SOCIALLY RESPONSIBLE IDENTITY: LINKING CORPORATE SOCIAL RESPONSIBILITY, STRATEGIC IMPLEMENTATION AND QUALITY PERFORMANCE

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Abstract

The purpose of this paper is to assess the role of CSR in projection of socially responsible identity and its impact on quality performance. Based on literature review, theoretical framework is developed. Out of 500 questionnaires distributed, 150 employees were selected based on their experience, education, skills, and knowledge. Non-probability sampling procedures were applied for data collection. Data was analyzed by using Pearson's Correlations and regression. The findings show that CSR dimensions help out in projection of SRI. Further, if these dimensions are implemented strategically, this would contribute in the quality performance of an organization in the long-term. This all qualifies the notion that CSR is a strategic investment that would have trickledown effect in future.

Keywords: CSR, Social Responsible Identity, Strategic Implementation, Quality Performance.

JEL Classification: Z000

Introduction

The phrase of corporate social responsibility (CSR) has been used in different context with different perception and meaning over the last four decades (Morand & Rayman-Bacchus, 2006). The early concept of CSR was developed in the 1960s- Social responsibility of a company is to earn money (Woods, 2003) and later is donation to the larger society (Carroll, 1991). After the emergence of Carroll (1991) four dimensional model, attentions of the researcher shifted towards corns of CSR

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in term of financial performance (Kitzmueller & Shimshack, 2012), support of the society (Schwartz & Carroll, 2005), true and impartial view of financial position (Fox, 2005), and economic uplift of society (Schwartz & Carroll, 2005). Their follower scholars focused on outcomes in the context of protection of shareholders wealth (Kitzmueller & Shimshack, 2012), assurance of good corporate governance (Melé, 2006), customer support (Pérez & Bosque, 2015), environmental management (Adhikari, Kumar, Manoj, & Chaudhari, 2016) and role of CSR in sustainable development of firm and society as well.

Similarly, the gap between corporations' stated CSR practices and public perception has become quite noticeable. Numerous events came in literature like 'Nike' for violent and abusive labor practices, Shell Oil's (Ray, 2007) faced major criticism from the Greenpeace etc.-these cause customer boycott and sale decline. In a result, it shifted approaches of CSR from reactive/responsive to proactive approaches (Ali, Frynas, & Mahmood, 2017) that is not only to meet the anticipations of the society (Fifka & Berg, 2014) to gain legitimacy but also to promote healthy environment and strengthen society-business linkage (Fryzel, 2011). Now CSR is the long-lasting obligation of the corporations to protect the environment, act ethically, add transparent (Ali, Frynas, & Mahmood, 2017) and fair contribution in economic development(Habib & Wahid, 2016) and improve the living standard of employees(Fifka & Berg, 2014). It is being used as an umbrella whereby organizations reveal and communicate their social performance (Ali, Frynas, & Mahmood, 2017), environmental protection strategies and ethical practices at workplace.

As becomes evident from the above contribution of various scholars in different point in time, earlier literature treated CSR as cost and later as a strategic investment. Likewise, it is well establish fact that organizations are more interested in benefits that CSR brings in term of projection of socially responsible image (Fu, Ye, & Law, 2014) due to employee's loyalty, commitment (Callan & Thomas, 2010) and loyalty among its customers (Pérez & Bosque, 2013) for communicating its values through distinctive approach by using CSR disclosure (Fu, Ye, & Law, 2014). Now attention of researchers has been shifted towards behavioral outcomes of CSR. Still it is a gray area where theorists and academicians have strong belief that CSR is playing a significant role in image building of organization as socially responsible identity-defined by (Melewar, 2010) it is social status of a company which brings recognition, specialty and uniqueness in society and it is reflected from every facet of its activity from philanthropic activities, true and fair view disclosure, good corporate governance, and social performance in contemporary societies (Fu, Ye, & Law, 2014). It is evident that much of the work of image building, recognition (Basu & Palazzo, 2008), credibility (Alniacik, Alniacik, & Genc, 2010) and distinction is done by the advertising agencies which may be misguiding in certain cases over a period of time (Schons & Steinmeier, 2016).

