scale developed by Sharma et al. (2016). Environmental Strategy was measured through an eight-item scale construct by Ramus et al. (2000). Building upon prior scholarly investigations, demographic variables, including age, gender, education level, and job tenure within the fertilizing industry, are considered essential control variables in our study. It is pertinent to highlight that the constructs utilized in the present study have undergone rigorous validation procedures on numerous occasions and represent the most commonly employed scales in academic research within the field (Ashforth & Mel, 1989; Dahlsrud, 2008; Khahan Na-Nan, 2017; Luu, 2020; Norton et al., 2017; Ramus et al., 2000; Sharma et al., 2016; Su & Swanson, 2019). However, first, a pilot study was carried out to ensure the instrument was validated, evaluate the comprehensibility of the items, and reduce any possible ambiguity in the items. A thorough assessment of these constructs' face and content validity was also conducted.

Data Analyses

The collected data was analyzed by using SPSS & Process Macros software. The missing value analysis reveals no missing values in the data set. To obtain results that are not influenced by outliers, Mahalanobis D2 test is utilized to detect the outliers. There was one D2 value that had a probability lower than 0.001. Our KMO result is 0.763, which shows that the data is normal.

The questionnaire's demographic part included questions about the respondent's gender, age, level of education, and job tenure. In this study, the minimum job tenure was one year, and the maximum was 30 years. The survey was conducted among 309 respondents from fertilizer firms in Punjab. In this study, 21% of respondents were between the ages of 18 and 30, 43% were between the ages of 31 and 40, 32% were between the ages of 41 and 50, and 4% were over 50 years. Furthermore, only two male respondents in this study have an intermediate degree; 100 males and eight females had bachelor's degrees, and 165 males and six female respondents had master's degrees. In this survey, 24 respondents were M-Phil/MS scholars. In this sample of data, 94% of respondents were male, and only 6% were female. The control variables demonstrate no statistically significant associations with the key variables under investigation. Consequently, they were not included in further analyses. The

scale reliability was assessed using Cronbach's alpha, revealing high levels of reliability across all variables, with coefficients exceeding 0.60 (Table 1).

In Table 1, the correlation analysis reveals significant and positive relationships among various variables. Specifically, the relationship between CSR and employee performance demonstrates significance (coefficient = 0.358, $p > 0.01$). Furthermore, CSR notably positively impacts organizational identification (coefficient = 0.342, $p > 0.01$). Similarly, the association between CSR and employee well-being yields significant positive results (coefficient = 0.394, $p > 0.01$). Additionally, organizational identification positively correlates with employee performance (coefficient = 0.458, $p > 0.01$). Moreover, well-being significantly contributes to employee performance (coefficient = 0.547, $p > 0.01$). These findings indicate initial support for all direct relationships examined. Based on a review of the correlation coefficients between the five variables, the validity of the discriminant function and the absence of multicollinearity assumptions are confirmed. Each correlation coefficient is less than 0.75 and does not exceed 1, demonstrating that each variable is unique (Kline, 2012). Multicollinearity is not present according to this investigation (Montgomery et al., 2009).

Process Macros Results

The study employs Process Macros Model 5 (Hayes, 2013) to examine the proposed relationships, analyzing both direct and indirect effects as well as mediating and moderating influences. It makes it possible to have a complete understanding of the underlying processes and factors that influence how variables interact, as well as to perform route analyses and, most importantly, to moderate and mediate, which are crucial in scientific research. It assists in determining the circumstances in which specific variables interact and the results they produce (Baron & Kenny, 1986). It can be observed from (Table 2) that the results of the hypothesis H_1 reveal that CSR has a significant effect on employee performance ($\beta = -0.738$, $P < 0.01$; [LLCI = -1.349, ULCI = -0.128]). The results of H_{2a} show that CSR has a positive direct effect on organizational identification ($\beta = 0.375$, $P < 0.01$; [LLCI = 0.259, ULCI = 0.491]). The result of H_{2b} shows that CSR is positively related to employee well-being ($\beta = 0.368$, $P < 0.01$; [LLCI = 0.272, ULCI = 0.465]). Hence, hypotheses 1, 2a, and 2b are fully supported. Furthermore, organizational identification significantly affects employee performance, and employee well-being positively affects employee performance. So, the results show that H_{3a} and H_{3b} ($\beta = 0.157$, $P < 0.01$; [LLCI = 0.087, ULCI = 0.227]) and ($\beta = 0.145$, $P > 1$, [LLCI = 0.048, ULCI = 0.242]) are also supported.

