

Role of Leadership and Organizational Innovativeness in Enhancing Corporate Resource Protection and Environmental Outcomes

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This study examines how the organizational innovativeness and organizational leadership affects corporate social responsibility (CSR) corporate resource protection policy and corporate environmental performance with a particular emphasis on the moderating effects of organizational geographic location and consumer demand for sustainable products and services. The organizations are dealing with mounting pressure to implement sustainable practices due to the rising worldwide concerns about environmental sustainability and social responsibility. The precise impact of these variables and how they interact with context-specific variables like organizational location and consumer demand for sustainable products and services need to be further studied. The quantitative research is carried out in the context of Pakistan to fill these research gaps. The data were collected from the 500 employees of various manufacturing, services, and retail organizations of Pakistan using a purposive sampling technique. The statistical analysis technique structural equation modeling (SEM) was used for the data analysis employing IBM SPSS AMOS software. The results of the study reveal that organizational innovativeness and organizational leadership has direct and positive impact on CSR and corporate environmental performance. The corporate social responsibility positively influences the corporate environmental performance. The study additionally reveals the moderating effects of organizational geographic location and consumer demand for sustainable products and services, showing their positive influence on the relationship between CSR (corporate resource protection policy) and corporate environmental performance. The insights gained from this research can assist organizations in Pakistan and throughout the world in aligning their practices with sustainability goals, hence enhancing social and environmental well-being.

1. Introduction

The ideas of corporate social responsibility (CSR) corporate resource protection policy and corporate environmental performance (CEP) are currently attracting a lot of interest in both the academic and business communities due to the increasing concerns about the environmental sustainability (Galletta et al., 2022). The CSR (corporate resource protection policy) and corporate environmental performance demonstrate a company's dedication to resolving social and environmental problems and incorporating sustainability into daily operations (Imran, Sultana, & Ahmed, 2023). The degree of organizational innovation, the efficiency of organizational leadership, the organization's location, and consumer desire for sustainable products and services are just a few of the variables that affect the success of CSR (corporate resource protection policy) and corporate environmental performance projects (Abbas et al., 2019; Xiao et al., 2021).

Nassani and Aldakhil (2023) describes organizational innovativeness as an organization's capacity to develop and adopt novel concepts, procedures, or products that improve performance and competitiveness. It includes the organization's ability to respond to shifting market needs, spot new possibilities, and come up with innovative answers to societal and environmental problems. The impact of organizational innovativeness on corporate social responsibility and corporate environmental performance have been found to be favorable in prior studies. The adoption of sustainable practices and the incorporation of social and environmental considerations into decision-making are characteristics of organizations that value innovation (Khurana et al., 2021). The importance of organizational leadership in promoting corporate resource protection policy efforts and corporate environmental performance has also been recognized in the previous studies. Promoting ethical behavior, involving stakeholders, and coordinating organizational plans with sustainable goals are all made possible by strong and visionary leaders (Xiao et al., 2021). The studies on the relationship between CSR (corporate resource protection policy) and corporate environmental performance have also been conducted, emphasizing the potential advantages for businesses that place a high priority on environmental sustainability. The organizations that actively engage in corporate social responsibility activities are more likely to adopt policies that lessen their environmental impact, such as cleaner manufacturing methods, energy efficiency initiatives, and efficient waste management (Wren, 2022).

The current literature, however, falls short in terms of exploring these relationships in the particular context of Pakistan's manufacturing, retail, and service organizations. Pakistan's emerging economy provides both unique opportunities and challenges to the organizations attempting to strike a balance between economic growth and environmental and social responsibility (Yasin et al., 2023). This study thus aims to close this gap by offering insights into how organizational innovativeness and leadership impact CSR (corporate resource protection policy) and corporate environmental performance in these specific organizations. Although corporate resource protection policy and corporate environmental performance are getting more attention, there are still a number of knowledge gaps that need to be filled. Firstly, little research has been done to examine how organizational geographic location and consumer demand for

sustainable products and services affect the relationship between CSR (corporate resource protection policy) and corporate environmental performance.

