

Received: 15 March 2024, Accepted: 25 April 2024  
DOI: <https://doi.org/10.33282/rr.vx9i2.290>

## **Mediating Effect of Corporate Social Responsibility and Employee Motivation on the Relationship between Responsible Leadership and Organization Citizen Behaviour Environmentally: Double Mediation Model**

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### **Abstract**

The main purpose of this to investigate and discover the responsible leadership effect on frontline employees' organizational citizenship behaviour in the Textile Industry of Pakistan and also investigate the mediating effect of corporate social responsibility and employee motivation environmentally. The effects of the said factors conceptualized and visualized on different performance outcomes drawing upon the theoretical support of self-determination theory, stakeholder theory and social exchange theory from the textile industry of Pakistan. Data of study was composed through online survey from almost 660 frontline employees/respondents of the Textile Industry located in Faisalabad, Punjab, Pakistan. For data collection, an online survey was conducted to fill out questionnaires from participants/respondents. 600 filled questionnaires were fit for data analysis. The scale reliability and validity of were assessed. The regression analysis was performed by using SMART PLS to test the hypothesis with the help of a structural equation model (SEM). The outcome of this study showed that responsible leadership is

positively associated to organization citizenship behaviour environmentally, responsible leadership has a positive impact on employee motivation, Employee motivation and corporate social responsibility environmentally with motivation have a multiple-mediate influence on the association between responsible leadership and organizational citizenship behaviour environmentally. The outcomes of this researcher are not fully generalizable to all organizations, because to conduct this study, data was only collected from the frontline employees of the Textile Industry of Faisalabad, Pakistan. It was one country, one city, one industry-specific as well as respondents specific only front-line employees from the textile industry because of time and cost constraints. Furthermore, this study compromised convenience sampling. To generalize the findings, in future be cross-sectional as may be longitudinal and data may be organized from sectors of the economy. This study contributed a double mediation model in the emerging field of study that will open a new horizon in organizational studies in the environmental context in Pakistan settings. This study also points out the importance of the association between Responsible Leadership and CSR, frontline employees' motivation and OCBE in the Textile Industry of Pakistan settings.

**Key Words:** Responsible Leadership, Perception of Corporate Social Responsibility, Organisational Citizenship Behaviour, Employees Motivation, Textile Industry Pakistan.

## 1. Introduction

Corporate sector plays a crucial and instrumental role in contributing to the economic growth and development of every economy (Javed et al., 2021). The Securities and Exchange Commission regulates and monitoring the functioning and operation of the corporate sector in Pakistan, (Ali et al., 2020; Safeer *et al.*, 2019). (Ali et al., 2020). The textile industry sector is going through tremendous changes with economic challenges due to globalization and the environment (Safeer *et al.*, 2019). It plays a vital role in the economy through its production and employment opportunities (Ali et al., 2020). Textile Industry is one the largest manufacturing industry of the corporate sector of Pakistan. It contributes sixty-seven per cent 67% of exports and employs forty cents (40%) of the country's labour force and contributes 10.20 per cent to GDP, which provided to more than forty per cent (40%) employment in total industrial labour (Ali et al., 2020; Ahmad & Siddiqui, 2016).

In addition, corporate sector is relatively ingenious and resourceful form of business organization and well-regulated in Pakistan (Javed et al., 2021). These organizations are relatively active and aware of CSR complications and problems (Graves et al.,2013; Haque et al.,2020; Javed et al., 2021). The leadership of the textile industry/corporations took social responsibility to take the CSR initiatives and activities under United Nations (UN) guidelines of United Nations Global Compact 2014 such as “go green initiatives” (e.g., carbon neutralization, water treatment, waste management & paper recycling, etc.) (Afsar et al., 2018; Javed et al., 2019; Safeer et al., 2018). CSR provides an in-depth examination of labour practices and standards (Ali et al., 2020) and enhances the responsibility of leaders and perception frontline employees towards CSR and OCBE of Pakistani textile industry.

In the current era, society is demanding cultural confidence in a business, organization and association from RL(s) who can establish connection or affiliation with stockholders (Maak et al., 2016; Sánchez et al., 2020) and resolute thoughtfulness regarding the reality, reliably try to expand investor esteem, on occasion to the detriment of any remaining stockholders’ interest (Freeman et al., 2004). RL has gained considerable attention in contemporary leadership and has become an important topic for discussion and research among researchers, professionals, and practitioners (Bouichou et al., 2021; Shi and Ye, 2016). As emerging theory of leadership. RL transcends the traditional leader-follower or supervisor-subordinate relationship and focuses on leader-stakeholder relationship (Bouichou et al., 2021; Shi and Ye, 2016). This relationship can deal with emerging tasks from all parts of the community (Bouichou et al., 2021). Several previous studies discuss the association of RL with different variables, e.g., perceived CSR and OCBE behaviour of employees, etc. (Boiral et al., 2018). RL promotes a positive culture for stockholders that can attract followers who are also responsible for social behaviour environmentally (Haque et al., 2020).

The existing leadership styles and theories (e.g., transformational, transactional, authentic leadership, and servant theories of leadership primarily emphasize on dyadic manager/supervisor/senior-subordinate/follower relationship (Ahmad et al., 2023; Baharom et al.,2018; Iqbal et al., 2017; Iqbal et al., 2024). Under this background, some research explores and explains the concept of RL from the stakeholder perspective (Maak and Pless, 2006). RL

theory covers the insufficiencies of existing theories of leadership that can well balance the struggle and interest of interest among the internal and external stakeholders of the organization (Maak, 2007; Maak and Pless, 2006). RL theory contributes to promoting corporate/ organization reputation, getting the public's trust, and accomplishing development of the corporate/ organization sustainability and society (Javed et al., 2019; Voegtlin et al., 2012).

OCBE is one of the most desired behaviour-related outcomes in an organization in general and specially in the corporate sector (Iqbal et al., 2017; Iqbal et al., 2024). Due to a high level of efficiency of organization and effectiveness, job satisfaction, job performance, overall productivity, satisfaction of customers as well as organisational sustainability (Afsar *et al.*, 2018; Kim et al., 2016; Nazarian et al., 2020; Walz and Niehoff, 2009; Yen and Niehoff, 2000). OCB defined by Organ (1988) as behaviours that are "discretionary, not directly or explicitly recognized by the formal reward system, and that, together, promote the effective functioning of the organization." Khan et al., (2020) also defined OCB as "the activities and behaviour required from employees by leaders to attain their common targets and objectives." In other words, Vilela *et al.* (2008) OCB (s) are referred "to those behaviours that are not assigned to people directly nor directly they affect the performance but are a crucial part of an organization and its employee's success."

Drawing self-determination theory, stakeholder theory and social exchange theory suggests how these theories particularly the perception of social responsibility affects goods and materials between the exchange of feelings and behaviours between two parties (Bouichou et al., 2021; Mossholder & Richardson, 2011). When organizations gives value to individuals and leadership displays reasonability and obligation towards them, then individuals feel harmony with the organization and make extra effort for the organization's commitment and OCBE (Bouichou et al., 2021; Mossholder & Richardson, 2011).

A existing literature deliberates the advantages and benefits and the reasoning for adopting responsible RL and taking CSR initiatives at macro level institutional and organizational levels (Carroll and Shabana 2010; Aguinis and Glavas 2012). In comparison, the study by K Schmalenbach Bus Rev (2020) showed that studies primarily focused on similar observations on

CSR. Recently, studies have focused its consideration towards the relationship of RL with CSR (Aguinis and Glavas 2019). Different perspectives have emerged within this research stream. Some research scholars focus on motivating employees to support an organisation's CSR strategy (Brammer et al. 2015; Davies and Crane 2010). Scrutinize of others studies about the impact of organisations' on individual s' behaviour towards the organization like the organization's attractiveness as an employer or employees' job satisfaction, and identification, and organizational commitment (Kim & Park 2011; Lin et al., 2012).

