



RESEARCH PAPER

**The Impact of Social Responsibility on Organizational Effectiveness:
A case Study of Construction Industry in AJ&K**

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PAPER INFO	ABSTRACT
Received: February 23, 2022 Accepted: May 09, 2022 Online: May 11, 2022	The primary purpose of this study is to provide a conceptual framework that investigate the impact of corporate social responsibility on the effectiveness of the organization in AJ&K construction's companies. The Primary data was gathered from various respondents. For this the study used questionnaire as mentioned suitable question against each variable. The results indicate that the respondents have already sense a theme of corporate social responsibility but in a different scenario. The findings show that ethical responsibility makes contribution to organizational effectiveness in AJ&K. This relationship amongst the result analyses that organization effectiveness will increase when organization adapts for ethical and social responsibility. Findings of this study show that ethical responsibility has a significant positive influence on organization effectiveness. Second hypothesis of this research was to check relation between economical responsibility and organizational effectiveness. The findings of this study will defiantly help to bring aware among government employees regarding CSR.
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Introduction

In the globalized village, corporate social responsibility becomes the burning issue to deal along with social issues created by the companies -only working for own profit (Huang & Lien, 2012) . Corporate social responsibility is a supernatural conduct between the human beings apart from customary and legal obligations. Corporate social performance is responsible for business as well as corporate citizenship and corporate social performance. This study focused on management researchers and businessmen. In current situation, government and costumers need enhanced effective behaviour from the organizations. If a company tries to beat their competitors and satisfy the shareholders then must pursue the social responsibility. Research has shown that companies which care for environment and exhibit responsibility, practice experience, increase consumers, purchase preference in addition to increased investment appeal. According to (Jayne & Dipboye, 2004) Corporate social responsibility should be explained as obligation of organization for the development of economic growth and also having benefit for the employees, their families and if see at the larger scale must benefit local community also. Corporate social responsibility has a good background. In history of many years, there are many examples from different organization to describe on social responsibility displayed during present

century specially the last 40 years. Moreover, look key points of CSR in advanced countries of the world routine outcomes have been received from US. Where a sound theory has been derived and calculated. CSR emphasis are based on the data that is provided in the literature. CSR is applicable all over the world now in present and in future. As per researchers in the modern time tough competition in term of quality product, the organization need to strengthen itself from all sides (Herremans, Akathaporn, & McInnes, 1993). Especially global awareness of community especially concerning about those organizations which are more harmful to society and they are facing restrictions and other sanctions even heavy financial charges. In short, the organizations which are economically beneficial to their employees and customer are enjoying organizational effectiveness and more committed employees and more loyal customers as compared to those organizations which are not social oriented (Moura-Leite & Padgett, 2011) In the corporate world the organizations are successfully combat challenges when they are adopting the social-oriented policies while executing the strategic planning to increase their market shares. Competitive business environment, the goal of any organization is to build a good and lasting relationship with customers and society in general, which guarantees the long-term sustainability of businesses. Some organizations have understood the concept of corporate social responsibility for improving their performance. The prevailing situation in third world countries in term of advancing the sense of corporate social responsibility is needed to be addressed. Due to lack of awareness, the societies are losing firm hold, the dignity of social values as well as natural resources. Specially the good ethical morals and at the same time organizations become the source of pollution and global warming. In third world countries like Pakistan need to provide more and more awareness. If failed then defiantly the country will face the shortage of natural resources and environmental issues.

Literature Review

Organization Effectiveness

The effectiveness is being considered to be “part of the good things that organization plans to achieve. Just as one desires to be “rich, wise & healthy,” here it is explained how organizations intend to be effective. Over the years, however, the effectiveness means different for different people, even for people in the same institution. Organizational effectiveness is very useful for organizational administration. This is main factor of business that improves organizational dominant character. Organizational efficiency is determined in same situation in research. Both objective and subjective signal are used to examine the theme. (Paauwe, 2004) organizational effectiveness is understood by the organizational objectives and aims, reflection of organizational objectives (Shieh, 2008), (Yeung, Lai, & Yee, 2007) There are two main types of tests which help in measuring the organizational effectiveness. One is financial performance and second is non-financial performance. One of the reasons for the change in the concept is confusion, of the three related concepts; efficacy, efficiency, & effectiveness. (Drucker, 1995) defines organization effectiveness as producing the right thing, is doing the right thing. Their study discussed a wide variety of related research over the past 25 years and concluded. The purpose of this study is to find condition of CSR realization and organizational performance.