The indirect effects of the proposed hypotheses were also tested (Table 3). Hypothesis H_4 describes that organizational identification mediates the relationship between CSR and employee performance. The results ($\beta = 0.059$, $P > 0.01$, [LLCI = 0.030, ULCI = 0.089]) show that H_4 is fully supported.

Table 1
Descriptive Statistics and Correlations

Variables	Mean	SD	Alpha	1	2	3	4	5	6	7	8	9
1. Gender	0.06	0.23		1								
2. Age	2.19	0.80		-0.092	1							
3. Education	15.48	1.20		0.016	-0.025	1						
4. Tenure	11.74	6.65		-0.252**	0.335**	-0.052	1					
5. CSR	4.18	0.44	0.65	0.112*	0.003	-0.012	-0.164**	1				
6. EP	4.12	0.38	0.62	0.174**	-0.126*	0.065	-0.378**	0.358**	1			
7. OI	4.04	0.49	0.65	0.100	-0.106	0.011	-0.303**	0.342**	0.458**	1		
8. EW	4.10	0.42	0.76	0.156**	-0.126*	-0.067	-0.430**	0.394**	0.547**	0.625**	1	
9. ES	3.92	0.43	0.68	0.149**	-0.171**	0.028	-0.493**	0.208**	0.637**	0.307**	0.564**	1

Note: CSR= CSR; EP= Employee Performance; OI= Organizational identification; EW= Employee Well-being; ES= Environmental Strategy

On the other hand, indirectH₅ states that employee well-being mediates the correlation between CSR and employee performance. The results ($\beta = 0.053$, $P > 0.01$, [LLCI = -0.005, ULCI= 0.116]). This hypothesis shows that the relationship between CSR and employee performance via employee well-being is not supported. Our hypothesis, H₆, illustrates that environmental strategy moderates the relationship between CSR and employee performance. The ($\beta = 0.227$, $P > 0.1$ [LLCI= 0.070 ULCI=0.384]) results show that H₆ is fully supported.

Table 2

Process Macros Results

<i>Hypotheses</i>	<i>Path</i>	Direct Effect		
		<i>Beta</i>	<i>LLCI</i>	<i>ULCI</i>
H ₁	CSR → EP	-0.738***	-1.349	-0.128
H _{2a}	CSR → OI	0.375***	0.259	0.491
H _{2b}	CSR → EW	0.368***	0.272	0.465
H _{3a}	OI → EP	0.157***	0.087	0.227
H _{3b}	EW → EP	0.145***	0.048	0.242

Note: EP= Employee Performance; OI= Organizational identification; EW= Employee Well-being; ES= Environmental Strategy

Table 3

Process Macros Results

<i>Hypotheses</i>	<i>Path</i>	Interaction Effect			Indirect Effect		
		<i>Beta</i>	<i>LLCI</i>	<i>ULCI</i>	<i>Beta</i>	<i>LLCI</i>	<i>ULCI</i>
H ₄	CSR → EP via OI				0.059	0.030	0.089
H ₅	CSR → EP via EW				0.053	-0.005	0.116
H ₆	Int. effect of ES	0.227	0.070	0.384			

Note: EP= Employee performance; OI= organizational identification; EW= employee well-being; ES= environmental strategy

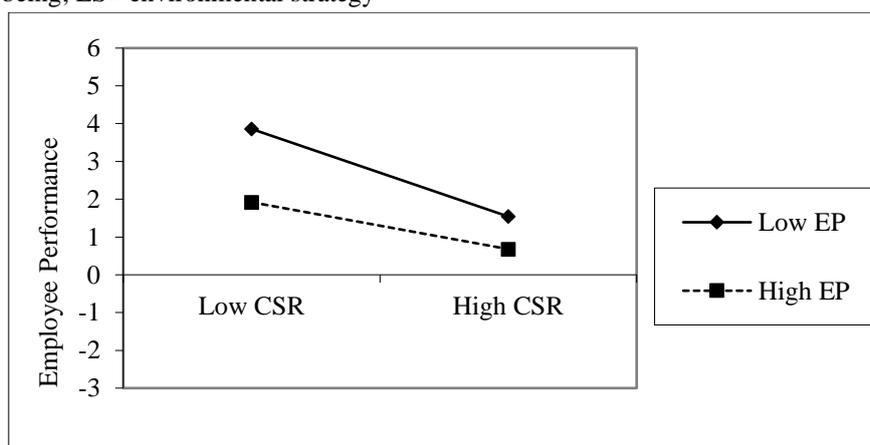
Figure 2. *Interaction Effect*

Figure 2 shows the graphical representation of the moderation effect of environmental strategy on CSR and employee performance. It shows that a high level of environmental strategy strengthens the relationship between CSR and employee performance.

