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KEYWORDS	ABSTRACT
Environmental CSR, Employee Environmental Performance: Green Shared Vision, Manufacturing Industry	<p>The study examines influence of environmental corporate social responsibility upon employee environmental performance, with a focus on the mediating role of green shared vision. The environmental CSR is voluntary initiatives and practices aimed at reducing its environmental impact and promoting sustainability however, employees' environmental performance is behaviors and actions of the employees that contribute to environmental conservation and sustainability within organization. The green shared vision encompasses shared understanding & commitment among employees to environmental goals and sustainability objectives. Research utilizes quantitative approaches and survey data was collected from 338 employees in diverse organizations across many manufacturing industries. The data analysis involves statistical techniques, like correlation, regression, mediation, to examine association, impact, the direct and indirect effects of environmental CSR on employee environmental performance through mediating role of green shared vision. The findings will help organizations understand the mechanisms over which environmental CSR initiatives can effect employee behaviors and contribute to environmental sustainability.</p> <p> 2023 Journal of Social Sciences Development</p>
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INTRODUCTION

The sustainability is main concern of manufacturing firms in contemporary era. The manufacturing sector is considered as major sector of contribution toward growth of the economy and pollution extermination (Afum, Ahenkan, Owusu, Kusi & Ankomah, 2020). The increase in environmental issues, environmental CSR and sustainability are foremost concerns for firms and stakeholder. The change climate, degradation of the natural resources, increase in wastage of natural resources like water, energy and power and increase in emission of carbon dioxide gas has caught the attention of firms (Ahmed & Streimi, 2021). Consequently, to handle these issues, the corporate environmental

management system plays main role in decreasing environmental issues (Amir, Rehman, & Khan, 2020). Firms have formulated and developed strict policies to care for environment and so some incentives programs are launched for protecting environment to attain corporate environmental behavior (Rehman, Bresciani, Yahiaoui & Giacosa, 2022). These environmental protection actions have several impacts upon the commercial environments from different dimensions in the different context for different purposes.

The environmental social corporate responsibility is vital for creating the environment of trust and motivation through green products development and environmental employees' performance in attaining green shared vision of organizations in different situation and contexts (Kim, Park, & Ryu, 2017). The green shared vision is significant for managing situations toward desired environmental performance through shared mission and vision that are vital in sustaining situation towards success (Song, Ren, & Yu, 2019). The environmental responsibility is vital in maintaining stakeholders' trust on the organizational operations and activities overwhelmed at desired vision towards anticipated consequences (Chang, Wei, Yeh & Hung, 2020). The green vision is important for managing desired situations towards green environment and green product development that are vital for the desired development (Rehman, Bresciani, Yahiaoui & Giacosa, 2022). In this connection, fast-growing environmental problems has become leading challenge the undesirably influences the humanity around the globe from different perspectives. The environmental social responsibilities, environmental performance and green shared vision are research in different contexts including the manufacturing sector.

The manufacturing sector has been considered as backbone for the economic development as these industries are more exposed toward environment (Alam & Islam, 2021). The fact is that service industries have been neglected in exploring environmental issues however, during the last decades, numerous studies make effort to explore diverse issues in service organizations (Lozano & Collazzo, 2022). Thus, these manufacturing firms need to ensure environmental corporate tasks in offering consumer products with manufacturing services and processes that can condense environmental, natural resource and ecological pollution ingestion and improve effectively product recycling and reuse the strategies for producing desired outcome (Chan, Yee, Dai & Lim, 2016). Thus, to achieve environmental behavior and performance firms needs hard working, talented workforce and effective strategies (Chang, Chen, Luan & Chen, 2019). The increase in the environmental issues, environmental CSR and sustainability are foremost concerns for firms and stakeholder. Thus, to solve ecological problems and environment restraints, it is vital for the management of the firms to revise their vision and mission statements, rules, regulations, policies, strategic approaches, values and operational principles.

The green shared vision acts as facilitator in linking environmental corporate social responsibility, employee environmental performance and green product development performance as nothing is found influential than vision (Chang, Leh, & Yi, 2020). CSR is favorite topics among researchers, academicians, organizational practitioners and policy makers (Cheema & Javed, 2017). There are various benefits of CSR, firms by conducting CSR activities could attract investors, can create good image of firm in market, consumers and customers might consider it ethical with increased profits

(Chuang & Huang, 2018). The green shared vision is important for organizations in sustaining the long-term objective that are aligned with the green common vision and corporate green identity which are measured as significant predictors in competitive environments (Chen, Chang Yehi, & Cheng, 2015). These factors require effective performances toward the sustainability that ensures effectiveness in practices by seeing environmental protection at glance. In this connection, the firms are required assimilate employees and corporate to practice innovative information to gain the competitive advantage in diverse situation toward desired consequences and outcomes (Chen, Lin, Lin, Chang & Huang, 2020).