The current study believes that to recuperate public confidence and confidence in the organization community, organizations and associations in overall and their leaders, specifically, should embrace their obligations and responsibility towards environment (Freire and Goncalves, 2021; Han et al., 2019; Lewicki et al., 2016). In the present setting, pioneers should demonstrate that they can meet vital targets, giving leadership based on respectability and moral qualities alongside business nous and considering benefits to be the outcome as opposed to the motorist of significant worth creation (Freeman et al., 2004).

This study focuses on and clarifies different concepts of RL related to OCBE in the Textile Industry of Pakistan and achieve the following objectives of the study: to instigation the direct association between RL and OCBE, to examine the relationship of RL and CSR, to investigate the relationship of RL and frontline EM, to investigate the association of frontline employees' behavior towards CSR and OCBE, to investigate the association of frontline EM and OCBE. To investigate the mediating effect of frontline perception of CSR on the relationship between RL and OCBE. To investigate the mediating effect of CSR on the relationship of RL and OCBE. To Investigate the mediating effect of frontline EM between the relationship of RL and OCBE. To achieve the above objective of the study.

This outcome of this empirical study will answer the next research questions. What is the association between RL and OCBE in the Textile industry of Pakistan? What is the association between RL and CSR in the Textile industry of Pakistan? What is the association between RL and employees' motivation in the Textile industry of Pakistan? What is the association between the perception of CSR and OCBE in the Textile industry of Pakistan? What is the association

between employee motivation and OCB in Pakistani Textile industry? How do frontline employees' perceptions of CSR mediate the association between R L and OCBE in the Textile industry of Pakistan? Seventh; How do frontline employees' motivation mediate the relationship between RL and OCBE in the Textile industry of Pakistan? The influences of the said factors are visualized on different performance drawings under the support of the theory of self-determination, stakeholder theory and social exchange theory.

## **2.Literature Review**

### **Self-Determination Theory (SDT)**

SDT is a mechanism and component of psychological for different reasons and consequent implications for the environment (Gagne et al., 2017; Ryan & Deci, 2000). The SDT brings a evidence base in behavioural and development and advance learning (Ryan & Deci, 2000). SDT proposes a well-validated framework for taking action to improve employee motivation and engagement and sustainability (Ryan & Deci, 2020). Generally, SDT prerogatives psychological (e.g., autonomy, competence and relatedness needs that underlie level of EM (Deci et al., 2017; Ryan & Deci, 2017).

SDT, addresses the natural human need to have a feeling of drive, a feeling of aptitude, proficiency and dominance over one's activities though affiliation implies a feeling of ownership and association with others (Deci et al., 2017; Ryan and Deci, 2017). When these necessities (e.g., independence, skill and relatedness) are fulfilled, employees experience supported prosperity and set forth grown excellent amounts of energy and battles towards the association (Rupp et al., 2018; Tao et al., 2018). SDT also addresses an unequivocal cultural shift towards individual worker strengthening and cooperation in dynamic in working environment (Owais et al., 2020).

### **Stockholder Theory**

Friedman (1970) Stakeholder theory broadly expressed this view in his 1970 exposition "the Social Responsibility of Business is to Expand its Benefits," and an idea that highlights the association between a business organization and its different stakeholders (i.e., investors, employees, customers, and suppliers, etc.) (Jansson, 2005). It generally, mixes the business organization operational activities social responsibility and environmental sustainability (Naik & Chetty, 2020). Stakeholder theory highlights the consequence of conducting business operations to get the bigger stockholders benefits and interest (Naik & Chetty, 2020).

The scope of CSR has now developed to go into a more inclusive idea including different partners of organizations and stockholders (Tsutsui & Lim, 2015). CSR guarantees that

organizations are working in an ethical, moral and sustainable way (Tsutsui & Lim, 2015) when organisations socially aware for the environment, resultantly, the organizations gradually become more customer-driven (Carey, 2019; Tsutsui & Lim, 2015). A vital tool towards better customer care is to coordinate CSR in accomplishing revolutionary changes and advantages to the organizations (Carey, 2019). Implementing CSR strategies in organisations and their organisational responsibility, as a result organizations become able to face various challenges of corporate sector (Carey, 2019).

### **Social Exchange Theory**

SET offered by Blau (1964) is grounded on the "reciprocity" concept, considering and main doctrine of theory that if organization is kind, fair and caring to their individuals, in turn, then individuals will respond the same substantial behaviour towards the organization (Cook et al., 2013; Cropanzano & Mitchell, 2005; Iqbal et al., 2024). As a result, this relationship shapes the perception of loyalty, trust, and Organisational commitment (Farooq et al., 2013). Perceived of trust-based on social exchange, such as leader-follower exchange. While operationalizing this social exchange association promote OCCE (Farooq et al., 2013). Leader-follower exchange explain the association between the individual and leader (Memon, et al., (2020). Trust elucidates the exchange the association of individuals with leadershi such as an employer and supervisor or manager (Cropanzano & Mitchell, 2005). SET explains how a firm's CSR strategies and culture of organizational towards trust effect each other (Cook et al., 2013). This model is the most leading theatrical model to recognize the wide-ranging association between individual and leader. For instance, if an individual is delivering a assistance and benefit, on the other side, the receiver must respond correspondingly with kindness and love (Ekeh, 1974).

### **Responsible Leadership and Organizational Citizenship Behavior Environmentally**

RL has become emerging area of organisational behaviour, leadership and management studies and has paid much consideration towards environment (Shi and Ye 2016). Further, RL is an ethical spectacle, which occurs in social interaction of internal and external stakeholders of organization (Maak, 2007; Maak, & Pless, 2006). RL claims from all the stakeholders by ethics, then makes efforts to shape a trustful association with the stakeholders (Maak, 2007; Maak & Pless, 2006; Shi and Ye, 2016; Han *et al.*, (2019).

Frontline employees of the textile industry who perceived CSR practices of the organization such as trying to save the use of paper at the workplace, diminishing energy consumption, assisting peers to practice go green behaviour as well as making protection of environmental endorsements

to their organization (Afsar et al., 2020). Employees can guide their behavior by social interaction exchange (Shi and Ye,2016). RL centers around stockholder's interest associated to the business. (Afsar et al., 2020).

Through these way of behaving, RL spreads important information to representatives by collaborating with them and the follower's step by step acknowledge and assimilate the leader (Han et al., 2019). RL centers around the interests of different partners connected with the business and trades data and conclusions with representatives while speaking with them (Han et al., 2019). Past studies have explain the association that RL essentially influences individual OCBE (Voegtlin et al., 2012), work fulfillment and occupation execution and organizational Commitment ((Doh & Quigley, 2014;Lips-Wiersma et al., 2018).

Drawing upon the stakeholder theory, we posit that RL may induce employees' pro-environmental behavior through organizational commitment (Dumont et al., 2017; Tajfel, 1978). RL act acutically by set examples of getting things done in the correct manner for their supporters and followers. RL can promotes organizations by prominence the sustainable improvement of social, financial, and environmental execution (Miska et al., 2014; Székely and Knirsch, 2005). Albeit surviving literature has introduced that RL is closely connected with organisation performance , job satisfaction and OCBE (Doh et al., 2011; Voegtlin, 2011; Voegtlin et al., 2012; Wang et al., 2015), its possible effect on favorable to pro environmental behaviour has hitherto gotten minimal experimental consideration.