Consequently, we add to management literature by exhibiting how planned (strategically implemented) public relations activities (CSR)-protection of other stakeholders (stakeholder theory) leads toward the projection of socially responsible identity of the organization and its impact on

Organization's quality performance that is distinct from prior literature. In line with this, we advance theoretical and conceptual contribution in this domain by finding answers to two fundamental research questions. First, what exact role CSR strategies play in the projection of socially responsible identity? If these CSR strategies are strategically implemented by organization. Secondly, what is the role of socially responsible identity in the enhancement of quality performance of the organization?

Literature Review

The Existing literature on decision for going public has adopted two dimensions to estimate the determinants of raise equity capital decision.

CSR and Quality Performance

"If you find an executive who wants to take on social responsibility fire him. Fast" (Peter Drucker, 2003). Before the decade's end large scale conceptualizations and models of CSR were shaped. In spite of the advance on the hypothetical front, CSR kept on being a fervent theme. Correlations between the financial performance and levels of CSR were directed, with mixed outcomes (McWilliams & Siegel, 2001). Therefore, CSR turned out to be a piece of corporate strategy, and also a piece of different parts of business, for example, the legislative condition and financial policy(Kanji & Chopra, 2010). The gap between organizations' expressed CSR practices and public discernments has turned out to be very perceptible (Porter & Kramer, 2006). A few occurrences were highlighted all through a decade ago demonstrating that the general population esteemed CSR whether the scholarly writing had conclusively demonstrated its utility. In the current period researches, it is demonstrated that positive connections exist between social responsibility and business opportunities in terms of market share, efficiency (Bichta, 2002), human skill and improvement (Sobhani, Amran, & Zainuddin, 2009) and quality consciousness. Due to irregularities and unconsciousness in companies led toward customer boycott and poor performance (Foote, Gaffney, & Evans, 2010). Now it has different points of interest as Organization having powerful CSR have competitive advantage (Melo & Garrido-Morgado, 2011)and have more noteworthy space for better quality performance accordingly profiting both organization and society at large.

Organization can attract and retain motivated workforce through good image and reputation in the competitive environment.　In this way, organization has keeping best people and improving organizational working performance. Therefore, CSR is an effective tool to bring more productive workers and greater employee loyalty. Healthy working environment and relations cannot only help organizations to keep their human resource but also attract train and competitive human capital. Employees preferred to work for socially responsible firms (Smith, 2003).

CSR and Socially Responsible Identity

Numerous organizations utilize CSR strategies as a key strategy to increase community

support (Mahmood & Humphrey, 2012) for their presence in worldwide markets, helping them manage an upper hand by utilizing their social commitments to give a subliminal level of advertising (Shauki, 2011). In expansion, there is a developing pattern for non-government associations to hold organizations responsible of their activities. Some administration controls oblige organizations to hold normal moral training and this additionally brings about worker devotion and pride (Miras-Rodríguez, Carrasco-Gallego, & Escobar-Pérez, 2013).

