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INNOVATIVE CAPABILITY AS MEDIATOR BETWEEN CORPORATE SOCIAL RESPONSIBILITY, ORGANIZATIONS PERFORMANCE AND VALUE CREATION

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KEYWORDS	ABSTRACT
Innovative Capability, CSR, Value Creation, Organizational Performance, Banking Sector	The corporate Social Responsibility (CSR) and innovation capability are key constituents of the value creation and organisational performance. In this context, the current research examined the impact of innovation capability as a mediator between the corporate social responsibility, organizational performance, and value creation in the Pakistani banking industry. This quantitative study obtained data from 320 respondents using the survey questionnaire and a simple random sample approach. The applied data analysis technique was PLS SEM. Results depicted that CSR has significant positive effects on Innovative capability. Also, innovation on performance has a strong association with value creation and banks performance. The role of Innovative capability as a mediator between CSR and value creation was confirmed through structural equation modeling. Results indicated that innovative capability has significant mediating effect amid CSR and banks performance. This study will open new avenue for scholars and as well for practitioners in different sectors. The findings would be useful to organizations, policymakers, and investors within strategic condition at the micro or macroeconomic level.
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INTRODUCTION

In contemporary business practices, businesses must accept strategic choices in several ways, necessitating the development of new models of efficient and successful management (Halkos & Skouloudis, 2018). In this sense, value creation is crucial objective for customer and supplier firms in maintaining relationships. The value creation is the fundamental element for strategic success (Willumsen, Oehmen, Stingl, & Geraldi, 2019). In addition, globalization increases the demand on the firms to achieve the economic, social, and ecologically sustainable development

(Carbery, Cross, & McLaughlin, 2019; Khattak et al., 2021). Thus, the triple bottom line of CSR encompasses these aspects. CSR played the vital role in the creation of value. There are several reasons to engage in CSR initiatives. A number of these are external to organisation (worldwide competitiveness & legal responsibilities), although others are internal (attempts to improve the management and employee morale) (Brammer, He, & Mellahi, 2015; Fatima, Majeed, & Saeed, 2017). In the past, there has been growing interest in various aspects of value creation through CSR, which has contributed to a significant increase in corporate social responsibility business case analysis by fundamentally recognizing link between social and financial efficiency (Loui & Sharma, 2012; Ali, Ahmad, & Saeed, 2018). Moreover, the concept of value creation is directly linked to the desires of stakeholders (Tantalo & Priem, 2016; Farid et al., 2021; Abdallah et al., 2019).

From the perspective of stakeholders, the value creation entails two major processes: developing relationships and developing collaboration (Gutiérrez, Cabanillas, Lampón, & González, 2019; Khan et al., 2022). In the former, value is created through continuous exchanges as opposed to intermittent relationships (Aziz, Niazi, Qazi, & Basit, 2019). Likewise, the latter emerges from collective conceptualization rather than independent or autonomous process (Arsic, Mihajlovi, & Schulte, 2016; Khan et al., 2021). The convergence of both the processes results in the better recognition of the needs of stakeholders (Guadaño & Sarria-Pedroza, 2018), which encourages greater willingness of stakeholders that leads to enhance company's valuation and innovation success (Khojastehp & Shams, 2020; Saeed et al., 2022; Abdallah, & Shamoun, 2021). Exactly, this research analyses both value creation and innovation success of stakeholders from firm's perspective, that is, ways CSR serves needs of stakeholders to help boost Innovative capability and how this innovative capability leads to boost value creation (Gutiérrez, Cabanillas, Lampón & Alvarado, 2019; Zada et al., 2022). Organizations often need help to carry out CSR practices concerning value creation. Perhaps managers need to be fully aware of practices/opportunities that create more value for organization. Linking CSR with innovation stream up unique promises for innovative enhancements and offer rigorous solutions that improve value creation (Li et al., 2019).