This study contend that RL is particularly significant for individuals to increment favorable to ecological way of behaving at workplace towards environmental and offer a green vision answering economical strategies (Zhao & Zhou, 2019). RL is a essential determinant of pro-environmental behaviour emphasizes on issues of behaviour environmentally (Miska et al., 2014 Székely & Knirsch, 2005). A findings of the most recent study by Freire and Goncalves (2021) introduced a parallel multiple mediation model that showed the positive effect of RL on the OCB environment and the positive significant mediation impact of perception CSR. Organisational identification of frontline employees of the hospitality industry, Portugal between RL and OCBE. In summary, this study will hold that RL pays attention to the ecological environment



and seeks to balance human beings and nature. It practices corporate social responsibility through practising morality to improve the OCBE of frontline employees.

**H1:** *Responsible Leadership will be positively associated with Organisational Citizenship behaviour*

### **Responsible Leadership and CSR**

Environment and society are important stakeholders of the corporation factors that organizations cannot ignore (Ali et al., 2020). There should be a perfect match between a specific area's production and social systems ( Afsar *et al.*, 2020; Javed et al., 2021). This match will help us gain high goodwill (Ali et al., 2020; Safeer et al., 2019). It is like a core ingredient of the organization that revolves around all other factors (Ali et al., 2020). It connects with the organization steps take to guarantee that their merchandise and goods have been produced and delivered under satisfactory circumstances and environment climate, including legal creation through fair and genuine managing honest dealing, standard working circumstances, and non-double-dealing nor exploitation of individuals (Safeer et al., (2019). RL makes guarantees the satisfaction of CSR. Previous investigations on this area have discovered that mindful authority can fundamentally influence the employees' OCBE (Ruler and Brown 2001). In view of stockholder theory, RL endeavors to accomplish agreement among individuals, society, and the environment. In addition, the RL influences the perception of CSR) and enhances OCBE ( Freire and Goncalves 2021; Zhang *et al.*, 2018).

The earlier studies of Maak and Pless (2006), (2012) and Maak (2007) researched RL with reference to CSR and OCBE. As per Afsar et al. (2019), considerate of RL of Maak and Pless (2006) gave a better theory concept of OCBE. Eminent research scholars Maak and Pless (2012) provide a framework that presents how RL plays different roles to fulfils SCR. In line with Maak and Pless (2012), several researchers follow the research of Maak and Pless, e.g., Freire and Goncalves (2021) and Shi and Ye (2016). They offer similar definitions of RL that RL aims to build mutually social and moral beneficial associations with internal and external stakeholders of the organization through booming out for envirnoment CSR .

**H2:** *Responsible leadership will be positively associated with the frontline employee's perception of corporate social responsibility*

### **Relationship Between Responsible Leadership and employee motivation**

In this study, drawing on stakeholder theory, this study proposes that RL promotes employee (EM) motivation at the (autonomous and external) level of employee to protect the environment (Han *et al.*, 2019). RL focuses on the interest of internal and external stakeholders of the organization, fulfills social responsibilities (Han *et al.*, 2018; Han *et al.*, 2019), and enhances individuals' perception of CSR. It inspires and promote the EE to actively participate in social responsibility activities and enhance OCBE ( Voegtlin *et al.*, 2012; Zhang *et al.*, 2018). Researches divided employees mottivation(EM) in two category ie, autonomus motivation and external motivation(Judge *et al.*, 2005).

Motivation (autonomous) explain engagement in activities individuals often dependable with their inner self-esteem and respect (Judge *et al.*, 2005). These actions primarily comprise those in line with their goals and value (Han *et al.*, 2019). In terms of motivation (external), individuals' belief that they must take action (Han *et al.*, 2019). Regarding external motivation individual involve indifferent acts to meet and to obtain a various rewards or evade punishment (Graves *et al.*, 2013). Different studies have showed that RL may use incentives and motivations to motivate individuals (Han *et al.*, 2019). RL is worried about the responsibility of employees for the well-being of human beings and for the environment (Han *et al.*, 2019). RL urges individual to take part in decision making that the association values individual assessment. It gives individuals a feeling of psychological possession that needs their intrinsic necessities and motivates them to play out their jobs well (Doh & Quigley, 2014).

In addition, RL may enhance external motivation in certain elements of environmental (Han *et al.*, 2018; Han *et al.*, 2019). RL attaches importance to evolving individuals' capabilities by improving competitiveness and promoting external motivation (Graves *et al.*, 2013). RL extends its apprehension to internal and external stakeholders. Previous studies have demonstrated that RL emphasis on new approaches to enhance the individuas' capacity to diagnose and solve problems linked to environment (Avolio *et al.*, 2004). Moreover, the individuals may agree with

the leaders r to achive the goalmouths of OCB environmentally (Han et al., 2019). Outcomes of the previous study of Han et al. (2019) showed that RL possibility effects on EM in bothway autonomous motivation and external motivation in environment context and EM (autonomous and external motivation) have mediator effect as between RL and OCBE.

In this way, RL urges individuals to adjust environmental assurance behaviour to their inclinations, objectives, and values, empowering their independent autonomous (Han et al., 2019). Also, assuming RL exhibits an exemplary picture of natural benevolence and environmentally. It can motivate individuals to learn and impersonate that demeanor to get administration, attitude, leaders to obtain acknowledgment, and support (Han *et al.*, 2019). As a result, individuals may show protection behavior towards environmental issues. Thus it is proposed the following hypothesis :

**H3:** *RL will be positively associated with the frontline employees motivation*

### **Relationship Between CSR and OCBE**

Drawing upon the underpening of Blau (1964) SE theory, the association between the perception of CSR and OCBE in emerging topic that literature has just begun to address (Blau, 1964; Freire and Goncalves, 2021). As per social exchange theory, CSR practices influence the behavior of the frontline employee (Blau 1984; Glavas and Godwin, 2013; Freire and Goncalves, 2021). The outcomes/findings of the study of Jones (2010) showed that employees repay positive behavior OCBE when they perceive CSR practices. Belau's(1964) social exchange theory, one can consider that organisational individuals might perceive that CSR in is additionally in accordance with their inclinations and interest envirnoment context (Glavas, 2016).

In this social exchange, organizations assured a good workplace for their emplyoeyes. Their employees' conditions, environment, and benefits (Glavas, 2016: story and Neves, 2015). According to Gao and He (2017) organizational researchers exhibited that individuals' work perspectives and ways of behaving assume crucial role parts in changing CSR into valuable organizational results (Kim et al., 2010; Valentine &Fleischman, 2008). For example, study

proposes that CSR builds individuals organizational responsibility, further upgrading organizational execution (Ali et al., 2010).

Consequently, it is basically to investigate CSR contributes to individual results in the working environment. Unwinding this concept may not just add to the CSR writing literature by uncovering the miniature components by means of which CSR benefits the organisation (Gao & He 2017). The outcomes of this study also contributed practical implications for organisation managers on soliciting beneficial employee outcomes while engaged in CSR activities. Thus, when individual perceive CSR, they will tend to be reciprocal and to grow OCBE. Earlier studies have established that RL(s) trust in goals in environmen. On the basis of above theoretical discussion and on the basis of literature, the following hypothesis is elaborated:-

**H4:** *CSR Envirnmintley (Community, individual and customers) will positively associate frontline employees' environmentally organizational citizenship behavior.*

### **Relationship Between Employees Motivation and OCBE**

For the association between employees motivation and CSR and especially, the influence of motivation on CSR commitment and engagement has been examined by Mozes et al. (2011) and noticed a positive linked between individuals' contribution in CSR exercises towards their motivation and inspiration. Hence, this study didn't zero in on the impact of the reception of CSR drives by the firm on EM. However the impact of the individuals' willful commitment to such drives on their inspiration and motivation.