Pakistan provides an interesting backdrop for examining how these factors impact the relationship between CSR (corporate resource protection policy) and corporate environmental performance because of its diversified geographic landscape and customer base (Siyal et al., 2022). The purpose of this study is to shed light on the unique contextual elements that affect how effective corporate social responsibility activities are in promoting environmental performance. Secondly, while earlier research has looked at organizational leadership and innovativeness independently in terms of their effects on corporate resource protection policy and corporate environmental performance, there is a dearth of studies that combine these factors into a holistic framework (Shehzad et al., 2023). By examining the combined impacts of organizational innovativeness and leadership on CSR (corporate resource protection policy) and corporate environmental performance, this study aims to close this gap. These factors may be studied simultaneously to gain a more detailed knowledge of how they interact, which has practical implications for organizations looking to improve their sustainability practices. The proposed research model is displayed in figure 1.

2. Literature Review

2.1 Organizational Innovativeness and CSR (Corporate Resource Protection Policy)

The ability of an organization to develop and implement novel products, ideas, procedures or business models is referred to as organizational innovativeness (Azeem et al., 2021). It entails promoting a risk-taking, experimental, and creative culture within the company. The organizations that are innovative are better equipped to respond to changing consumer wants, market trends, and grab various opportunities in the business environment. Innovation-focused organizations frequently exhibit a dedication to ongoing development, adaptability, and a willingness to challenge standard practices. By addressing environmental, social, and ethical issues, an organization demonstrates its commitment to corporate social responsibility (Afsar & Umrani, 2020). It covers a broad range of activities, including employee well-being initiatives, community development programs, ethical business practices, and environmental sustainability initiatives. The corporate social responsibility (corporate resource protection policy) has gained a significant importance as stakeholders like suppliers, investors, employees, customers, and competitors call for greater transparency and moral conduct. Engaging in CSR (corporate resource protection policy) helps an organization's long-term sustainability and profitability in addition to improving its reputation (Barauskaite & Streimikiene, 2021).

The organizations are more likely to think about their greater influence on society when they are creative. Innovative businesses frequently have goals beyond maximizing profits; they strive to add value for all stakeholders. The basic principles of CSR, which stress the necessity for companies to carefully consider their social, environmental, and ethical duties into account, are in line with this broader perspective. Organizations with an innovative mindset are more likely to

understand that achieving success requires more than just strong financial results; it additionally requires the ability to have a positive impact on society (Atmaja et al., 2023).

Organizational innovativeness helps organizations to find creative solutions to societal issues. The organizations may increase the likelihood that their employees will come up with innovative solutions to social and environmental problems by promoting a culture of experimentation, innovation, and risk-taking. Innovative businesses foster the growth of sustainable products, environmentally friendly technology, and ethical business practices by investing in research and development (Malik et al., 2025). These novel methods not only advance society but also give the company a competitive advantage by luring investors and consumers who care about social responsibility (Imran et al., 2024). The continual growth of corporate social responsibility practices is aided by organizational innovativeness (Lăzăroiu et al., 2020). The organizations with a strong innovation culture are more flexible and responsive to shifting public demands. In order to understand new CSR challenges and trends, they actively solicit feedback from stakeholders and participate in ongoing discussion. As a result of their willingness to adapt, they may proactively modify their corporate social responsibility strategies and activities, ensuring that they continue to be relevant and effective. In addition, organizations are encouraged to take calculated risks when adopting new initiatives for CSR (corporate resource protection policy) due to innovativeness, which results in new concepts with a big social impact (Park & Kim, 2020). Thus, the following hypothesis is formulated.

H1: Organizational innovativeness impacts the CSR (corporate resource protection policy)

2.2 Organizational Leadership and CSR (Corporate Resource Protection Policy)

According to Ibrahim & Daniel (2019), the process of directing and influencing people, groups, and entire organization towards accomplishing their objectives and goals is referred to as organizational leadership. It requires the capacity to lead, inspire, and empower people while skillfully allocating resources and reaching tactical conclusions. Organizational leaders are accountable for stimulating innovation, encouraging growth, and ensuring the overall success of the organization. They play a critical role in determining the culture, vision, and direction of a business. Establishing a clear vision and mission for the organization is one of the fundamental components of organizational leadership (Ahmad et al., 2021; Ali et al., 2020; Ahmad, 2018). Leaders must provide a compelling and motivating vision that is in line with the goals and values of the members of the organization (Rivaldo, 2021). The employees are inspired to strive towards a shared objective by this vision which acts as a guiding principle and gives them a sense of direction and purpose. In addition, effective leaders convey this vision to all stakeholders, fostering a sense of confidence and getting the support of the investors, customers, and employees.