Adopting CSR practices can help companies to retain their most qualified employees, which is necessary to improve innovative capacity (Rangers & Cferne, 2019; Saeed, 2017). Some of the latest studies indicate an unfilled bridge between corporate social responsibility creation that must be focused and identified (Fahmy, 2022; Pacevičiūtė, 2022). A related study identified innovative performance is possible bridge that fills gap between corporate social responsibility and creation (Mbanyele, Huang, Muchenje, & Wang, 2022). Prior literature is enriched on the relationship between CSR and firm's value (Liu et al., 2022), CSR and competitiveness (Balon, Kottala, & Reddy, 2022; Saeed et al., 2022), the CSR and service Innovative capability (Chen, 2022), CSR and the sustainable value creation (Salvioni & Gennari, 2017), CSR and social value practices (Amato & Falivena, 2019). Current research continues in this sense by concentrating on CSR and value-creation relationships. This research is unique in that it considers mediating role of Innovative capability. The majority of previous research has been extended to service industries such as tourism (Uyar et al., 2020), the fashion industry (Vătămănescu et al., 2021; Khan et al., 2022), banking sector (Ramzan Amin, & Abbas, 2021), and telecommunications (Brammer et al., 2001). Far fewer studies examined link between CSR and VC in manufacturing industry. The current research is conducted to address this insufficiency by examining the banking industry.

Research Objectives

1. To examine the positive relationship of corporate social responsibility with innovation capabilities and firm performance.
2. To examine the positive relationship of Innovative capability has a positive relationship with value creation
3. To examine positive relationship of corporate social responsibility with value creation and organizational performance
4. To evaluate Innovative capability as mediator between corporate social responsibility, value creation & organizational Performance.

LITERATURE REVIEW

Stakeholder theory has become the predominant method for describing interests of company stakeholders (in this example, addressing CSR operations) (Farmaki, 2019). About value-added considerations, Horisch, Freeman and Schaltegger (2014) stated that the administrators should take into account not just shareholder profits but also relationships with personnel, vendors, customers, political agencies, and other social organisations. Falun (2014) further on this idea and recommended using it to benefit the businesses and employees. Khojastehpour and Shams (2019) observed that members are more likely to remain loyal to the firm if they believe its key characteristics are compatible with their self-identification. According to Horisch et al. (2014), the value generation is a key motivator of businesses according to the stakeholder theory. This value should be communicated to stakeholders, including shareholders and management and any members of society who could be interested in how business is run (Freeman & Dmytriye, 2017; Saeed, 2018). It expressly acknowledges that stockholders are significant stakeholders but only one of several incumbents (Elena & Herrera, 2015; Saeed et al., 2017; Seretny et al., 2019).

Empirical Studies & Hypothesis Development

CSR is voluntary incorporation of social and environmental issues into a company's activities and its contact with its stakeholders (Vilanova, Lozano, & Arenas, 2009). While, Moir (2001) defined CSR as "the ongoing commitment by business to behave ethically and contribute to economic development while enhancing the quality of life of the workforce and their families, as well as the local community and society," the term has since evolved to encompass a broader scope (Moir, 2001; Khan et al., 2022). Gopalakrishnan and Damanpour (2001) conceptualized it as "the implementation of idea or a new action in an organization. "Innovation is a tactic that leads to the strategic edge of firm, facilitating market competition and generating new growth opportunities (Mennens, Van Gils, Schröder, & Letterie, 2018). Innovation is the creation and application of novel resource combinations (production factors) that produce added value for entity adopting them and improve welfare of their stakeholders (Halkos & Skouloudis, 2018; Khattak, Saeed, & Tariq, 2018). A positive correlation between CSR and innovation has been proposed and demonstrated in earlier studies. As per strategic management research, CSR can open doors for novelty and CSR practices can spur innovation by using social, environmental drives to develop new goods and services, and market niches (Yamak et al., 2019; Younas et al., 2015).