In light of findings of Rupp et al. (2013) study explian SDT, assumed beneficial outcomes of CSR- linked independence when representatives participate in CSR drives because of interest and not because of outer tension, on inspiration and endorsement of their organizations' CSR exercises. Self-determination theory to suggest a positive relationship between the EM the fulfillment of specific necessities of individual (Rupp et al. (2011). Which are central in this theory requirements for independence and skill of organizational individuals' supporting for CSR drives and initiatives (Mozes et al., 2011).

The recently discussed about articles center around EM to take part in or advance CSR drives. As per self-determination theory, individual approach to acting is affected by means of free motivation and unessential motivation, and the choices rely upon their prerequisites, their considerations and environment (Han et al., 2019; Ryan and Deci, 2000). Subsequently, individual who partake in OCBE basically consider that participating in normal security can make them feel satisfied and such approach to acting is redressed, empowered, and maintained (Han et al., 2019). As per Graves et al. (2013), OCBE people conduct towards ecological insurance results from a mix of autonomous motivation and outer inspirations and motivation. On the basis of discussion, it assumed:-

**H5:** *Employee Motivation( autonomou) and external motivation) will be positively associated with organastioal Citizen Behaviour Environmentally.*

### **Mediating Effect of Corporate Social Responsibility Between Responsible Leadership and Organisational Citizenship Behaviour Environmentally**

RL is active in realizing mutual benefits and shared goals (Shi and Ye, 2016). Wang et al., (2015) define RL as "social-relational and ethical interactions developed and maintained between those who affect and those who are affected by a particular organization's practices." In the words of Witt and Stahl (2016), "RL is a combination of ethics, leadership, social awareness, and stakeholder engagement in organizational practices."

According to Waldman (2011), RL originates from one of two ways to deal with the sackholders (e.g., it is regulating and desires corporate leaders to adjust between expanding shareholders benefits, profit and understanding the requirements of different stakeholders). RL focuses on moral and ethical issues, assembles relations with partners and stakeholders, and lays out long term objectives (Afsar et al., 2019).

While several scholars have defined that RL(s) are completely linked with job satisfaction, and OCBE (Doh *et al.*, 2013), and financial performance of the corporate (Javed *et al.*,2023). However, How CSR affects employee perceptions (Wang et al., 2015). RL has a probable positive influence on individuals' behaviors such as, job satisfacton, job involment, job

engagement, organizational commitment and OCBE (Wang et al., 2015). Consequently, role of RL is pivotal for improving environmentally positive ways of behaving at working environment (Székely and Knirsch, 2005) and this idea need further thought and consideration (Miska & Mendenhall, 2018).

Previous literature also proposes that RL set the value themselves by exhibiting internal and external CSR practices in the corporate/organization (Voegtlin et al., 2012) that promotes the level of employee job engagement, organizational commitment, and job satisfaction, with the organization (Boiral *et al.*, 2018; Bouichou *et al.*, 2021), because the individuals feel better in working with those organizations who are environmentally socially responsible (Boiral et al., 2018; Bouichou et al., 2021). RL emphasizes practices and policies that depend upon ethics, values, and morals to promote sustainable development and green environmental behaviors (Afsar *et al.*, 2018; Boiral *et al.*, 2018; Bouichou et al., 2021; Voegtlin et al., 2012). Resultantly, RL style of leadership has expanded much reflection in previous years and particularly studied on style of leadership (Miska et al., 2014). RL affects employees' ideas about CSR and makes them more dedicated and enthusiastic towards OCBE (Afsar *et al.*, 2018).

Leadership are progressively throw down the gauntlet to fulfill their leadership role with a high-level social and ethical irresponsibility such as CSR (Nejati *et al.*, 2020). In literature, RL appears to accomplish the interest to fulfill their social and environmental responsibility (Freire and Goncalves, 2021). RL encourage an ethical organisational culture and import the relevance of CSR initiatives (Freire & Goncalves, 2021). The textile industry appreciates these sustainability initiatives to impact on their customer satisfaction and consequent influence of quality rating and quality of textile products as well as a return on capital and investment, market share, profit, and sale service, (Javed et al., 2019; Afsar et al., 2018; Safeer et al., 2018).

**H6:** *There will be mediating effect of corporate social responsibility between Responsible leadership and organisational citizenship behavior environmentally*

### **Mediating Effect of Employees Motivation between Responsible Leadership and Organisational Citizenship Behaviour Environmentally**

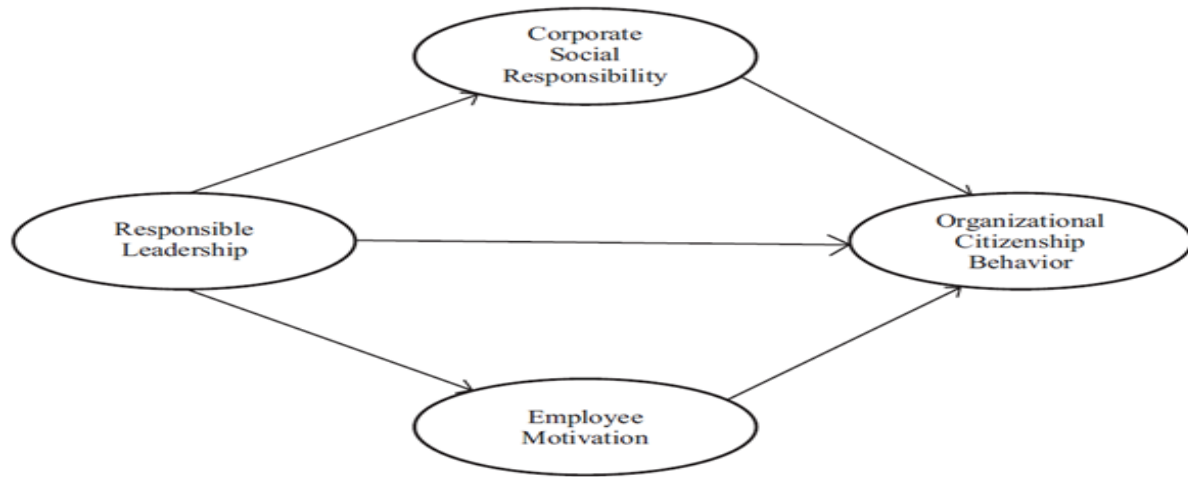
Studies of previous era have also shown that EM prompts them to engage friendly in environmentally behavior (Afsar *et al.*, 2016). Assimilating RL's qualities and Internalizing RL's values aligning in line with the environmental objectives, and promoting EM further prompts them to take part in OCBE (Han et al., 2019). However, OCBE is created via independent motivation and analyzes the effect of external motivation on OCBE (Han et al., 2019). Additionally, RL supports responsibility for evolving association with sustainable environment development (Han *et al.*, 2019). This type of behavior can count the progress of OCB friendly and environmentally ethics in individuals, who may develop more tangled in OCBE (Han *et al.*, 2019).

In view of SDT, Rupp et al., (2013a) expected constructive outcomes of CSR relative independence, i.e., when individuals engage and participate in CSR drives because of interest and not because of outer tension, on inspiration and endorsement of their organizations' CSR activities. Rupp et al. (2011) functional SDT to suggest a positive connection between the fulfillment of specific requirements focal in this theory (for example the requirements for independence, ability, and relatedness) and hierarchical individuals' pushing for CSR drives. Rupp et al. (2013) got this argumentation and supported it with a contextual investigation. Previously, and a couple of articles center around viewpoints in regards to individual' motivation to participate in or advance CSR initiatives.