For the most part, the association is putting their extent of benefit in term of CSR to project a responsible identity and reputation, as these are immaterial assets identified with money related and non-financial implementation too (Gallardo-Vázquez & Sanchez-Hernandez, 2014). Much of the work on image building, acknowledgment, credibility, and distinction is conducted by marketing agencies which might mislead in certain cases (Wu, 2014). Theorists and academicians have strongly believed in the significance of role assumed by CSR in enhancing image with regards to corporate identity in a more successful, capable way in contemporary social orders (Skouloudis, Evangelinos, & Malesios, 2015). CSR has different points of interest as competitive advantage and have more prominent space for better organizational implementation in performance therefore profiting both association and society at large. It is wellspring of competitive edge in building positive picture before client and society (Pérez & Bosque, 2015). As per Adhikari, Kumar, Manoj and Chaudhari (2016), CSR activities prompt positive corporate identity setting up the credibility, solidifying image and dependability on corporations. These firms which guarantee transparency have constantly positive effect on organizational yield Basu and Palazzo (2008) are of the view that transparent systems of CSR lead towards compelling sense-production of corporate identity through interior (shared significance) and outer (anticipated correspondence) in an organization. It is reasoned that CSR is to a great degree the key for the sustenance and development of association as it has a more prominent capacity to make adequate and trustworthy image in public (Fifka & Berg, 2014). It demonstrates that protection of other stakeholders maximizes the wealth of shareholders as well as a vital venture which extend socially responsible identity that has a trickle-down impact can be appearing to be over the timeframe in term of development and sustainable business.
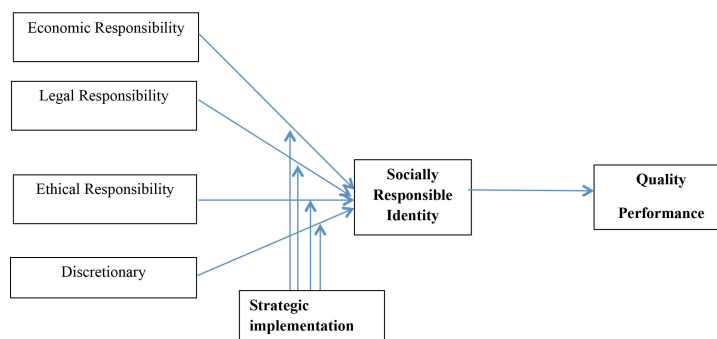
Figures 1: Conceptual Framework of the study

Antecedents of Socially Responsible Identity

Literature shows that if a firm uses CSR strategy to invest a portion of profit for betterment of the community like protection of planet, atmosphere, ethical values of employees, social welfare, and well-being of community. (Basu & Palazzo, 2008), this enhances the organizational performance as well as image of the organization. Therefore, CSR is an effective tool to create the organizational identity as a socially responsibly organization which give competative adge over the competators. (Foote, Gaffney & Evans, 2010; Shauki, 2011; Wu, 2014; Schons & Steinmeier, 2016).
H1: Corporate social responsibility leads to socially responsible identity

As it is obvious that Corporate Social Responsibility refers to any action which is beneficial for the public. The discretionary social responsibility is one of the aspects of CSR. It refers to voluntary behaviour of the management of the corporation to contribute positiviely to the society with their own will apart from any strict or formal orders and procedures."It is not based on any kind of obligation or responsibility but simply upon the desire to do good" (Woods, 2003). Management is left with open choice whether they are willing to participate in such activities or not. There is no obligation on them to follow it. It is upto their thinking and their choice whether to act in a certain way or not. Discretionary responsibilities includes all those activities and action that are voluntarily taken by the management which provides benefits to the society in one form or the another (Goll & Rasheed, 2004). The top management plays an essential role in discretionary responsibilities and actions. If the top management has tilted towards contribution to the society then the middle and lower management will also follow the same path. If not, then it is considered as a burden on the corporation to indulge in such activities. It is the beliefs and the values of the top management that chooses to do or not to do such activities. The beliefs and values are mostly in synchronisation with the mission and vision of the corporation. This determines the corporation's orientation towards social responsibility. Also it reflects the philosophy and attitude of the top managemnt and the corporation.As the top management develps the culture of the corporation and they are the ones who provide a framework to take part as socially responsible corporations. There is a link between the values of the top management and the performance of the corporation. If the corporation invests in such activities that will aid the society then the employers and the employees are motivated towards humanitarian activities and creates a corporation of socially responsible identity. The actions of managers reflect the values of the top management which is referred to as latitude. Managers with high discretary powers have greater latitude for actions to exert more influence over organizational outcomes. Therefore, managerial discretion is instrumental to moderate the relationship between top management and organizational performance. This shows the relationship between discretionary social responsibility and quality performance of the organization. If the corporations are more involved in discretionary activities then it will produce socially responsible identities which enhances the quality of performance. Hence, it leads to the hypothesis that:
H2: Discretionary Responsibilty leads to socially responsible identity.