Discussion

The key objective of this study was to explore how CSR influences employee performance, mediated by organizational identification and employee well-being. Additionally, the study aimed to assess the mediating role of organizational identification and employee well-being in the relationship among CSR and employee performance. We found that CSR directly affects worker performance. Additionally, organizational identification and employee well-being directly relate to CSR and employee performance. This research attempts to find out the effect of CSR on employee performance. The direct effect of CSR on employee performance revealed that workers in Pakistan's fertilizer companies find CSR activities more relevant for boosting their sense of company identity. Further, it has proved to be a reliable indicator of their productivity. These findings supported the prior research on the link between CSR and employee performance (Chaudhry, 2020; Newman et al., 2015; Story & Castanheira, 2019). They also perceive the company as having a higher social standing (Saeidi et al., 2015).

Drawing on social identity theory, we investigated how organizational identification increases employee performance. Employees believe they tend to perform well when working for companies with a high social status. Workers are also more productive and perform better for organizations with satisfied stakeholders. Therefore, it can be concluded that CSR activities significantly impact employee performance and shape their behavior. The result also showed that CSR significantly improves employee performance. This research supported the results of earlier researchers (Farrukh et al., 2020; Gao et al., 2018; Rupp et al., 2018; Tsourvakas & Yfantidou., 2018). These findings showed that workers in Pakistani fertilizing firms consider CSR a significant predictor of organizational identification and employee well-being, heightening their commitment to their jobs.

This study delves into the mediating role of organizational identification and employee well-being in the correlation between CSR and employee performance. To the researcher's knowledge, prior studies have not investigated this relationship. Studies have also shown that motivated workers are more dedicated, content, productive, and healthy (Rupp et al., 2018). Employee performance is strongly predicted by employee organization identification and employee well-being (Alsuwaidi et al., 2021). Therefore, it makes sense that organizational identity and well-being would push the employees beyond their comfort areas, feel proud of their work, and perform more efficiently and effectively to increase productivity in firms that engage in CSR practices. These companies also have a positive social standing and

reputation (Ali et al., 2020; Saedi et al., 2015). As organizational identification and employee well-being are directly related to both predictors' CSR and outcomes of employee performance, researchers also discovered that the relationship between CSR and organizational identification strengthens this relationship since engaged employees go above and beyond duty and are devoted to their work.

Finally, we proposed and empirically tested the moderation model. The link between CSR and employee performance is influenced by environmental strategy. As per the results, the moderation relationship is fully supported. Consistent with previous studies, employees can use the development of a corporate environmental plan in the shape of organizational rewards, recognition, and help for environmental principles, resulting in higher employee productivity (Das et al., 2019). We suggest that a company's corporate environmental strategy is favorably correlated with employee awareness and knowledge, which may help increase employee performance.

In summary, our study significantly enhances the synergy between organizations and their employees by advocating for the seamless integration of CSR practices into organizational culture and strategic planning. By acknowledging the intrinsic correlation between CSR involvement and employee performance, organizations can instigate a positive feedback loop characterized by reciprocal support and cooperation. This, in turn, fosters sustainable business prosperity and catalyzes broader societal advancements.

It has been examined how CSR influences employee performance and improves behavioral predictors of employee success, particularly in the context of the Pakistani fertilizer business, which was not included in earlier literature. One of the most important variables determining reasonable improvement and long-term development is thought to be intangible assets (Du et al., 2015). Given the major role that motivated, competent, experienced, and skilled personnel play in achieving sustainable growth, human capital is regarded as a crucial intangible resource. According to earlier studies, CSR boosts organizational performance by strengthening essential intangible assets (Surroca et al., 2010). Therefore, this research enriches the existing body of knowledge by presenting empirical evidence demonstrating the substantial enhancement of employee performance through CSR.

Secondly, to the researcher's knowledge, no research has been done on organizational identification and employee well-being and how they affect the relationship between CSR and employee performance in the fertilizer sector of Pakistan. This study adds to the existing works by examining employee's opinions of CSR. Despite the significance of CSR, most prior studies in this field concentrated on company and customer viewpoints, with very little research examining employees' opinions of CSR.

The research on corporate social responsibilities and employee performance is also expanded in certain ways by this study. The effects of CSR on certain employee behaviors, such as organizational citizenship behavior, organizational identification, and commitment, have been the subject of prior research (Abdullah & Rashid, 2012; Brammer et al., 2007). Especially in developing nations like Pakistan, few studies have concentrated on employee well-being and organizational identity, which are important predictors of employee performance, productivity, and organizational performance (Gao et al., 2018). Examining how CSR affects employee performance is important, especially in developing nations. These nations can thereby recover from their financial losses and use the money to raise their citizens' capacities, skills, and living standards.