Organizational leaders are also responsible for creating and nurturing high-performing teams. To fill the demands of the organization, they must be able to locate and hire people with the appropriate skills and experience. Through training, mentoring, and growth opportunities, leaders also support their team members' professional development. Leaders can maximize the potential of their teams and help them produce outstanding results by developing and encouraging a culture

of continuous learning (Masih et al., 2024; Masih, 2022). Another crucial component of organizational leadership is effective decision-making. In order to make decisions that support the objectives of the organization, leaders must analyze complex situations, assess several options, and make informed decisions (Hallo et al., 2020).

Corporate social responsibility initiatives are fundamentally driven by organizational leadership. The responsible behavior within the organization is modelled and expected by effective leaders (Javed et al., 2020). They create a vision that unifies the organization's entire strategy with its fundamental values and purpose and incorporates corporate social responsibility goals into it. Leaders may convey to their employees that social and environmental responsibility is important by highlighting the value of corporate resource protection policy. In addition, leaders establish corporate resource protection policy specific departments or committees in order to promote and assist corporate social responsibility initiatives. Establishing a corporate socially responsible culture within the organization begins with strong leadership (Saha et al., 2020). Effective leaders encourage and inspire their teams to integrate social and environmental responsibilities into all aspects of their everyday work. They support a common vision and set of principles that put sustainability and moral behavior first. Leaders set examples for followers by exhibiting their dedication to CSR (corporate resource protection policy) via their actions and behaviors. The employees are given greater accountability and ownership as a result, helping to cultivate a culture in which corporate social responsibility is integrated into decision-making, operations, and relationships with stakeholders. The incorporation of CSR (corporate resource protection policy) into strategic planning, risk assessment, and resource allocation is the responsibility of effective leaders (Malik et al., 2021). Leaders may strengthen their organization's commitment to ethical behavior by giving CSR top priority in decision-making and ensuring that sustainability issues are considered at every stage of company operation. Therefore, the study proposed the following hypothesis.

H2: Organizational leadership impacts the CSR (corporate resource protection policy)

2.3 Organizational Innovativeness and Corporate Environmental Performance

Agility, openness to change, and a willingness to challenge standard norms are all traits that are frequently seen in organizations that place a high priority on innovation. The term "corporate environmental performance" describes how an organization's operations, products, and activities affect the environment (Sahoo et al., 2023). It includes topics like waste management, pollution prevention, reduction of greenhouse gas emissions, and resource conservation. For organizations to accomplish their social and environmental responsibilities, enhance their reputation, comply with legal obligations, and reduce possible risks related to environmental concerns, outstanding corporate environmental performance must be attained. Organizational innovativeness significantly influences the corporate environmental performance. Innovation-friendly organizations are more likely to create and adopt ecologically sustainable practices.

Innovative organizations understand that overcoming environmental problems calls for creative thinking and solutions (Xie et al., 2022). They are aware that maintaining sustainability is

not just a social responsibility but also a means of gaining a competitive advantage and ensuring long-term profitability. Sustainable business practices are adopted as a result of organizational innovation, which helps businesses lessen their environmental impact. Innovatively oriented businesses are more likely to invest on R&D to investigate and adopt eco-friendly technology and procedures. They actively look for ways to minimize pollution, reduce waste, and maximize resource utilization. Organizations may create and adopt more effective, environmentally friendly practices that have a greater influence on their corporate environmental performance by embracing innovativeness (Asadi et al., 2020). The development of an organizational culture of sustainability is facilitated through organizational innovativeness. Leaders that place a high priority on innovation can motivate their team members to come up with innovative solutions for environmental problems. Leaders develop a feeling of purpose among their followers and inspire a commitment to environmental stewardship by encouraging sustainability as a core value. Through this sustainable culture, employees are encouraged to make substantial contributions to the organization's environmental performance via their regular activities and decisions (Al-Swidi et al., 2021).

Zameer et al. (2022) stated that organizational innovativeness helps organizations to tackle environmental issues in a proactive manner. Innovatively oriented companies are always looking for ways to streamline their processes and find new methods to solve problems. In terms of environmental performance, they actively look for ways to handle new problems, anticipate regulatory changes, and establish preventative measures to reduce the environmental risks. The organizations are better able to remain ahead of environmental issues and exhibit greater levels of environmental performance when they make use of their innovative skills. Collaboration and information sharing, which are crucial for attaining outstanding corporate environmental performance, are fostered through organizational innovativeness (Kayani, et al., 2023; Khan, et al., 2021). Innovative organizations encourage employees to share knowledge, ideas, and sustainable business practices. Through cross-functional collaboration, the organization is able to take use of different perspectives and knowledge, which results in the creation and execution of creative environmental initiatives (Guo et al., 2019). Additionally, by encouraging teamwork and shared responsibility, engagement with other stakeholders including suppliers, customers, and community partners may further improve environmental performance. Thus, the following hypothesis is formed.