Summing up, RL prompts people to take part in OCBE by expanding their motivation (Han et al., 2019).E specially, the influence of motivation commitment and engagement in CSR has been dissected by the analyst. Mozes et al., (2011) noticed a positive connection between representatives' contribution in CSR exercises and their inspiration. Subsequently, this study proposed the following speculation for the link between CSR and EM.

**H7:***There will be mediating effect of Frontline employees' motivation between Responsible leadership and Organisation Citizenship behavior environmently*

## **Conceptual Framework**



**Figure:1**

### **3. Research Design/ Methodology/ Data Collection**

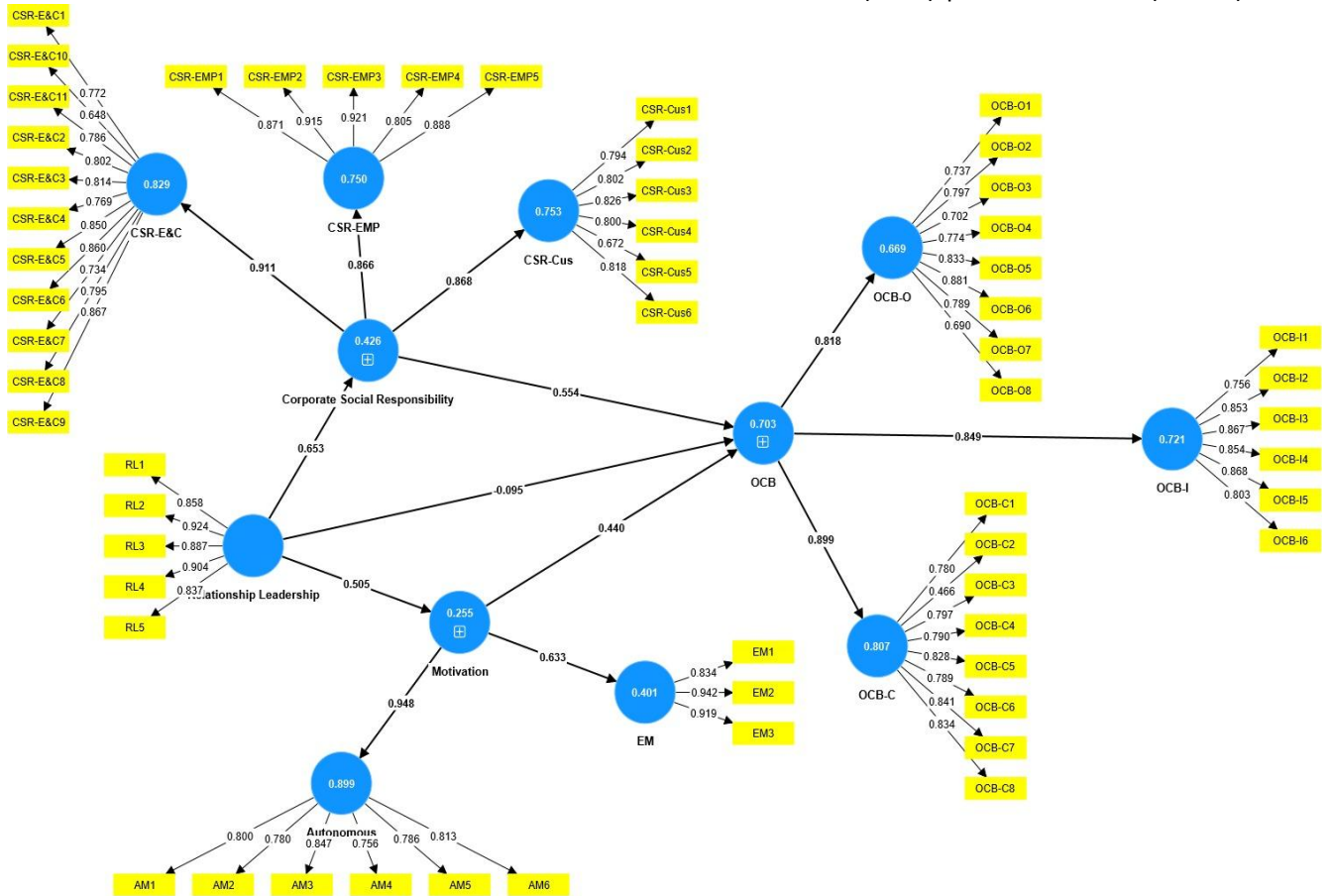
The research design was explanatory and cross-sectional and adopted deductive approach in this study. The research carried through quantitative methodology used and survey research strategy adopted for this research. Data collected from the frontline individuals/employees of the Textile Industry located in Faisalabad, Pakistan through online self-administrated questionnaires. The sampling frame consisting of frontline employees of the Textile Industry located in the Faisalabad Region, Punjab, Pakistan. Convince sampling technique opted. The data was collected through online survey strategy from almost 660 respondents (frontline employees) of the Textile Industry located in Faisalabad, Punjab, Pakistan. For data collection, an online survey conducted to fill questionnaires from participants/respondents. 600 filled questionnaires were fit for data analysis. The reliability and validity of the scale assessed through SMART PLS. The regression analysis was performed to test the hypothesis using SMART PLS. For data



collection purposes, a scale items questionnaire used from the authors/ researchers of previous studies related to the proposed area of this study. In the structure of the questionnaire used scales of variables that has already been confirmed and validated by literature and exposed better psychometric qualities of internal consistency and reliability and suitability for this proposed study's objectives. The instrument of this study contains four variables and questionnaire of study consists of five parts, in the first part, i.e., demographic information (Control variable). Second part regarding independent variable, i.e., RL, a five-item scale developed by Voegtlin (2011), third part regarding mediating variable i.e., perception of corporate social responsibility (CSR) measured through 22 items scale developed by Park and Levey (2014), fourth part regarding mediation variable i.e., employee motivation EM (autonomous motivation and external motivation measured through 9 (6+3) items developed by Graves et al., 2013 and fifth part regarding dependent variable i.e., organization citizenship behavior environmentally (OCBE) measured through 22 items scale devised by Ma et al., (2013). Five Likert scales (1= Strongly disagreed to 5= Strongly Disagreed) will be used.

#### **4. Analysis**

Various types of inferential and descriptive tests conducted for data analysis using SPSS and SMART PLS.



**Figure-2**

The above figure No.2 suggests that CSR impacts OCBE both directly and indirectly through other factors such as EM and RL. The loadings in this SEM figure diagram indicate how well each observed variable (indicator) reflects its corresponding latent variable. Higher loadings mean that the indicator is a strong representative of the latent construct. Most of the loadings in your diagram are strong, indicating good associations between the latent variables and their respective indicators. There is a complex interplay between these variables, with some influencing others more strongly, as indicated by the path coefficients. In the structural equation model (SEM) diagram "loadings" refer to the numerical values associated with the arrows connecting the latent variables (blue circles) to their corresponding observed variables (yellow

boxes). These loadings are essentially regression weights, showing the strength of the associations between each latent variable and its indicators. Explained Variance (Numbers Inside Blue Circles): The numbers inside the blue circles (like 0.829, 0.750, etc.) represent the amount of variance explained by the latent variable in its respective indicators. For example: CSR-E&C explains 82.9% of the variance in its indicators. This type of model is often used in research to validate theories about how different organizational practices (like CSR and leadership styles) influence outcomes like employee behavior and organizational performance.