According to Modigliani and Miller (1963) companies decide to go public to reduce their weighted average cost of capital. Diamond (1991) argued that raising equity capital through IPO is an opportunity to generate cheap funds without the financial intermediary institutions. Trading in liquid equity markets increases the market visibility of the IPO firms and increased the bargaining power with banks for further financing.

Economic Responsibility

Dating back to the 19th century, with the advent of the business corporations the sole purpose was to provide goods and services in exchange for money. The profit motive was the only aim and incentive for entreneurship. The corporations used to make reasonable profits through goods and services. In late 90's profit maximisation became the notion on which the corporations even today operate. Economic responsibility is the most crucial one for the business because all other activities depend on this main activity. According to Carroll, (1991) economic responsibilities refer to the importance of performing business activities in such a way that activities performed are consistent with the maximisation of earnings per share and to be profitable as much as possible. This profitability depends on maintaing strong competitive position in the market and maintaining operating efficiency. He further observed that success of the corporation depends on its consistent profitability. There are two schools of thought regarding investing in social activities as observed by Kitzmueller and Shimshack, (2012). One is of the view that high investment in social responsibility results in additional costs and puts corporations to economic disadvantage. Whereas those who are in favour of social responsibility are of the view that the corporations which invest more in social responsibility face fewer problems regarding its labour and its employees and also customers will prefer buying from such corporations. Consequently, the CSR activities will improve the reputation of the corporation and can also achieve higher maret share. Also, the relationship with the investors, bankers and government will be enhanced which will be economically profitble for the corporation in the long run. Thus, the employees will be more satisfied and the corporation will be able to create its identity of being socially responsible. (Kitzmueller & Shimshack, 2012).

H3: Economic responsibility leads to socially responsible identity.

Legal Responsibility

Legal responsibility in CSR obliges organization to obey rules and regulations (Fox, 2005), which includes environmental laws, consumer laws, employees protection l was, fulfilling all contractual obligations, honoring warranties and guarantees. Corporations obey the laws to gain customer loyalty and maximize profits. Law reflects the codification of right and wrong as viewed by the society. So, to sustain in the society, corporations need to comply with the legalities prevailing in the society (Buhmann, 2006). The corporations are required to comply to the laws i-e domestic as well as international. The domestic laws of the society are derived from the statute of the states whereas some laws have their basis in international law. Domestic law varies according to the societies

whereas international law is practiced all over the world. International law mostly covers the basic human rights and their protection and also the ethical side of businesses. The corporations need to provide safe work environment to their employees and fulfill all other obligations as stated in the international law. Domestic law covers the other aspects of the corporations. The corporations are required to fulfill all the obligations imposed by the domestic or statutory law. If corporations follow all the legal responsibilities then it is considered to be a socially responsible corporation and maintains its identity in the process. Thus,

H4: Legal responsibility leads to socially responsible identity.

Ethical Responsibility

        "Ethical domain depicts that organizations is doing business in right, just, and fair even when business is not compelled to do so by the legal framework"(Adhikari, Kumar, Manoj, & Chaudhari, 2016). Ethics is referred to as doing what is right and not doing what is not right. It depends upon the individual philosophy of mind how to distinguish between what is right and what is wrong. Smilarly, corporations have the philosophy in the form of mission and vision which envisages the ethical responsibilities which the management and the employees are oblied to comply. Being ethical creates positive image among the employees as well as the society. Ethical responsibiity also includes not indulging in activities which are considered ethically and morally wrong. Also ethical responsibility of the corporations goes beyong the legal requirements. It is something that is not obligatory but is expected by the society. Ethical responsibilities has significant impact on all stakeholders particularly on consumers and employess of the organization (Schwartz & Carroll, 2005). If the corporation is ethical in its processes and dealings it will gain the trust of the customers and can gain the competitive edge over its competitors. It also increasesthe customer loyalty as well as the employees ownership of the corporation.Ethical responsibilities and activities of the corporation fall in any of the three moral principles that is conventional, deontological or consequential (Melé, 2006). Hence it leads to socially responsible identity.