This study adds to the body of research by analyzing how CSR affects employee performance. Examining the link between CSR and employee performance and the mediating roles of organizational identity and employee well-being also adds to the corpus of literature. The managers of Pakistan fertilizer companies may benefit from this study's explanation of the importance of CSR in raising employee performance and well-being.

Practical Implications

This study offers valuable implications for policymakers and managers within the fertilizer industry. Firstly, managers can employ strategies to motivate employees towards enhanced performance by clearly understanding the industry's social responsibilities towards the community. Secondly, our findings underscore the significance of organizational identification in motivating employees to strive for improved performance. Companies may adopt various approaches to bolster organizational identification, such as organizing training programs to enhance employees' sense of belonging. Thirdly, our research highlights the pivotal role of environmental strategy in driving employee performance. Hence, training sessions and formal education initiatives can be instrumental in augmenting employees' knowledge about the outcomes associated with environmental responsibilities and fostering a conducive work environment.

The managers of Pakistani fertilizer companies may benefit from this study's explanation of the significance of CSR in raising employee performance and well-being. For instance, companies may consider allocating financial resources to support employee-friendly workplace policies and charitable contributions to the general welfare of society, including the welfare of employee's families. Managers may also realize the importance of CSR initiatives and discuss this with new hires during orientations. Employees like to work for socially conscious organizations, therefore doing this would also help businesses find the best personnel and gain a competitive edge (Alonso-Almeida & Llach, 2019; Albinger & Freeman, 2000; Barrena-Martances et al., 2015). Ultimately, the researchers also examined how environmental strategy affected the association between CSR and employee performance.

Because CSR and environmental strategy interact to improve employee performance, company managers should make environmental reports and policies public, give employees environmental training, and set environmental purposes and approaches to decrease the use of chemicals. To encourage staff performance, the management in the organization must create a thorough environmental strategy and convey it convincingly. A good example of staff performance could be included in business newsletters. Thus, good communication and a comprehensive environmental strategy strengthen the relationship between CSR and employee performance. There has never been any investigation into the moderating impact of environmental strategy on the relationship between CSR and employee performance. Our results showed that the relationship between CSR and employee performance depends on the business's environmental strategy.

Limitation and Directions

The current study has some limitations. Firstly, the self-administered measures of CSR, employee well-being, organizational identification, employee performance, and environmental strategy were used in the current study to gather data, which may have contributed to common method biases (Podsakoff et al., 2003). However, respondents are presumed to have truthful responses to the questions (Gao et al., 2018). Additionally, researchers have employed various preventative measures to address the potential problem of common method bias, including using a cover letter to explain the study's purpose clearly and guaranteeing the confidentiality of the response (Podsakoff et al., 2003). Future research may employ a time-lagged or longitudinal design using pre-reported metrics to reduce the likelihood of common method bias and social interest.

Second, we studied the impact of CSR, employee well-being, organizational identification, employee performance, and environmental strategy using data from the fertilizer companies, so to strengthen the credibility of conclusions, future research studies may gather data from additional sectors, such as the services industry, which plays a significant part in Pakistan's economic growth and creates employment possibilities. Thirdly, the cultural diversity is not taken into account in the current study. Future studies may additionally collect data from various cultures for comparative studies to strengthen the generalizability of findings. Last but not least, using social identity theory, we have developed a novel mediator to comprehend how CSR improves employee performance. Lastly, this study did not support a mediator relationship between employee well-being among CSR and employee performance. Future research may additionally examine the influence of CSR on employee performance using additional mediators (organizational commitment) and moderators (various leadership styles) via the lenses of other theories, such as contingency theory, stakeholder theory, and social learning theory.

Conclusions

This study focuses on the intricate interplay between CSR and employee performance, aiming to elucidate the mediating pathways involving organizational identification and employee well-being. Additionally, we explore the moderating influence of environmental strategy on the CSR-employee performance relationship. Our findings empirically support the notion that corporate engagement in societal and environmental initiatives cultivates a stronger bond with employees. Notably, this research pioneers the investigation of organizational identification's mediating role in the CSR-employee performance relationship, departing from the traditional focus on employee engagement. Moreover, we uncover a novel dimension by examining the intersection between employee performance and environmental strategy, thus expanding the scope of existing scholarly investigations. By highlighting the mediating effect of organizational identification and the moderating role of environmental strategy, our study provides nuanced insights into how CSR initiatives can effectively enhance employee performance within organizational settings.

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