The green shared vision is further linked with green citizenship behavior and green organization identities that are important in creating conducive environment toward shared vision and mission (Chang, Chen, Luan & Chen, 2019). Green shared vision is important for communicating dynamic information regarding the strategic directions, willingness to exceed the expectation, convergent objectives over environmental performances and real dynamism toward desired outcomes (Chen, Chang & Huang, 2020). The environmental responsibility is vital in maintaining stakeholders' trust on organizational operations and activities overwhelmed at desired vision toward anticipated consequences. By fostering green shared vision, organizations can enhance employee engagement, motivation, and commitment towards the environmental goals, leading to better environmental performance and positive impacts on environment (Siddique, Ali, Kausar & Amir, 2021). In this connection, the conceptual framework has been developed from existing research that emphasized different factors to produce new information and knowledge that are beneficial for service and manufacturing sectors in developing economies that create values for the competitive environment toward businesses and societies.

LITERATURE REVIEW

The manufacturing sector is effective in providing their economic shares to national economy that has been considered as the most influential sector among all industries thereby in producing the different goods for meeting customers' demands related with different products (Roos & Connor, 2015). The manufacturing sector is effective in ensuring the green efforts that includes saving water and vitality, reducing waste, and teaching representatives and clients about the environmental conservation (Nawaz, Hassan, Shaukat & Asadullah, 2014). Thus, these are leading characteristics and advantages that makes manufacturing sector more inclusive among all other sectors in the most contemporary competitive environment (Qiu, Jie, Wang & Zhao, 2020). The manufacturing sector is effective in attaining and ensuring environmental sustainability from their production processes and effective procedures in different situations (Jabbour, Ndubisi & Seles, 2021). The manufacturing industries ensures green human resource management earlier towards utilitarian determinations in the environmental management.

The green human resource practices are uncomplicated and overlooking that create conducive environment to work green qualities and convictions to ensure green cycle and green production (Gunsekaran & Spalnzani, 2012). Fast-growing environmental problems has become the leading challenge the undesirably influences the humanity around the globe. This problem overwhelms

diverse problematic issues that brings situations toward environmental disaster from the different perspectives (Kim, & Stepchenkova, 2018). There is the dire need to frame effective environmental plans and policies in order to ensure the green environment leading to competitiveness and success from different dimensions (Gilal, Ashraf, Gilal, & Channa, 2019). Thus, pollution, global warming and waste are critical issues culminates at environmental disaster that needs effective thoughts to overwhelm the situation toward green environments and situations (Siddique, Ali, Kausar, & Amir, 2021). In this regard, environmental performance is significant for catering the situations at par towards desired the consequences and outcomes.

The corporate social responsibilities through green environmental philosophies are significant in sinking environmental constrictions that leads towards the augmented sustainable performances desired for attaining the different leading tasks and goals toward environmental sustainability (Janssen, Sen, & Bhattacharya, 2015). In this connection, different internal and external forces are operative like social and public concerns, legislation, market competition and entrepreneurship that inspires the organizations to integrate environmental concerns in their strategic planning, processes and procedures (Alrubaiee, Aladwan, Idris, & Khater, 2017). These factors require the effective performances toward sustainability that ensures effectiveness in practices by seeing environmental protection at glance (Singh, Giudice, & Graziano, 2020), to cater to competitiveness needs towards desired developments and outcomes. The green shared vision ensures care towards strategic directions in facilitating the convergent objectives over various practices and activities to establish a strong vision (Boyatzis, Rochford & Taylor, 2015).

The well-established vision is significant for sustaining competitive advantages that are important in producing and confirming the strong mission toward sustainability and success from different perspectives (Chuang, & Huang, 2018). The green vision provides the opportunities for professional development that inspires workforces to show their undaunted commitment and willingness to attain the desired mission and vision (Kalyar, Ali, & Shafique, 2021). The green vision is vital for sustainable environments over promulgated norms and values towards desired developments and success (Anwar, Mahmood, Yusliza & Khalid, 2020). Therefore, the environmental corporate social responsibility ensured environmental sustainability in different situations and contexts through strong green shared vision and performance toward attainment of desired sustainable objectives that are desired over the various activities and actions (Tabesh, Batt, & Butler, 2016). Thus, the corporate social responsibilities are vital in determining the situations toward desired outcomes through successful implementation of the strategic plans and expectations that are required in different situations (Haider, & Qayyum, 2018).