H5: Ethical responsibility leads to socially responsible identity.

        European's perspective about CSR is a domain in which corporations decide voluntarily and are willing to add value to the society to make it a better place and contribute towards a clean environment and integrating CSR into the other policies and operations of the corporation (Commission of the European Communities 2001). CSR (Bhattacharya, Sen, & Korschun, 2008; Fryzel, 2011; Kanji and Chopra, 2010 & McWilliams; Siegel, 2001) is effective strategy to shape the organizational identity as socailly responsible organization which enable the organization to gain competative advantage (Abratt & shee, 1989; Atakan & Eker, 2007; Balmer & wilkinson, 1991; Basu & Palazzo, 2008; Porter & Kramer, 2006). Therefore, CSR creates positive image of the organization in the society which enhances the clients trust on the organization (Waddock, 2012).

H6: CSR leads to better quality performance with mediating role of socially responsible identity.

Research specialists have, since quite a while ago, assumed that the successful usage of vital decisions is major to the corpoation's capacity to make value (Child, 1972; Cyert & March, 1963). As indicated by the resource management model, it is basic that pioneers deliberately consolidate assets together to frame abilities so as to concentrate the value potential contained inside those resources (Barrick, Thurgood, Smith, & Courtright, 2015). Subsequently, organizational pioneers assume a basic part in value creation process by deliberately organizing, structuring, bundling, and utilizing assets into capabilities that requires synchronizing all components of the CSR practices. In this review, analyst try to expand upon these insights of knowledge by taking a gander at the vital activities that the company's top-level officials take with a specific end goal to coordinate the company's CSR activities. In accordance with strategic choice theory, Current review concentrates on activities that show that firm pioneers have indicated key execution targets and are following and checking progress towards them (Child, 1972). Schendel and Hofer (1979) contended that for an official group to be genuinely effective, it must detail an organizational strategy, as well as assume an unmistakable part in guaranteeing that the technique is appropriately implemented. Current review recommend that the connections between the CSR intiatives and Socially Responsible Identity are enhanced by prudence of the lucidity of course that usage of the company's strategy provides for the workforce(Waddock, 2012). Current review recommend that high strategic implementation improves projection of firm identity as a socially responsible before all stakeholders (Balmer, 2008).

H7: Strategic implementtion of CSR initiatives lead to better socially responsible identity

Methodology

The instrument has been adopted after going through extensive literature review. Therefore, the concept has been taken from various studies like CSR (Carroll, 1991), Socially Responsibility Identity (Abratt & Shee, 2010), strategic implementation (Barrick, Thurgood, Smith, & Courtright, 2015) and quality performance (Tahir, Bilal, & Nadeem, 2012). The research instrument was measured on 5-point Likert scale (where 5 for strongly agree, 4 for agree, 3 for nuetral, 2 for disagree, and 1for strongly disagree).

The current study was conducted in the telecom sector. Therefore, data was collected from five organizations like Mobilink network, U-Fone, Telenor, Warid, and Zong. The questionnaire was distributed and collected in offices of these organizations in the twin city (Islamabad & Rawalpindi). Non-probability sampling was used for data collection. The participant of the study was categorized into three groups like high-level management, middle-level management and low-level management. The total 150 participants were selected for the current study. Therefore, participants were selected based on their experience, education, skills and knowledge about the concept of CSR and its trickle-down effects. Quota sampling technique was used for the data collection. Therefore, groups have assigned the proportion of sample like 25 percent to high level management, 30 percent to middle level management, and 45 percent to low level management. The research design of this study is involved a hypothesized cause and effect relationship. Therefore, current model shows that CSR

cause the projection of Socially Responsible Identity and its impact on the quality performance. Multiple Regression is used to examination the relationship among observed variables.