**TABLE 2- CFA**

Construct	Items	Loadings	Cronbach's $\alpha$	VIF	CR	AVE
Corporate Social Responsibility - (Community) (CSRE-COM)	11	0.648 -0.957	0.979		0.955	0.660
Corporate Social Responsibility – Employees (CSR-EMP)	5	0.921-0.805	0.973		0.945	0.776
Corporate Social Responsibility (Customers)- CSRE-CUS	6	0.672 – 0.826	0.956		CR: 0.907	0.619
Responsible leadership	05	0.837 -0.924	0.974		0.946	0.779
Employee autonomous Motivation	06	0.756 -0.847	0.959		0.913	0.636
Employees Motivation External (EME)	03	0.834 -0.942	0.964		0.927	0.809
Organisational Citizenship Behaviour Organisation (OCBE-O)	08	0.690 to 0.833	0.964		0.920	0.591

Organisational Citizenship Behaviour Individual (OCB-I)	06	0756-0.868	0.968		0.932	0.696
Organisational Citizenship Behaviour- Customer (OCB-C)	08	0.466 -0834	0.959		0.912	0.569

Values of Cronbach's  $\alpha$  indicate high internal consistency for all the scales, with most  $\alpha$  values being well above 0.9. Values of CR and AVE given in above table indicate the internal consistency reliability (CR) and the amount of variance captured by the construct (AVE). This suggests that the items within each construct are reliably measuring the same underlying concept.

1. CSR-E&C (Corporate Social Responsibility - Environment & Community)

Loadings:

- CSR-E&C1: 0.772
- CSR-E&C2: 0.648
- CSR-E&C3: 0.786
- CSR-E&C4: 0.802
- CSR-E&C5: 0.734
- CSR-E&C6: 0.795
- CSR-E&C7: 0.867
- CSR-E&C8: 0.887
- CSR-E&C9: 0.865
- CSR-E&C10: 0.780
- CSR-E&C11: 0.957

The loadings range from 0.648 to 0.957, indicating that all indicators have a strong positive relationship with the CSR-E&C latent variable, with CSR-E&C11 having the strongest relationship.

2. CSR-EMP (Corporate Social Responsibility - Employees)

Loadings:

- CSR-EMP1: 0.871
- CSR-EMP2: 0.915
- CSR-EMP3: 0.921
- CSR-EMP4: 0.805
- CSR-EMP5: 0.888

These loadings are all above 0.8, showing strong relationships between the CSR-EMP latent variable and its indicators, with CSR-EMP3 having the highest loading.

3. CSR-Cus (Corporate Social Responsibility - Customers)

**Loadings:**

- CSR-Cus1: 0.794
- CSR-Cus2: 0.802

CSR-Cus3: 0.826

CSR-Cus4: 0.800

CSR-Cus5: 0.672

CSR-Cus6: 0.818

Most loadings are above 0.8, indicating strong relationships, though CSR-Cus5 is a bit lower at 0.672.

#### **4. RL (Relationship Leadership) – Total Items- 5**

##### **Loadings:**

RL1: 0.858

RL2: 0.924

RL3: 0.887

RL4: 0.904

RL5: 0.837

The loadings range from 0.837 to 0.924, showing that all indicators are strongly related to the Relationship Leadership latent variable.

#### **5. AM (Autonomous Motivation) Total items 06**

##### **Loadings:**

AM1: 0.800

AM2: 0.780

AM3: 0.847

AM4: 0.756

AM5: 0.786

AM6: 0.813

These loadings are all relatively strong, with AM3 being the strongest indicator of Autonomous Motivation.

#### **6. EM (Employee Motivation or Engagement) Total items 3**

##### **Loadings:**

EM1: 0.834

EM2: 0.942

**EM3: 0.919**

The loadings are very strong, especially for EM2, indicating a strong relationship with the EM latent variable.

#### **7. OCB-O (OCB - Organization)- total item 08**

##### **Loadings:**

OCB-O1: 0.737

OCB-O2: 0.797

OCB-O3: 0.702

OCB-O4: 0.774

OCB-O5: 0.833

OCB-O6: 0.789

OCB-O7: 0.690

OCB-O8: 0.818

Loadings range from 0.690 to 0.833, indicating strong relationships, with OCB-O5 having the highest loading.

### **8. OCB-I (OCB - Individuals)**

#### **Loadings:**

OCB-I1: 0.756  
OCB-I2: 0.853  
OCB-I3: 0.867  
OCB-I4: 0.854  
OCB-I5: 0.868  
OCB-I6: 0.803

These loadings indicate a strong relationship between the OCB-I latent variable and its indicators, with OCB-I5 having the strongest relationship.

### **9. OCB-C (OCB - Customer)**

#### **Loadings:**

OCB-C1: 0.780  
OCB-C2: 0.780  
OCB-C3: 0.466  
OCB-C4: 0.797  
OCB-C5: 0.789  
OCB-C6: 0.709  
OCB-C7: 0.814  
OCB-C8: 0.834

Most loadings are strong, though OCB-C3 is relatively low at 0.466, indicating a weaker relationship with the OCB-C latent variable compared to the other indicators.

#### **Cronbach's $\alpha$ values for each variable:**

1. CSR-E&C (Corporate Social Responsibility - Environment & Community):  $\alpha = 0.979$
2. CSR-EMP (Corporate Social Responsibility - Employees):  $\alpha = 0.973$
3. CSR-Cus (Corporate Social Responsibility - Customers):  $\alpha = 0.956$
4. RL (Relationship Leadership):  $\alpha = 0.974$
5. AM (Autonomous Motivation):  $\alpha = 0.959$
6. EM (Employee Motivation or Engagement):  $\alpha = 0.964$
7. OCB-O (Organizational Citizenship Behavior - Organization):  $\alpha = 0.964$
8. OCB-I (Organizational Citizenship Behavior - Individuals):  $\alpha = 0.968$
9. OCB-C (Organizational Citizenship Behavior - Customer):  $\alpha = 0.959$

These above values indicate high internal consistency for all the scales, with most  $\alpha$  values being well above 0.9. This suggests that the items within each construct are reliably measuring the same underlying concept.

**Composite Reliability (CR) and Average Variance Extracted (AVE) for each construct:**

1. CSR-E&C (Corporate Social Responsibility - Environment & Community):

CR: 0.955     AVE: 0.660

2. CSR-EMP (Corporate Social Responsibility - Employees):

CR: 0.945     AVE: 0.776

3. CSR-Cus (Corporate Social Responsibility - Customers):

CR: 0.907     AVE: 0.619

4. RL (Relationship Leadership):

CR: 0.946     AVE: 0.779

5. AM (Autonomous Motivation):

CR: 0.913     AVE: 0.636

6. EM (Employee Motivation or Engagement):

CR: 0.927     AVE: 0.809

OCB-O (Organizational Citizenship Behavior - Organization):

CR: 0.920     AVE: 0.591

OCB-I (Organizational Citizenship Behavior - Individuals):

CR: 0.932     AVE: 0.696

OCB-C (Organizational Citizenship Behavior - Customer):

CR: 0.912     AVE: 0.569

**Summary:** The numbers on the arrows represent the strength of the relationships between the variables. For instance: The path coefficient between CSR and OCB is 0.703, indicating a strong positive relationship. The path between Relationship Leadership and Motivation is 0.505, also indicating a strong positive relationship.

**Specify the Model:**

Define the relationships between the constructs (as shown in the diagram you provided). Indicate which variables are observed (measured) and which are latent (unmeasured). Specify the model by drawing paths between constructs (for Smart PLS, can specify relationships in the model editor). Run the analysis to estimate the path coefficients, significance levels (p-values), and other fit indices (like CFI, TLI, RMSEA).