These outcomes inspire workforces to show their trusts, commitment and motivation along with effective performances to attain reintegration tasks more effectively in sustaining the desired standards (Singh, Giudice, & Graziano, 2020). Consequently, these desired performances from the environmental perspectives are important for ensuring the vision and product development and performance (Janssen, Sen, & Bhattacharya, 2015). The environmental performances are vital for green product development as undaunted efforts are vital in determining workforces' performance towards green products and development of conducive environment to ensure the effectiveness in

production process (Roos & Connor, 2015). Employees' environmental performances are significant in managing situations by ensuring vision in attaining anticipated tasks leading towards required mission (Chuang, & Huang, 2018). The green common vision and green shared identities are thus vital to determine strategic approaches that are significant towards expectations and advantages in attaining desirability towards success.

The environmental sustainability is significant to ensure environmental corporate social errands in letters and spirit to attain desired consequences. The green share vision provides the strategic directions and guidelines about the realization of various leading tasks aligned with the desired objectives (Singh, Giudice, & Graziano, 2020). It has positive impact and work outcomes likewise increase in the performance, and motivation, add significant value in the employees' efforts and potentials (Chen, Chang, Yeh, & Cheng, 2015). When employees are clear about tasks and tasks, they might be able to work positively and confidently towards attainment of desired tasks and goals in diverse situation (Naz, Jamsheed, Nisar, & Nasir, 2021). Thus, the environmental corporate responsibility is vital for determining workers' efforts and potential toward creating conducive environment that is obligatory for completing tasks overwhelmed at environmental development (Afsar, Magsoom Afridi, Nawaz & Fazliani, 2020). Thus, green vision is important for attaining the green performance and green desired outcomes.

- H1: Significant association exists between the environmental CSR, green shared vision and employees' environmental performance.
- H2: Environmental CSR and green shared vision have significant impact upon the employees' environmental performance.
- H3: Green shared vision significantly mediated relationship amid environmental corporate social responsibility and employee environmental performance.

RESEARCH METHODOLOGY

The research is conducted to attaining particular objectives and developing new knowledge thereby formulating the beliefs and assumptions about hypothetical relations to finds solutions towards existing realities (Saunders, Lewis & Thornhill, 2012). The research revealed that research questions, epistemological interpretation and methodological actions needs to linked logically. This linking provides ample linkages amid paradigm and scientific procedures for conducting the research (Collis & Hussey, 2013). For measuring perceptions of the respondents, reliable and appropriate design is the research survey research design that enables researchers to gather the information from large group (population) through representative portion (sample). The research design for study is quantitative deductive survey approach, as supported through positivism philosophy. Thus, cross-sectional data were collected wherein primary data was collected at one time. All the questionnaires and scales were adopted from previous studies wherein all the items were measured on 5-point Likert scale.

The current study in quantitative in nature and used cross-sectional design with the relational survey that requires collection of data from sample representing the entire population with aim to generalize results from sample to population. The population of current study comprises all the

manufacturing firms from KP, Pakistan. According to [Malik, Yukun, Kundi and Ramayah \(2020\)](#), there are more than three million firms active registered in Pakistan among which 19.72% are manufacturing firms. As per the data obtained over SMEDA, SECP, PSE and FBR, there were total 3482 employees working in diverse manufacturing sector plastic, textile, food, cement, tourism, hospitality, sugar, mills, pharmaceuticals, and construction. 359 questionnaires were distributed wherein 338 were recollected in response rate of 94%. The scales were adopted from [Chang, Yeh and Li \(2020\)](#); [Chen, Chang, Yeh and Cheng \(2015\)](#); [Paille and Morelos \(2019\)](#); and [Chen, Lin, Lin, Chang and & Huang \(2020\)](#).

RESULTS AND DISCUSSION

The results as desired from statistical procedures to examine potential relationship among the research variables have been presented in present section with the aim to provide the clear picture of findings that are helpful in reaching desired conclusion. In this connection, there are diverse natures of results offered in this section like descriptive, inferential, mediation as well as test of significance.