H3: Organizational innovativeness impacts the corporate environmental performance

2.4 Organizational Leadership and Corporate Environmental Performance

In today's business environment, corporate environmental performance has significant importance. In addition to addressing environmental issues, it helps an organization maintain a positive reputation and gain long term sustainability (Haldorai et al., 2022). Corporate environmental performance is prioritized by businesses as a sign of their commitment to corporate social responsibility and building a more sustainable future. In order to promote and enhance corporate environmental performance, organizational leadership is essential (Khan, & Hassan,

2020; Khan et al., 2020; Khan et al., 2020; Khan et al., 2019). Effective leaders provide a vision, set the tone, and give the organization a sense of direction that incorporates environmental sustainability into its entire business plan (Hsu et al., 2024; Hsu & Huynh, 2023; Hsu et al., 2023). They emphasize the value of environmental responsibility to employees at all levels and make sure that sustainability is ingrained in the organization's values and culture. In order to promote sustainable practices and initiatives, leadership offers the essential direction, resources, and support. Setting specific environmental objectives for the organization requires strong leadership (Darvishmotevali & Altinay, 2022).

Effective leaders set quantifiable goals and standards that are consistent with the mission and core values of the company. These objectives offer a framework for evaluating progress and holding the company responsible for its environmental performance (Mir et al., 2021). Leaders motivate their teams to pursue excellence in environmental practices and promote continual progress by establishing challenging but attainable goals.

Building an atmosphere of environmental responsibility within the organization is an obligation of organizational leaders. They have a significant influence on the development of beliefs, customs, and practices that put sustainability first. Leaders show their commitment to environmental responsibility by setting an example for their team members via their behaviors. Leaders motivate their employees to accept environmental responsibility as an essential component of their job by integrating sustainable practices into everyday operations (Srivastava et al., 2020).

The organization's adoption of sustainable practices is driven by leadership. Effective leaders provide their team members the resources, training, and support they need to carry out sustainable initiatives (Muduli et al., 2020). Employees are given the freedom to choose and use ecologically friendly practices since they are encouraged to innovate and be creative. Additionally, leaders ensure that sustainable practices are included into waste reduction strategies, product development, supply chain management, and decision-making. In order to promote collaboration and engagement in environmental activities, leadership is essential.

Cross-functional teamwork is encouraged by effective leaders, who bring together people from many departments and fields to address environmental problems as a whole (Rasheed et al., 2025; Shahzadi et al., 2025; Naz et al., 2022). They provide learning opportunities relating to sustainability as well as information sharing and the exchange of best practices (Esmaeilian et al., 2020). Leaders foster a feeling of shared responsibility for corporate environmental performance by including workers at all levels in decision-making processes. In order to enhance corporate environmental performance, organizational leaders might also have an impact on external stakeholders. Leaders may promote sustainable practices and work with community partners to achieve shared environmental goals through interacting with suppliers, customers, regulators, and other stakeholders. Effective leaders establish relationships and alliances that promote sustainability, stimulate the use of eco-friendly products and services, and accelerate positive

environmental change outside the organization's premises (Udeagha & Muchapondwa, 2023). Therefore, the study proposed the following hypothesis.

H4: Organizational leadership impacts the corporate environmental performance

2.5 CSR (Corporate Resource Protection Policy) and Corporate Environmental Performance

A key component of CSR (corporate resource protection policy), corporate environmental performance focuses especially on how an organization's operations and activities have an influence on the environment (Ahmad et al., 2021). Reduced resource use, lower pollution, efficient waste management, and the mitigation of environmental hazards all contribute to superior environmental performance. The reputation of an organization, stakeholder trust, legal compliance, and long-term viability are all enhanced by achieving exceptional corporate environmental performance. It complies with the ideas of sustainable development and shows how dedicated an organization is to environmental care. CSR (corporate resource protection policy) and corporate environmental performance are intimately related (Ghardallou, 2022). The organizations may use corporate socially responsible activities as a framework to include environmental factors into their strategy, operations, and decision-making procedures. The organizations that prioritize CSR (corporate resource protection policy) understand the value of environmental sustainability and the need to reduce their ecological impact. Corporate environmental performance becomes a crucial component of a company's overall efforts to uphold social responsibility, further enhancing the compatibility between environmental performance and societal standards. Corporate resource protection policies encourage businesses to adopt sustainable business practices. The organizations may develop and adopt environmentally friendly practices by giving environmental sustainability a high priority on their corporate social responsibility agenda (Ali et al., 2020; Ali et al., 2020; Xu et al., 2019). This might entail lowering greenhouse gas emissions, protecting natural resources, putting renewable energy sources into use, and applying sustainable supply chain methods. The organizations contribute to corporate environmental performance and show their dedication to environmental responsibility by integrating sustainability into their daily operations (Pham et al., 2020).