Finding and Discussion

Table1
Descriptive Statistics and Pearson's Correlations of Study Variables

	Mean	**Std**	**1**	**2**	**3**	**4**	**5**	**6**	**7**
1. Gender	----	----							
2. Economic	3.6524	1.20804	.236**						
3. Legal	3.6695	1.20892	.238**	.441**					
4. Ethical	3.6562	1.22624	.236**	.231*	.281**				
5. Discretionary	3.6575	1.20849	.233**	.145*	.234**	.132**			
6. Strategic Implementation of CSR	3.6733	1.20586	.249**	.221**	.265**	.271**	.112**		
7. Socially Responsible Identity	3.6720	1.20964	.259**	.314**	.278**	.411**	.421**	.451**	
8. Quality Performance of Organization	3.6776	1.19952	.272**	.512**	.372**	.321**	.351*	.521**	.122*

N= 5 telecom sector organizations (150 employees).
* P < .05, one-tailed
** P <.01, one-tailed

Furthermore, the equation (2) is estimated to control inter-industry effect and equation (3) is estimated to control the year effect through the one way random effect probit models of the decision to go public.

Table 1 introduces the means, standard deviations, and correlations among the key factors. Obviously, all independent variables such economic, legal, moral and discretionary) were fundamentally associated with socially responsible identity (r extended from .112 to .5521) respectively. Hypothesis 1 to 4 anticipated that the four CSR's measurements, for example, economic, legal, ethical and discretionary would emphatically foresee socially responsible identity. Table 2 and 3 depicts the results or regression and mediation through Andrew process respectively. Model 1 depicts that economic responsibility was significantly related to socially responsible identity (.29, p< .01) and strategic implementation moderated these effects (.112, R2 .05, p <.01). Model 2 reveals that legal responsibility has a significant positive effect on socially responsible identity, (.11, p< .01) and strategic implementation moderated these effects (.233, R2 .05, p <.01). Similarly, Model 3 shows that ethical responsibility was significantly and positively related to socially responsible identity (214., p< .01) and strategic implementation moderated these effects (.28, R2 .05, p <.01). Likewise, Model 4 describes that discretionary actions taken by corporation was significantly and positively related to socially responsible identity (214., p< .01) and strategic implementation moderated these effects (.12,

R2 .05, p <.01). Hence, Predictors and their respective interactions with strategic implementation accounted for 67% of the variance in socially responsible identity. Apart from this, mediation result has also fruitful outcomes in this regard.

Table 2
Moderated Regression Analyses of CSR initiatives and Strategic Implementation when Predicting Socially Responsible Identity

	Model-I			Model-II			Model-III			Model-IV		
	B	S E	β	B	S E	β	B	S E	β	B	S E	β
(Constant)	-0.047	0.047		-0.047	0.047		-0.047	0.047		-0.047	0.047	
Gender	0.053	0.025	0.022*	0.053	0.025	0.022**	0.053	0.025	0.022*	0.053	0.025	0.022
Economically Responsible	0.292	0.061	0.292**	0.292	0.061	0.292**	0.292	0.061	0.285**	0.292	0.061	0.292
Legally Responsible	0.174	0.056	0.174**	0.174	0.056	0.174*	0.174	0.056	0.174**	0.174	0.056	0.174
Ethically Responsible	0.23	0.054	0.233**	0.23	0.054	0.233**	0.23	0.054	0.233*	0.23	0.054	0.233
Discretionary Activities	0.147	0.061	0.147**	0.147	0.061	0.147**	0.147	0.061	0.147**	0.147	0.061	0.147
Strategic Implementation of CSR Initiatives	0.153	0.052	0.152	0.153	0.052	0.112	0.153	0.052	0.142	0.153	0.052	0.152
Interaction Effects												
Economic * strategic Implementation	0.04	0.016	0.24**									
Legal*strategic Implementation				0.044	0.015	0.278**						
Ethical*strategic Implementation							0.037	0.014	0.228**			
Discretionary *strategic Implementation										0.041	0.015	0.254**
R2 (control variable)		0.067*			0.066*			0.063**			0.069**	
ΔR2 (main effects)		0.619**			0.630**			0.621**			0.719**	
ΔR2 (interactions)		0.110**			0.090*			0..081**			0.12*	