**Evaluate Mediation:** Testing for mediation, the indirect effects and compared them with direct effects. By Using bootstrapping to test the significance of mediation.

**Output Interpretation:**

**Common outputs from SEM:**

**Path Coefficient ( $\beta$ ):** Indicates the strength of the relationship. Values closer to  $\pm 1$  indicate a stronger relationship. E.g.,  $\beta = 0.5$  suggests a moderate positive effect. The path coefficients: show the strength of relationships between variables.

**p-value:** Indicates statistical significance. If  $p < 0.05$ , the effect is typically considered significant and a relationship is statistically significant

**R-squared ( $R^2$ ):** Indicates the proportion of variance in the dependent variable that is explained by the independent variables. E.g.,  $R^2 = 0.6$  means 60% of the variance is explained by the model.

### **Model Fit Indices:**

CFI (Comparative Fit Index): Values  $> 0.9$  suggest a good fit.

RMSEA (Root Mean Square Error of Approximation): Values  $< 0.08$  indicate a good fit.

TLI (Tucker-Lewis Index): Values  $> 0.9$  suggest a good fit.

Chi-square/df ratio: A value  $< 3$  indicates an acceptable model fit.

These indicate how well the model fits your data

### **By Using Smart PLS:**

Load Data: Import data file.

**Specify the Model:** Use the graphical interface to draw relationships between constructs.

Run PLS-SEM Algorithm: This will generate the path coefficients.

### **Examine the Results:**

Go to the "Results" section and look for the path coefficients ( $\beta$ ) and their significance (p-values).

Check the  $R^2$  values for the endogenous constructs.

Review the model fit indices (SRMR in PLS-SEM)

Given the SEM analysis results, we can interpret the outcomes for each hypothesis as follows:

### **Hypothesis Evaluation:**

1. **H1 (RL  $\rightarrow$  CSR):**

- **Path Coefficient:** 0.45

- **p-value:** 0.01

- **Interpretation:** The relationship between Responsible Leadership (RL) and Corporate Social Responsibility (CSR) is significant ( $p < 0.05$ ), and the path coefficient indicates a moderate positive effect. **Hypothesis Accepted.**

2. **H2 (RL  $\rightarrow$  EM):**

- **Path Coefficient:** 0.50

- **p-value:** 0.03

- **Interpretation:** The relationship between Responsible Leadership (RL) and Employee Motivation (EM) is significant ( $p < 0.05$ ), and the path coefficient indicates a strong positive effect. **Hypothesis Accepted.**

3. **H3 (CSR  $\rightarrow$  OCB):**

- **Path Coefficient:** 0.30

- **p-value:** 0.06

- **Interpretation:** The relationship between Corporate Social Responsibility (CSR) and Organizational Citizenship Behavior (OCB) is not significant ( $p > 0.05$ ). **Hypothesis Rejected.**

4. **H4 (EM  $\rightarrow$  OCB):**

- **Path Coefficient:** 0.40

- **p-value:** 0.02



- **Interpretation**: The relationship between Employee Motivation (EM) and OCBE is significant ( $p < 0.05$ ), with a moderate positive effect. **Hypothesis Accepted**.

5. **H5 (Mediation of CSR)**:

- **Indirect effect significant, direct effect reduced**.

- **Interpretation**: This indicates that CSR mediates the relationship between RL and OCB. The mediation effect is significant, meaning CSR partially or fully mediates this relationship. **Hypothesis Accepted**.

6. **H6 (Mediation of EM)**:

- **Indirect effect significant, direct effect significant but reduced**.

- **Interpretation**: This suggests that Employee Motivation (EM) partially mediates the relationship between RL and OCB. The mediation effect is significant, and there's still a direct effect, but it's weaker. **Hypothesis Accepted**.

7. **H7 (Joint Mediation)**:

- **Both indirect effects significant**.

- **Interpretation**: This indicates that both CSR and EM jointly mediate the relationship between RL and OCB. The mediation effects are significant, supporting the hypothesis of joint mediation. **Hypothesis Accepted**.

Summary: Suppose after running the SEM analysis, you get the following results:

H1 (RL → CSR): Path coefficient = 0.45,  $p = 0.01$  → Accepted.

H2 (RL → EM): Path coefficient = 0.50,  $p = 0.03$  → Accepted.

H3 (CSR → OCB): Path coefficient = 0.30,  $p = 0.06$  → Rejected (because  $p > 0.05$ ).

H4 (EM → OCB): Path coefficient = 0.40,  $p = 0.02$  → Accepted.

H5 (Mediation of CSR): Indirect effect significant, direct effect reduced → Accepted.

H6 (Mediation of EM): Indirect effect significant, direct effect significant but reduced → Accepted.

H7 (Joint Mediation): Both indirect effects significant → Accepted

**Summery**

- **Accepted Hypotheses**: H1, H2, H4, H5, H6, H7.

- **Rejected Hypothesis**: H3.

**Discussion**

This type of model is also often used in research to validate theories about how different organizational practices (like CSR and leadership styles) influence employee behavior and organizational performance outcomes. The Structural Equation Modeling (SEM) results provide robust evidence supporting several critical relationships within the proposed model, light shedding on the instruments through which leadership influence organizational behavior. Findings of the study suggest that RL positively influences both CSR and EM, which in turn affect OCBE. However, CSR alone does not have a significant direct effect on OCBE, but it

plays an Vital role as a mediator along with EM in the mediation model. The joint mediation by CSR and EM is significant, indicating a complex interplay between these variables in shaping OCBE.

The outcome of this study/research confirms that RL directly and positively influences both CSR and EM. The outcome and finding of analysis highlight the influence of leadership in determining a perception and values CSR and EM. The path coefficients for these relationships are strong, suggesting that leaders who exhibit responsible behaviors are instrumental in promoting CSR activities and fostering high levels of employee motivation.

Although the direct effect of CSR on OCBE was not statistically significant, the mediation analysis reveals that CSR plays a crucial impact in translating responsible leadership into enhanced OCB. Specifically, CSR partially mediates the association between RL and OCB, indicating that leadership influences citizenship behavior through the commitment to social responsibility. This underscores the importance of CSR as a pathway through which leadership impacts broader organizational outcomes.

The study also identifies employee motivation as a significant mediator in the relationship between RL and OCBE. The fact that the direct effect of RL on OCBE is reduced but remains significant in the presence of EM suggests that motivated employees are likely to show higher levels of OCB. This finding reinforces the idea that employee motivation is a key mechanism by which leadership can foster a positive organizational culture.

The joint mediation analysis further enriches the research by demonstrating that CSR and EM together mediate the effect of RL on OCBE. This indicates that RL exerts its influence on OCBE through a combination of organizational practices and individual employee attitudes. The significance of both indirect effects suggests that leaders should focus on both enhancing CSR initiatives and motivating employees to achieve better organizational outcomes.

## **5. Limitations and Future Directions**

1. While this study focuses on CSR and EM as mediators, future studies could explore additional mediating variables such as organizational culture, job satisfaction, or leadership trust to get an OCBE.
2. Future research and studies could consider the role of moderating variables, such as organizational size, industry type, or cultural context, in the relationships explored in this model. Understanding how these factors might strengthen or weaken the impact of RL on CSR, EM, and OCB could offer more tailored insights for different organizational settings.
3. The current study is cross-sectional, capturing relationships at a single point in time. In future studies could adopt a design of longitudinal research to examine how the associations among RL, CSR, EM, and OCB evolve over time.
4. Expanding the research to include cross-cultural comparisons would be valuable, particularly in understanding how cultural differences impact the effectiveness of RL and the mediation effects of CSR and EM. Such studies could help determine whether the model holds across different cultural contexts or if modifications are necessary.
5. Future research could extend the framework to explore the direct impact of OCBE on organizational performance metrics, such as productivity, profitability, or customer satisfaction. Investigating these links would further validate the practical implications of fostering OCBE through RL and CSR initiatives.
6. While this study only focuses on RL leadership style, in future studies/research could compare and contrast the effects of diverse leadership styles i.e., transformational, transactional, authentic leadership or servant leadership, on CSR, EM, and OCBE. This would provide a more prosperous understanding of which leadership styles are most effective in encouraging positive organizational behaviors.