Social Responsibility

The term social responsibility considered as a concept of firms’ commitment of improving the environmental and social performance keeping in mind the permissible obligations. It refers to a dedication to develop the social benefits by practicing flexible business actions and involvement of corporate capitals (Chaisse, Charkraborty, & Mukherjee, 2010). It is the dedication of organization to give the sustainable economic growth, works their job holder, working with their family members, and the society, whole

community to develop their standards of living, in this way they are better for organization and always work their best for the growth (Korkchi & Rombaut, 2006). This study will continue to maintain its effective leadership and competitive advantage as global business becomes more competitive in daily life due to globalization and technological change. Basically, it's a partnership between socially active groups, companies for purpose of the community growth & society development. This study is motivated to become more successful globally in terms of technological & globalization change. Corporate social responsibility is, in the strict sense, the coalition of business activities with social standards. Now there are days, Companies are more involved in business than ever before. Corporate Social Responsibility has become increasingly important to companies over the last several years.

Ethical Responsibility

Ethical responsibility refers to as practices & activities prohibited or intended by members of society, even if not regulated by law. These responsibilities apply to recognized rules, expectation and standards that reflect a concern for what shareholders, employees, consumers & the community think is right. It is just about the respect & protection of the ethical rights of shareholders. Ethical responsibility is shown according to different areas, by using different rules and principle made for specific time, ability and also for particular area. It reflects unwritten codes, rules and values that are implicitly derived from society and go beyond simple legal frameworks. By increasing public interest, many companies try to control the issues by increasing ethical values (Jose & Thibodeaux, 1999). The organization's prior perspective is the ethical responsibility and then social responsibility. Organizations must have to look and reflect into the great responsibility and study on people behaviour. This is where the organization can and should have an impact on ethical decisions and should be held accountable to a degree, for the questionable actions of its employees. If an organization is committed to being ethical and socially responsible, this can have a direct impact on employee's behaviour. However, the level of corporate commitment to ethics and social responsibility is complex and depends on a variety of factors (Singhapakdi, Kraft, Vitell, & Rallapalli, 1994). (Vitell & Paolillo, 2004) concluded that, while size and profitability are dominant characteristics, corporate goals, strategies, and structure may all be related to corporate social responsibility.

Economical Responsibility

Looking back to the history, companies have been formed as economic entity geared to delivering services for the Society Members (Carroll, 1991), the Economic responsibility is mainly the basic, as" overall corporate responsibilities is based on the economic social responsibility of the company, as the others become questionable considerations without them. It is significant to achieve consistent performance with maximum earnings per share. It is significant to make the most profitable effort possible. It is significant to maintain a good competitive position. It is significant to keep operational efficiency at high level. As a result, the employees of these organizations become more committed to their organization. And the output was in the shape of effective organization. In other hand the organization gets a better image among outside environment stakeholders (Miller, 1991). The more important thing here is to highlight, if organization involve itself in social welfare-oriented activities or their policies are more approaching the social responsibilities, the organization getting more strong hold on their employees and customers. In other words, the organization implements such kind of policies which are strengthening the economic conditions of the employee's ultimately have a positive effect on the organization in term of quality work and more committed to the organization.