N= 5 telecom sector organizations (150 employees).
* P < .05, one-tailed
** P <.01, one-tailed

Table 3
Mediation through Andrew Process

	Direct Effect	Indirect Effect	LLCI-ULCI	Total Effect
1. Economic Responsibility	0.4606	0.1178*	0.2463 to 0.6749	0.5784
2. Legal Responsibility	0.5116	0.1424**	0.3370 to 0.6861	0.654
3. Ethical Responsibility	0.6238	0.0273**	0.4949 to 0.7527	0.6511
4. Discretionary	0.1239	0.2248**	(-0.0300) to 0.2777	0.3487

*, ** indicates at significant 95 % and 99% confidence

Practical Implications

Corporate social responsibility is an umbrella term which is used to represent the organizational identity in the society. It has been used primarily as a market tool to present the organization in the competitive environment. It also enables the organization to gain competitive

advantage over the competitors. Beside this, CSR has been used as a strategic tool to build an image of organization as a socially responsible organization which has positive impact on the relation with external actors. CSR strategies should be used very carefully because it has implications on business performance.

There is need to educate the members of organization on CSR in term of projection of socially responsible identity. Training workshops and seminars should be arranged to achieve a fair level of understand on organizational socially responsible identity among members of organization. It is essential for the small organization to use CSR strategies to compete with the other organizations. All the components of CSR along with socially responsible identity can be introduced at graduation level in universities which enable the potential employees to have fair understanding on it. The image of socially responsible identity has been started with the vision and aim of the higher management of the organization to work for the well-being of the society. This helps the top management to develop the desired identity of the organization to gain competitive advantage over competitors. Therefore, this anticipated identity is communicated primarily through social welfare activities to achieve a favorable market image and creditability. Socially responsible identity is a stakeholder's perceptions of the way an organization presents itself, either deliberately (by taking CSR as strategically) or accidentally. Therefore, it should be designed and implemented with utmost care and concentration.

Apart from this, organizations have a vast number of stakeholders and each has unique background, objective, and level of dependency on organization. Therefore, it cannot be expected that everyone is getting the a single, uniform, and consistent image of the organization. On the other hand, every stakeholder has a different image of the same organization based on their distinct exposures to the identity cues presented. Therefore, CSR strategies must be coordinated centrally to achieve the organizational desire objectives.

Conclusion

The main objective of the study is to explore the role of CSR in relationship with Socially Responsible Identity. Further, it tends to find out the effect of this relation on organizational performance in society. In this wake, stratified sampling technique was applied to collect data. Statistical methods such as Multiple regression and Pearson correlation were applied to analyze the current data. The results ascertained that organizations entrenched with social obligations' initiatives have more public acknowledgment for establishing corporation's image. In addition to this, result also establishes that CSR enhances the 'socially responsible identity's projection that leads towards the enhanced organizational performance. This also exhibits that CSR not any help the society at large but also builds the image of company itself.

From this, it can be concluded that CSR as an initiative is very good both for the society and companies but most of the times, companies in Pakistan manipulate the system to use it for their

financial and vested interests. Further, they don't apply certain proper and defined mechanisms to implement CSR initiatives. This is due to the reasons that CSR is criticized by the scholars and has been opined that CSR is used as a manipulation tool by the companies to establish their legitimacy (Kanji & Chopra, 2010). However, CSR is debated differently through their proponents and opponents. In Pakistan, situation is even worsen as most of the CSR initiatives are direly for self-interests. Therefore, in this wake, it is recommended that there is urgent need for creating awareness about the actual meaning of CSR in Pakistan. Pakistani firms and managers must be provided with trainings about the effective utilization of CSR programs and activities.

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