Table 1 Reliability Analysis (Previous & Present)

Variables	Items	Previous	Source	Current
Environmental CSR	10	0.935	Chang, 2020	0.902
Green Shared Vision	10	0.911	Chang, 2015	0.889
Employee Environmental Performance	10	0.939	Paille, 2019	0.872
Green Product development Performance	10	0.918	Chen, 2020	0.846

Table 2 Descriptive Statistics

	N	Minimum	Maximum	Mean	SD
Environmental CSR	338	1.10	4.20	2.8932	.65932
Green Product Development Performance	338	1.70	4.60	3.4222	.58009
Green Shared Vision	338	1.50	4.60	3.3772	.60594
Employees' Environmental Performance	338	1.60	4.30	3.3447	.59397
Valid N (List-wise)	338				

Table 3 Correlation Analysis

		ECSR	[GSV]
Green Shared Vision [GSV]	Pearson Correlation	.320**	
	Sig. (2-tailed)	.000	
	N	338	
Employees' Environmental Performance	Pearson Correlation	.337**	.445**
	Sig. (2-tailed)	.000	.000
	N	338	338

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

The correlation was used to examine the first hypothesis that was hypothesized for confirming association amid environmental CSR, green shared vision, employees' environmental performance.

The potential association have been already confirmed in different research studies conducted in different contexts that validated and confirmed through results of present study. Results revealed that all the variables have significant association among each other like environmental CSR and, employees' environmental performance ($R = .337$ & $P = .000$), environmental CSR and green shared vision ($R = .320$ & $P = .000$) and the green shared vision and employee environmental performance ($R = .445$ & $P = .000$) and thus confirmed previous studies results about examination and confirmation and association. Consequently, from results H1 about investigation of association with respect to strength and direction is accepted and substantiated. These results are supported through previous studies (Ahmed & Streimi, 2021; Rehman, Bresciani, Yahiaoui & Giacosa, 2022; Chang, Chen, Luan & Chen, 2019).

Table 4 Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.452a	.204	.200	.53138

Predictors: (Constant), Green Shared Vision, Environmental CSR

Table 5 Regression Analysis (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.305	2	12.152	43.038	.000b
	Residual	94.591	335	.282		
	Total	118.895	337			

Predictors: (Constant), Green Shared Vision, Environmental CSR

Dependent Variable: Employees' Environmental Performance

Table 6 Regression Analysis (Coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	1.815	.167		10.840	.000
	Environmental CSR	.289	.056	.298	4.584	.014
	Green Shared Vision	.377	.061	.385	6.191	.000

Dependent Variable: Employees' Environmental Performance

The impact of predictors (environmental CSR & green shared vision) on the criterion variable (employee environmental performance) was examined over third hypothesis in order to confirm impact of predictors on criterion that was hypothesized through third hypothesis as hypothesized from theoretical framework. Results from regression confirmed desired significant impact of the independent variable upon dependent. Results revealed that predictors have significant influence on criterion variable like environmental CSR impact on employees' environmental performance ($Beta = .289$ & $P\text{-value} = .014$), and green shared vision impact upon employees' environmental performance ($Beta = .377$ & $P\text{-value} = .000$). The results thus confirmed significant impact of the independent variables on dependent variable that have also been confirmed by various research studies and validated in the current study and thus hypothesis H2 is accepted. These results are

supported through previous studies (Chuang & Huang, 2018; Chang, Chen, Luan & Chen, 2019; Siddique, Ali, Kausar & Amir, 2021).

Table 7 Model Summary

R	R-square	MSE	F	df1	df2	P
.6200	.3843	.2267	140.0156	1.0000	336.0000	.0000

Table 8 Regression Coefficient

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.7288	.1354	12.7641	.0000	1.4624	1.9952
Environmental CSR	.5698	.0482	11.8328	.0000	.4751	.6645

Predicting Variable: Environmental CSR

Criterion Variable: Green Shared Vision

Table 9 Model Summary

R	R-square	MSE	F	df1	df2	p
.4521	.2044	.2824	27.5189	2.0000	335.0000	.0000

Table 10 Regression Coefficient

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.8154	.2259	8.0373	.0000	1.371	2.2597
Environmental CSR	.0886	.0747	1.1869	.2361	-.0583	.2355
Green Shared Vision	.3769	.0729	5.1735	.0000	.2336	.5202

Independent Variable: Environmental CSR & Green Shared Vision

Dependent Variable: Employee Environmental Performance

Table 11 Model Summary

R	R-square	MSE	F	df1	df2	p
.3368	.1134	.3137	22.5134	1.0000	336.0000	.0000

Table 12 Coefficient of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.4670	.1946	12.6791	.0000	2.0842	2.8497
Environmental CSR	.3034	.0639	4.7448	.0000	.1776	.4291