The Relationship Between Social Responsibility and Organizational Effectiveness

According to (Tsoutsoura, 2004), social responsibility has a strong impact on the organization's performance. It helps to improve their financial performance of companies for rapid growth and to maximize the return in the market. If a company satisfies its stakeholders for social responsibility, the company will certainly succeed in beating its competitors. We have seen rapid increase in social responsibility & the actions of recent decades. "Because of the greater awareness among shareholders and organizations of society for the needs and requirements of social responsibility, there is a long debate amongst them as to whether those who receive benefits and those who bear the costs of carrying out the activities are accountable, social." The relationship between employee engagement and social responsibility has already been recognized by some professionals. The term corporate social responsibility is not new in the research & has been associated with various disciplines. The nature of social responsibility varies from place to place (Mandell et al., 2007). It has been recognized that social responsibility is linked to a variety of disciplines including management, ethics, management and business (Cooke & He, 2010). It has been noted that the focus of social responsibility is generally related to the overall performance of the organization and the human factor as a useful resource is particularly neglected. Involvement of employees can only be expected good and productive performance if the staff is properly looked after. Employees Participation Initiatives and their history would only be recognized in a few models. (Shuck & Wollard, 2010) Employee engagement is becoming increasingly popular with HR developers and management consultants, internal communications professionals, and corporate convention organizers, but questions remain as to whether the commitment is a fad. Upon the support of this empirical discussion this study fixes the hypothesis:

H₁: Corporate Social Responsibility is positively related to enhance

Organizational Effectiveness.

The Relationship between Ethical Responsibility and Organization Effectiveness

(Panwar, Rinne, Hansen, & Juslin, 2006) Research has demonstrated that organizations that care about the earth and show great social duty practices have a more grounded inclination for shopper purchasing and more noteworthy speculation allure. It is likewise advocate by setting corporate exercise and ways of thinking to societal qualities and socio-social goals, business can improve their chances of acquiring their authenticity or working permit. This authority adds to the survival and success of organizations by diminishing the contention among partners and the related expenses while improving long haul supportability and representative fulfillment. An essential but insufficient circumstance under which entrepreneurs behave ethically responsible is that they consider ethics and social duty to be important. However, little is appreciated about the perception of marketing professionals about the importance of ethics and social responsibility in commercial business decisions.

(Bansal & Roth, 2000) depict the perception and the conduct of (CSER) Corporate Social and Environmental Responsibility dependent on an overview directed in 2001. The reviewed organizations were gotten some information about their impression of corporate social citizenship and natural obligation, either by referencing strategies or activities in these territories. (D. Dhaliwal, Erickson, & Heitzman, 2009) have contended that the association will be moderately predominant in execution and addition the advantage from the decrease in the expense of value that puts a ton of social obligation on it. Upon the support of this empirical discussion this study fixes the hypothesis:

H₂: Ethical Responsibility is positively related to enhance Organizational Effectiveness.

The Relationship between Economical Responsibility and Organization Effectiveness

According to (Henderson, Dicken, Hess, Coe, & Yeung, 2002), most customers prefer to buy goods from socially responsible companies & 76% are willing to transfer their brands from those who do not have social responsibility. An overview of 1,000 consumers was conducted in the US. It was established that just about 43% of customers are very impressed by the companies that really donated to social development & welfare. Previous research have noted the relevance of this association in emerging economies when assessing the influence of corporate social responsibility on firm success (Amini & Dal Bianco, 2017). Furthermore, these studies focus on community and consumer evaluations of the company's social activities, as well as these stakeholders' evaluations of the overall organizational performance. As a result, our study argues that, in terms of managerial relevance, businesses should treat corporate social responsibility as the most important predictor of all micro and macro elements that impact total organizational performance. (Kanwal, Khanam, Nasreen, & Hameed, 2013) demonstrated a positive connection between social responsibility and corporate execution in different KSE recorded organizations in Pakistan. In this way, the exercises of social responsibility offer the organization a twofold advantage. From one viewpoint, they build up a positive picture among their partners, and on the other hand, they improve their financial position. Upon the support of this empirical discussion this study fixes the hypothesis:

H₃: Economical Responsibility is positively related to enhance Organization Effectiveness.