By integrating CSR practices in enterprises, managers may satisfy the needs of stakeholders, hence enhancing the performance of banks (Farmaki, 2019). This may inspire more beneficial stakeholder involvement, improve connectedness, establish a reputation, and better manage

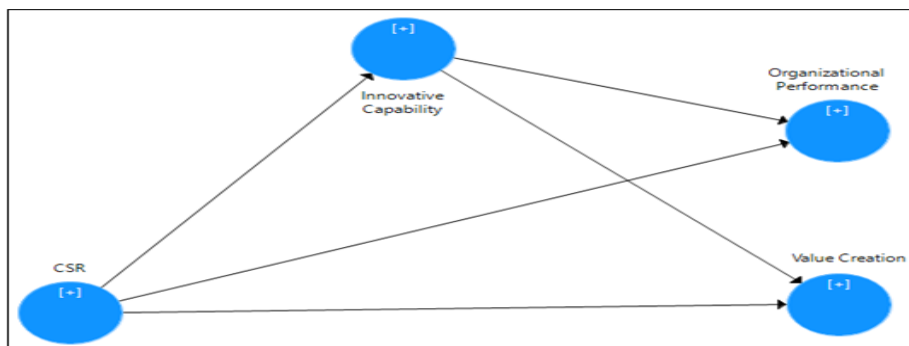
stakeholder expectations (Guada & Pedroza, 2018; Ali et al., 2021). In today's knowledge-based economy, innovative performance is acting as a key contributor to value creation in products or services (Hampshire, 2010; Bushra et al., 2022). The significance of performing product or service inventions for long-term sustainability of enterprises has been recognized in literature studies. Innovation in product industry is the outcome of resources that organization invests in the betterment of stakeholders. Thus, innovative initiatives can create value for the stakeholder (Ogunkoya, 2019; Khan et al., 2022). Following hypothesis is inferred from these arguments: According to Leon (2020), if the corporate social responsibility is thus incorporated into the management environment, it can accelerate creative activities and boost inventive performance until its full implementation. Consequently, these lines thus lead to the formulation of initial hypothesis:

- H1: CSR has a positive relationship with the innovation capabilities and the firm performance
- H2: Innovative capability has the positive relationship with value creation as per the literature

Literature has paid considerable attention to how CSR impacts value creation (Igwe et al., 2018; Khan et al., 2022). According to the stakeholder hypothesis, there is typically assumed to be a positive correlation amid CSR and value creation (Guadagno & Pedroza, 2018). Success depends on a company's capacity to manage its relationships with its stakeholders (Loosemore, Teck, & Lim, 2016; Ullah et al., 2022). CSR goes above and beyond satisfying shareholders or owners by establishing healthy relationships with all stakeholders (Fadun, 2014). Consider stakeholder theory good strategy to direct businesses toward development of value for all stakeholders (Civera & Freeman, 2020; Mohammad et al., 2021). Based on these arguments, following hypothesis is proposed:

- H3: CSR has a positive relationship with value creation and organizational performance

Figure 1
Theoretical Background



In general, CSR literature has seen company's innovation efforts as factor that helps to explain the relationship between CSR actions and value creation (Broadstock et al., 2019; Khassawneh & Abaker, 2022). For instance, McWilliams & Siegel (2011) said that intellectual originality and knowledge are essential for a business seeking to raise its value by using CSR as distinguishing approach. Additionally, certain CSR elements and their relationships with the innovation have been investigated (Conesa et al., 2017; Khassawneh & Mohammad, 2022). The innovative CSR

methods enable fresh approaches to boost corporate obligations by mending the bond between businesses and their stakeholders (Li, 2020; Khassawneh, 2018; Mohammad, 2019). Following hypothesis has been thus proposed to account for any mediating effect that this variable could play.

H4: Innovative capability positively mediates relationship between CSR, value creation and organizational Performance.