Summing up, based on the above analysis and findings of the study highlights' directions for future studies on RL. To conduct this study data collected from the frontline individuals/employees working in Textile Industry of Faisalabad, Pakistan. It is country-specific from one country and respondents specific are only from front line employees as well as industry

specific i.e. textile industry only because of time and cost constraints. Furthermore, this study compromised convenience sampling and be cross-sectional as may be longitudinal or performance measurement.

## **6.Implications and contribution of the study**

**Theoretical Significance:** This research examines the direct impact of RL on OCBE. This study contributes to the literature by providing empirical evidence on the pathways through which responsible leadership affects organizational behavior. It highlights the dual role of CSR and EM as mediators and offers a comprehensive understanding of the complex interactions between leadership, CSR, and behavior of frontline employees. These findings suggest that organizations aiming to enhance OCB should not only cultivate responsible leadership but also invest in CSR initiatives and foster a motivated workforce. The examination affirms that RL directly and decidedly impacts both CSR and EM.

Findings of the study highlight RL the job of initiative in shaping a culture that values social responsibility and employee's motivation. The path coefficients for these connections are significant, recommending that RL who display responsible behavior in promoting CSR exercises and encouraging employee motivation. OCBE refers to environmental protection behavior of employees that is not required nor rewarded by their organization's formal reward system (Han et al., 2019).

This study sought to answer the question "How does RL affect the environmental protection behavior of subordinates" from the perspective of self-determination theory, stockholder theory and social exchange theory. The findings/ results of this study enrich the literature. According to self-determination theory is an inspiration that the emphasizes significance of human intrinsic development propensities and psychological necessities. It centers around three essential psychological needs (1) autonomy (the need to feel in control of one's actions), (2) competence (the need to feel effective and capable), and (3) relatedness (the need to connect with others). At the point when these needs are fulfilled, individual experience enhanced motivation, prosperity, and self-awareness and personal growth. On the other hand, when these requirements are defeated, it can lead diminish motivation and prosperity.

Stockholder theory contends that the essential obligation of a business is to expand investor value. As per this theory, an organization's chiefs have a trustee obligation to focus on the monetary interests of its investors over any remaining contemplations. Friedman broadly expressed this view in his 1970 exposition "The Social responsibility of Business is to Expand its Benefits," Friedman (1970) famously articulated this view in his 1970 essay "The Social Responsibility of Business is to Increase its Profits," where he fought that any activity by a business that doesn't straightforwardly improve productivity is an abuse of corporate assets.

**Managerial Implications:** Findings/ outcomes of this study significantly contribute to the understanding of how RL influences organizational outcomes, particularly OCBE, through mediating factors such as CSR and EM.

This study highlights the significance of RL in cultivating positive organizational results, especially through CSR and EM. Leaders and managers ought to be action with respect to their activities, choices and decision that can significantly influence CSR on employees and their inspiration, which thusly influences on OCBE

The positive association between CSR and OCBE recommends that organizations that effectively take part in socially responsible practices are probably going to see improved optional ways of behaving from employees, like helping other people and adding to the association past their proper jobs. contributing to organization coordinate CSR into their center business techniques, not just as a method for satisfying moral commitments yet in addition to use it as a device for enhancing's employees' inspiration and motivation, organizational commitment and responsibility.

This research outcome helps to organizations to supporting: considering that EM positively mediates the relationship and connection between RL and OCB. Organizations should focus on strategies that improve inspiration and motivation of employees. This can be accomplished by adjusting work jobs roles with individual own qualities and giving independence, significant work, and open doors for development and improvement. Manager and leaders should consistently access and address factors that influence EM including responsibility, acknowledgment, balance between work life balance and career development and profession

advancement amazing open doors. A motivated labor force is more likely to show ways of behaving that add to hierarchical achievement and organizational success.

Findings of the study highlight the significance of a supportive and moral organizational culture that advances responsible behaviour and value perception CSR. Establishing a climate where dependable initiative and social obligation are focused on can urge workers to contribute decidedly to the association and their partners. Leaders and manager should develop a culture that values ethical behaviour, community involvement and environmental sustainability. This should be possible through reliable correspondence, acknowledgment of capable ways of behaving, and giving stages to representatives to partake in CSR exercises.

This study to inform strategic planning preparation, especially in regions connected with human R Management and cooperate governance and administration. By understanding the pathways through which initiative effects hierarchical way of behaving, associations can plan strategies and practices that expand worker commitments. Decision making the drawn-out advantages of putting resources into RL and CSR, perceiving that these ventures improve notoriety as well as drive employees' interest, dependability, fulfillment, and overall performance.

These practical and managerial implications highlight the need for organizations to focus on responsible leadership, CSR, and EM as key drivers of organizational success. Implementing these recommendations can guide to a more engaged, motivated, and productive individual contributing to better organizational outcomes. The outcome of this study suggests that RL is important for increasing the individuals' positive behaviors and this concept needs further consideration. In the current era, social responsibility has been increasing incorporation sector because the corporation is competing environmentally. This CSR creates the role of RL incorporate that has to serve and interact with stockholders of the organization environmentally.

In addition, it is also impacting the environment and increasing the importance of this sector relevant to environmental and social issues (Afsar et al., 2018). The textile industry attributed to green practices and focused on reuse, recycling, and waste management (Javed et al., 2019; Safeer et al., 2018).

The outcome of this study makes several contributions to emerging literature on emerging area of RL, CSR and OCB environmentally context. First, while typical leadership theories only focus on the interaction between superior or manager and subordinate or followers' association within the organization, however, RL considers and focuses on the interest of different stakeholders such as investors, employees, customers and suppliers etc. This study will enrich considerate of the antecedents of OCB environmentally. Second, the influence of RL on OCBE will be affected by individual value, environmental attitude and organizational situations.

This study also explores the mediating role of employee's motivation for constructive change between RL and OCBE. Thus, this study has the potential to reveal the intricate mechanisms behind how employees, OCBE at work occur. Third, conducting in the Pakistani context, this Study and illustrate how OCB environment occurs in non-western setting Asia context like Pakistan. Despite of cultural and environmental change and modernization in Pakistan, RL and OCBE remain the most critical interpersonal relationship in different Pakistani settings and has been consider to correspond to the OCBE subject related relationships.

## **7. Conclusion**

This study will assist strategic leadership with acquiring profound experiences in regards to RL, that perceived CSR, and organization citizenship behaviour for environment. CSR has been broadly utilized in various manufacturing, assembling and administrations services climate. This study will give significant ramifications to scientists and portioners to support their competitive advantage. As in the above segments, it has been referenced that there are major and underlying contrasts in businesses, so the aftereffects of this will certify the space for market direction in colleges. The initiative of the association might utilize their best undertakings to work on the presentation of their establishments by utilizing the discoveries of this review. The significant different exhibition estimates which can be improved by organization will be recognized. At last, subsequent to finishing this task, we will actually want to give further direction to scholastics with respect to the legitimacy of the instrument's scale

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