Fiduciary Capitalism Theory

The Fiduciary Capitalism Theory of Corporate Social Responsibility (CSR), which prompts investor esteem-based administration, contends that solitary corporate social duty is to produce benefits and as an essential objective, to improve the organizational financial incentive to its investors. This is the hypothesis behind customary neoclassical financial aspects, which spotlights on amplifying investors' esteem. Nobel laureate Milton Friedman and his significant other co Rose Friedman said that in such an economy, there is just a single social duty regarding the business; Use assets and take part in benefit raising exercises until the guidelines of the game are confirmed to, i.e., take an interest in open and free rivalries without misdirection or tricking after (Milton, 1962). Principle speaking, the worth situated investor goes connected at the hip with the office. According to this theory (Jensen & Meckling, 1976), in recent decades it has been dominated a lot of business schools. In this theory, the managers are considered as agents and the owners are considered as the principle. The latter are fiduciary to the instructors and are generally strongly incentivized to trade their economic interests with those of the owners and to increase the value of shareholder. Capitalism Theory of Corporate Social Responsibilities that deal with investor and organizational management, contends that solitary corporate social duty is to produce benefits and as an essential objective is to improve the organization financial position for its investors. It is the theory behind customer material aspects, which spotlights on amplifying investor esteem.

Empirical Support

Dhaliwal, Radhakrishnan, Tsang, & Yang, 2012 expressed that organizations will have moderately better exhibitions by exploiting the reduction in value costs, which prompts high social obligation costs. Furthermore, the association that screens social

obligation can draw in a greater number of dealers than different associations that don't concentrate on corporate social responsibility.

H1: E Ethical Responsibility is positively related to enhance Organizational Effectiveness.

Hypothesis No 2

As per Hess, Rogovsky, & Dunfee, 2002 most clients want to purchase items from socially mindful organizations, while around 76 percent of them are happy to move their brands from organizations that don't complete social duty exercises. A study of 1,000 customers was led in the United States and almost 43% found that contributors were generally influenced by benefactors for social welfare and improvement. (D. S. Dhaliwal et al., 2012) have expressed that diverse industry sizes have demonstrated various practices because of money related emergencies.

H2: Economical Responsibility is positively related to enhance organization effectiveness

Material and Methods

This study framed a conceptual frame work which represent the complete venture of this study. This framework visible all relation among the various factors important to find out the relation among these factors through this study. The variable which is supposed to focus through this study is organizational effectiveness (DV). Though this study measure the dependent variable by fixing one independent variable that is corporate social responsibility by further categorizing into , ethical and economical responsibility .