RESEARCH METHODOLOGY

The current study is entirely quantitative since numerical data from quantitative research was used to quantify issue and create useful statistics. Data were gathered using a survey method through a questionnaire. For this investigation, time horizon was cross-sectional. With the aid of Statistical Package for Social Sciences, data that had been obtained was examined. The target population for the current study was employees from banking sector. So individual employees acted as the unit of analysis in this research. The purposive sampling technique has been used for data collection. Hair, Sarstedt, Ringle, and Mena (2012) suggested that a sample size of 200 to 300 is acceptable in survey research (Hair et al., 2012). Initially, 360 questionnaires were distributed to own citrus firms. After receiving total of 320 questionnaires from respondents, these were checked one by one thoroughly. 320 questionnaires were found to be properly filled and complete and used for final data analysis. Measures of study variables were adopted from the existing scales. Participants were asked to respond on the 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. Researcher used structural equational modeling for test of hypothesis.

DATA ANALYSIS

The demographic characteristics of respondents showed that the vast majority of respondents are male (70.37 percent). In addition, the table demonstrates that the majority of respondents were between the ages of 22 and 30 (44.10%), the majority of respondents had the degree of Master (54.54%), and majority of respondents had been in service for between 6 and 10 years (52%).

Measurement Model

According to the data in table 1, both (Rho A) and C-A levels are over the threshold of .70, which is considered to be normal. All of the AVEs collected ranged from .51 to .549, indicating a good level of the construct reliability and convergence of measurement models as per results thus obtained.

Table 1
Reliability Analysis

	Cronbach Alpha	rho_A	Composite Reliability	AVE
CSR	0.914	0.922	0.919	0.524
Innovative Capability	0.709	0.746	0.79	0.589
Organizational Performance	0.809	0.809	0.868	0.557
Value Creation	0.772	0.782	0.841	0.571

This measuring model discriminant validity amid constructs is stayed, and it may be accepted. One more indicator of the discriminant validity, HTMT score was presented in Table 3. Values

amid 0.524 and 0.589 are indicative of discriminant validity, as shown by results (Younas et al., 2018).

Table 2
Discriminant Validity_ HTMT

CSR				
Innovative Capability	0.502			
Organizational Performance	0.503	0.595		
Value Creation	0.558	0.394	0.62	1

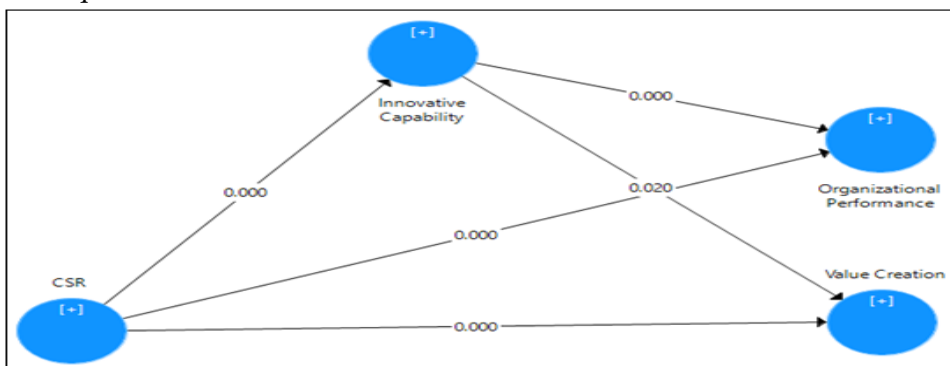
Structural Model

The researcher assessed predicted structural relationships among variables. Our data indicate that CSR has significantly affects innovative capability (Beta= 0.404, P=.000). Results further stated that CSR impacts organizational performance (Beta= 0.345, P=.000). In addition, results support that CSR has significant effect on value creation (Beta= 0.864, P=.000). The findings indicated that as direct effect, innovative capability has significant and positive impact on value creation and organizational performance. Researcher assessed hypothesized mediating effects of innovative capability on connections amid CSR and organizational performance. researchers indicated that the innovative capability has significant mediating effect between CSR and value creation.