Independent Variable: Environmental CSR

Dependent Variable: Employee Environmental Performance

Table 13 Sobel Test

Effect	se	Z	p
.2148	.0454	4.7261	.0000

The third hypothesis was about mediating role of green shared vision in connecting environmental CSR and employees' environmental performance. Mediation provides the significant information

in deciding mediation whether mediator played partial or the full-mediation. In this connection, mediation procedure through Hayes process macro thus provides four paths of the mediation. The first path of mediation provides the details about the predicting role of environmental CSR in determining green shared vision wherein 38.43% variance with significant impact ($\text{Beta} = .5698$ & $P\text{-values} = .0000$). Second and third paths of mediation provides significant results over indirect relationships wherein 20.44% variance is witnessed in employees' environmental performance with significant impact of predictors on criterion environmental CSR and employee environmental performance ($\text{Beta} = .0886$ & $P\text{-values} = .2361$) and green shared vision ($\text{Beta} = .3769$ & $P\text{-values} = .0000$) from results respectively.

Fourth mediation path through direct relationship provide significant information wherein 11.34% variance is evident in dependent variable (environmental CSR) on the employees' environmental performance with significant impact ($\text{Beta} = .3034$ & $P\text{-values} = .2361$). Thus, the results of the mediation provide significant outcomes in deciding about the mediation and reaching conclusion. It is evident that in the direct relationship, Beta value has been changed from (.3034) to (.0886) in direct link while the P-value in direct relationship has been changed from (.0000) to (.2361) in indirect relationship that remained insignificant after the inclusion of the green shared vision as mediator. Thus, the mediation confirmed that green shared vision showed the full-mediation role in connecting the environmental CSR and employees' environmental performance. The results are confirmed by Sobel test thereby providing significant support to mediation results and therefore from these results H3 is accepted. These results are supported over previous studies ([Chang, Chen, Luan & Chen, 2019](#); [Gilal, Ashraf & Channa, 2019](#); [Siddique, Ali, Kausar & Amir, 2021](#); [Anwar, Mahmood, Yussiza & Khalid, 2020](#)).

CONCLUSION

The research revealed that organizations that actively engage in environmental CSR initiatives that can positively impact employees' behaviors and attitudes towards environment sustainability. The environmental CSR initiatives prove organizational commitment to reducing environment footprint and promoting sustainable practices. These initiatives create a foundation for employees to align their behaviors with the organization's environmental goals. When the employees perceive their organization dedication to environmental CSR, it fosters sense of responsibility and motivates them to engage in the environmentally friendly actions. A green shared vision reflects a shared understanding and commitment towards environmental responsibility among employees. It aligns individual values, beliefs, and attitudes with organization's sustainability objectives, influencing employee behaviors and actions. By cultivating green shared vision, organizations can strengthen relationship amid environmental CSR and employee environmental performance. The education, and training program can be utilized to raise awareness, promote understanding, and develop a common vision among employees.

The leadership also plays a crucial role in fostering a green shared vision by proving commitment and actively involving employees in environmental initiatives. From a theoretical standpoint, it contributes to understanding of mechanisms over which environmental CSR influences employee

behavior. The mediating role of green shared vision provides insights into psychological processes that drive employee environmental performance. From a practical perspective, organizations can leverage these findings to boost environmental sustainability efforts. By ordering environmental CSR and fostering the green shared vision, organizations can create a culture of the environmental responsibility and empower employees to contribute to sustainability goals. This, in turn, can lead to positive outcomes such as cost savings, improved reputation, and employee satisfaction. The influence of environmental CSR on worker environmental performance is significantly mediated by the presence of a green shared vision. Organizations that embrace ECSR and cultivate shared vision among employees have potential to drive positive environmental change both within and beyond their organizational boundaries.

Recommendations

1. The organizations continue to prioritize and enhance their environmental CSR initiatives as it includes adopting sustainable practices, implementing friendly environmentally policies, setting ambitious environmental goals. By indicating strong commitment to environmental responsibility, organizations can effect employee perceptions and attitudes towards sustainability.
2. Organizations should actively foster a green shared vision among employees. This can be achieved through effective communication and education programs that raise awareness about the organization's environmental CSR initiatives, their impact, and the importance of individual contributions.
3. Organizations should provide employees with necessary training, tools, and resources to engage in the environmentally responsible behaviors. This include training programs upon the sustainable practices, resource conservation, waste reduction, and recycling within the concerned organizations.
4. By equipping employees with knowledge and skills needed to donate to environmental sustainability, organizations can enhance their environmental performance that are vital in determining the desirability and approachability toward desired leading consequences for success.
5. Organizations should develop recognition and reward systems that recognize and revel employee environmental performance. This include incentives, awards, public recognition for individuals, teams that demonstrate exceptional commitment towards environmental responsibility.

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