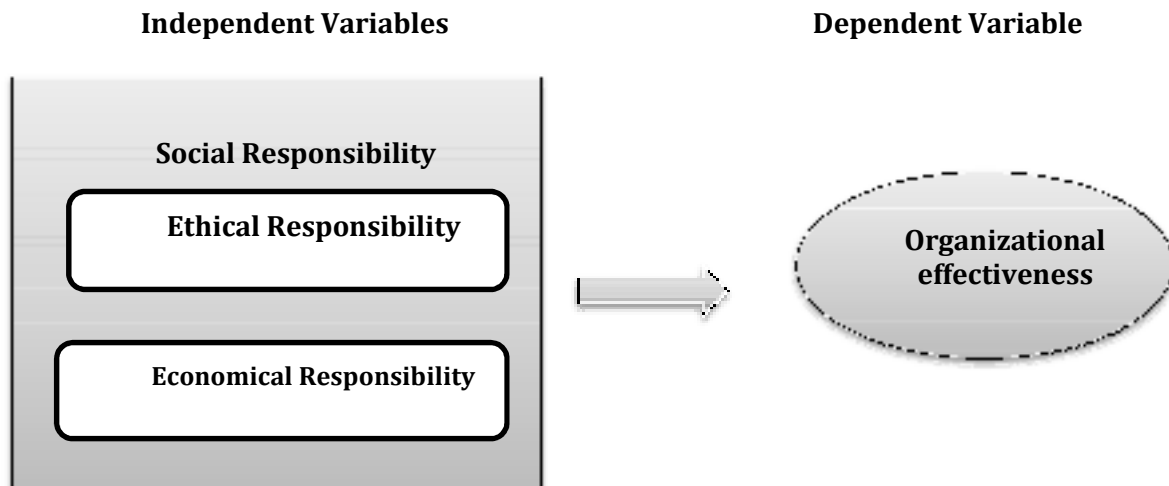


Figure 1: Conceptual Framework

Research Instrument

For this the study used questionnaire in mentioned suitable question against each variable. The questionnaires had been distributed among correspondence more than 100. Data was collected from respondent after dully cross check that they have clearly understand the theme of questionnaire. The reason is that the language which was used in questionnaire was purely English and due to third language some time it created difficulties in getting clear cut consent of the respondent. The data latter on posted to SPSS software to run various tests. After running suitable test this study received following results. The scientist appropriated the polls face to face, after acquiring consent from top administration, in multi week to all respondents. Respondents were implored to give sincere and genuine

reactions to each thing in the polls. Eye to eye meeting gave the stage to the analyst to explain any conceivable vagueness and furthermore made the chance to connect with the individuals. A five-points Likert scale were utilized to gauge these parts 1=Strongly Disagree and 5=Strongly Agree

Unit of Analysis

This study considered one employee of that particular company as a single unit while collecting the data from respondent.

Population

From the perspective of statistics “anything which is under study is known as population” and the population which is under study is AJ&K construction industries and target population is employees of AJ&K construction industries. Employees of Constructions industries in AJ&K will be selected as a sample to fill questionnaire.

Sample and Sampling Technique

To get an effective data this study select correspondent in random way among the population. This study collected the data from the respondent throw-out the entire population of the AJ & K construction industries. Although this study focused different single units, who were engage in different type of construction activities.

Tools of Analysis

SPSS (genuine group for human sciences) is a PC program which is used for assessment of quantifiable data. This is the most extensively used program for quantifiably examination of humanistic systems.

Result and Discussion

**Table 1
Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	98.8	100.0	100.0
Missing	System	1	1.2		
Total		81	100.0		

To obtained descriptive statistic for categorical variable use frequencies. From output 1 shows that from total 80 responses. In which 80 were male. While previous researcher took 80 sample.

**Table 2
Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 15-25	28	34.6	35.0	35.0
	Between 25-35	52	64.2	65.0	100.0
	Total	80	98.8	100.0	
Missing	System	1	1.2		
Total		81	100.0		

From output 2 shows that 28 employees age were 15 to 25 was 34.6%. 52 employees' ages were 25 to 35 years was 64.2%.

Table 3
Number of Years Worked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 1-2	20	24.7	25.0	25.0
	Between 2-3	60	74.1	75.0	100.0
	Total	80	98.8	100.0	
Missing	System	1	1.2		
	Total	81	100.0		

From output 3 shows that 20 employee's number of year work 1 to 2 was 24.7%. 60 employees number of year work 2 to 3 years was 74.1%.

Table 4
Reliability Statistics

S. No	Variables	Cronbach's alpha	N. Item
1	Ethical Responsibility	0.762	5
2	Economical Responsibilities	0.714	5
3	Total Organizational Effectiveness	0.784	6

The Internal consistency of each develop is measured from Cronbach's alpha unwavering quality test. The 0.762, 0.714 and 0.784 is considered as great unwavering quality, or higher shows that the instrument has a high dependability standard. On the off chance that Cronbach's alpha worth under 60 outcomes will negative, and the inquiry is not huge, if the outcome is above than 70 than the Cronbach's alpha worth demonstrate the focal inclination of variable.

Table 5
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organization Effectiveness	80	1.67	3.83	3.1569	0.59011
Ethical Responsibility	80	1.40	4.00	3.2000	0.58378
Economical Responsibility	80	2.24	4.76	3.8988	0.74427
Valid N (list wise)	80				

The Detailed measurable portrayal is quantitatively speaking to the important attributes of an accumulation of data. The normal exhibition of significant worth that the focal propensity of a variable. The creation of the display arrives referenced that in the arrangement of work, mood of work, they detail again and persuade, the quarter of the industry and the joy of work implies that the worth are separately 3.1569, 3.2000 and 3.8988 with the estimations of standard commitment 0.59011, 0.58378 and 0.74427 in the example that completed litigant provides for 75 respondents.