Table 3
Structural Equational Modeling

Direct Effect	OS (O)	TS	PV
CSR -> Innovative Capability	0.404	6.157	0.000
CSR -> Organizational Performance	0.345	9.233	0.000
CSR -> Value Creation	0.864	67.343	0.000
Innovative Capability -> Organizational Performance	0.352	10.686	0.000
Innovative Capability -> Value Creation	0.305	12.371	0.020
CSR->Innovative Capability->Organizational Performance	0.142	4.914	0
CSR -> Innovative Capability -> Value Creation	0.102	4.262	0.026

Figure 2
Structural Equational Model Results



DISCUSSION

Emerging all around the globe at this very moment are novel human values, challenging new circumstances, and positive shifts. Businesses and other stakeholders are putting their moral imagination to work in order to become catalysts of major positive evolutions and revolutions that incorporate benefits for the industry, society, and the environment. In this linking, these businesses and stakeholders are responsible for their own actions as well as those of others, in addition to whatever these responsibilities and requirements they may have (Civera & Freeman, 2020; Mohammad & Darwish, 2022). Therefore, practices of corporate social responsibility are necessary for the growth of both society and corporations. In the context of Pakistani banking sector, this research investigated how corporate social responsibility (CSR) relates to the value creation in diverse circumstances and contexts. In addition, innovative capacity is considered to be a mediator between connection between corporate social responsibility and the process of value creation. According to the findings of this study, businesses that are most aggressive about the CSR efforts may be best-performing businesses (Conesa et al., 2017; Shamoun et al., 2022).

These results suggest that CSR significantly motivates the businesses to become more inventive, efficient, and successful. Moreover, this study confirmed that value generation and Innovative capability are inextricably linked (Enrico et al., 2019; Azeem et al., 2019). The innovation is important for value creation because it involves producing and using fresh ideas and creative thinking that add value to organization that adopts it and improve welfare of its stakeholders (Ogunkoya, 2019). On account of these arguments, it is likely to be accurate that creativity has a major role in generating greater value. In addition, the study's results approved that CSR has a positive and significant relation with value creation (Brammer et al., 2015) which reveals that higher CSR increases value creation. Moreover, CSR is recognized as the widely accepted ideal business strategy that most companies practice to create value. The intermediary effects of the innovative capability about CSR activities influencing value creation were also approved. The current study's findings demonstrated that innovativeness's mediating effect exists between CSR value creation and organizational performance. These results are similar to the theoretical arguments concerning the mediating effects of Innovative capability amid CSR policies and value creation.

CONCLUSION

According to the findings of this research, businesses have the potential to generate more value for their stakeholders if they participate in the fundamental CSR activities and maintain an innovative capacity. Organizations are able to cultivate reputations as responsible corporations if they make investments in CSR initiatives. The implementation of these CSR activities results in positive outcomes for stakeholders. They give a stronger potential to retain personnel while attracting new employees. It boosts sales and strengthens customer loyalty, which contributes to improved financial performance and has the potential to result in increased value creation. By bringing their corporate standards up to date, businesses have the ability to appease their internal stakeholders, boost their employees' work dedication, improve both their financial and non-financial performance, and finally gain internal momentum for the corporate social charge. Through extending CSR to include a wider variety of stakeholders, companies may have access to a wider variety of sources of fresh information. By participating in CSR activities, companies strengthen their relationship with third parties like governments, suppliers and their customers,

so growing their access to wider variety of external information and knowledge sources (Li et al., 2019).

The conclusions of research might be helpful to bankers, governments, and investors looking to formulate a strategy plan at either microeconomic or the macroeconomic level. Through the disclosure of CSR, investors may get an overview of the potential advantages of implementing corporate social responsibility in terms of the potential benefits to the performance of the firm. The fact that firm has such a high esteem for its stakeholders is also beneficial to the company's expansion since so many different parties are ready to support companies in developing the innovations for their sustainable development. This may also be taken into consideration by investors when they pick where to put money in order for company to continue its innovative work. In addition, companies are vital to create the corporate social responsibility initiatives in order to support their creative performance, which should address social and environmental concerns of stakeholders as well as unfulfilled customer desires. The largest possible number of firms were intended to be considered for data collection. Still, the need for more resources and time restraints limited this work to small number of firms involved in food production. Future research may strengthen analysis by focusing upon the larger number of service and production firms.

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