**Table 6
Correlation Analysis**

		Ethical Responsibilit y	Economical Responsibilit y	Total Organization effectiveness
Total Organization effectiveness	Pearson Correlation	0.737**	0.850**	1
	Sig. (2-tailed)	0.000	0.000	

**. Correlation is significant at the 0.01 level (2-tailed).

The examination of interrelation characterizes this straight connection between 2 factors to clarify the power and factors of bearing is decidedly they keep interrelation or contrary. They keep interrelation in the work that Ethical l Responsibility interrelation with Organization effectiveness of work it is (.737**) that is measurable critical. All out extraversion, complete pleasantness with Total Organizational effectiveness (.850**) that is factual critical.

**Table 7
Regression Analysis (Model Summary)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.851 ^a	0.724	0.713	0.31621

Predictors: (Constant),

**Table 8
Regression Analysis (Coefficients)**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	0.482	0.254			1.894	0.064
Ethical Responsibility	0.075	0.142	0.074		0.529	0.599
Economical Responsibility	0.624	0.111	0.788		5.610	0.000

Dependent Variable: Total Organizational effectiveness

The examination of relapse demonstrates the effect that in any event two factors in a reliant variable. In the table R the worth is .851a of scene of the interrelation of the clamor in the productiveness of worker. R square worth is .724 and T worth is 1.894.

Hypothesis Result

Hypothesis result of frequency distribution is positive, reliability analysis result is positive, descriptive statistic result is positive and acceptable even the regression correlation results are positive and good in margin and in good values and statistics. The Hypothesis result of overall calculation and tests are positive and good. So, hypothesis is acceptable and accepted.

Discussion

The basic aim of this study was to develop conceptual framework that examines the leader Ethical l Responsibility impact on Organization effectiveness. This study provides the significant inside into the organizational effectiveness of AJ&K construction industries AJ&K.

The framework shows that leader Ethical Responsibility make contribution to organizational effectiveness in AJ&K. This relationship among Ethical Responsibility and organizational effectiveness is a very fair concept for Pakistani culture because leader Ethical Responsibility in AJ&K culture is very high, and they will be contributing towards nation success. The result analyses that Organization effectiveness will increase when Extraversion, agreeableness will increase that will strengthen organizational effectiveness. But our results analyze that leader Ethical Responsibility have greater impact on AJ&K constructions industries. If leader Ethical Responsibility system will be improved than the Organization effectiveness will also improve. Three hypothesis of this research was: H1: Level of Ethical Responsibility has significance on organizational effectiveness. Consequences of this study show that Ethical Responsibility has a significant positive influence on Organization effectiveness. Outcome of H1 is supported by (Kraft & Singhapakdi, 1991) second hypothesis of this research was H2: Economical Responsibility has significance on organizational effectiveness. Results of this study demonstrate that Economical Responsibility has a significant positive influence on organizational effectiveness. It is verified by our study results and supported by previous studies (Nasieku, Togun, & Olubunmi, 2014).

Conclusion

The main objective of this research was once to investigate the impact of CSR on the effectiveness of the organization in AJ&K Construction's companies. The purpose of the study was: "How CSR Affects Business Effectiveness in AJ&K Construction Companies; learning information provides a great insight into ethical responsibility. The study points to the tremendous contribution of moral responsibility to the effectiveness of a business. The relationship between CSR and organizational efficiency is very honest with AJ&K Construction Companies. From the overview, there was a significant difference between CSR and organizational Effectiveness. It is also concluded that there was no primary and interactive effect of corporate social responsibility and corporate social responsibility on organizational performance.

Recommendations

On the basis of this study it is recommended that there should be awareness seminars and workshops among employees working in construction industries. The reason behind is that the most of the construction industries involve to create issues related to society. For example the usage of natural mineral on mass level which effect the environment and on the on the other side the unsafe measures during construction which defiantly lead to lose of human and natural life.

Recommendations

1. In future this study can be conducted by changing the partially the construct of the model.
2. Sample size can be increase.
3. Bring into female and higher level directors and can draw a comparison among these segments regarding the aware of CSR.
4. This study can be conduct in various private and governmental organizations to draw a comparative analysis.

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