Anser et al. (2020) stated that the corporate socially responsible efforts encourage collaboration and stakeholder involvement, both of which are essential for enhancing corporate environmental performance. Companies that place a high priority on corporate resource protection policy regularly solicit feedback from all stakeholders, including customers, employees, and environmental organizations. Through this interaction, organizations may pinpoint environmental issues, comprehend stakeholder expectations, and integrate them into their environmental performance objectives (Nisar et al., 2025; Basharat et al., 2023; Naz et al., 2020). Corporate socially responsible efforts prioritize environmental reporting and transparency. Through sustainability reports and other forms of communication, organizations who are devoted to corporate social responsibility frequently provide information about their environmental performance and activities (Morea et al., 2021).

The organizations increase responsibility and show their dedication to the corporate environmental performance by being transparent about their environmental practices. By enabling stakeholders to monitor an organization's environmental effect and progress over time, this transparency also promotes continual development. Corporate resource protection policy assists businesses in controlling environmental hazards and ensuring that environmental regulations are ensued. The organizations proactively identify and reduce environmental hazards by integrating environmental concerns into their CSR practices (Cheema et al., 2020). In order to ensure compliance with pertinent laws and regulations, they set up procedures to monitor and evaluate their environmental performance. A culture of responsible behavior is promoted through effective corporate socially responsible practices, which lowers the probability of environmental incidents and subsequent adverse publicity. CSR (corporate resource protection policy) promote creativity and adaptability, which enhance corporate environmental performance. The organizations may stimulate innovative thinking and the creation of novel responses to environmental problems by including environmental issues into corporate socially responsible objectives (Carroll, 2021). This might entail pursuing new business opportunities, modifying operations to have less impact on the environment, and funding eco-friendly technology research and development. Thus, the following hypothesis is formed.

H5: CSR (corporate resource protection policy) impacts the corporate environmental performance

2.6 Organizational Geographic Location and Consumer Demand for Sustainable Products/Services as a Moderator

The influence of CSR (corporate resource protection policy) on corporate environment performance can be moderated by organizational geographic location. The organizations may experience more scrutiny and pressure to exhibit strong environmental performance in locations where environmental concerns are at the forefront of public conversation, such as those that are prone to natural catastrophes or have a high population density (Moshood et al., 2022). As a result, the favorable association between CSR (corporate resource protection policy) and corporate environmental performance may be stronger in these areas as businesses match their practices with local norms. Furthermore, different geographical regions may have different levels of access to natural resources and different effects of manufacturing operations on ecosystems. The concerns about resource depletion or environmental deterioration may provide additional incentives for businesses operating in resource-rich regions to adopt sustainable practices. The organizations may have less pressure to prioritize environmental performance in areas where natural resources are limited or less important to the local economy (Asiaei et al., 2022).

H6: Organization geographic location moderates the relationship between CSR (corporate resource protection policy) and corporate environmental performance

According to Sorensen et al. (2021), consumer demand is increasingly playing a key role in determining organizational strategies and practices. Consumers are increasingly looking for sustainable products and services due to growing environmental awareness. The impact of CSR

(corporate resource protection policy) on corporate environment performance can be moderated by consumer demand for sustainable products and services. Organizations are encouraged to give environmental performance a high priority and implement sustainable practices when consumer demand is high. As businesses proactively participate in environmentally friendly activities to satisfy customer expectations, the positive relationship between CSR (corporate resource protection policy) and corporate environment performance is anticipated to be greater in this situation (Raza et al., 2020). In contrast, organizations may see fewer financial incentives to invest in environmentally friendly practices in situations when consumer demand for sustainability is low. The relationship between CSR (corporate resource protection policy) and corporate environment performance is anticipated to be lower when businesses place a higher priority on goals like maintaining a competitive advantage in the marketplace or producing high-quality products. Without enough customer pressure, businesses could not be as driven to put sustainability first, which might result in a disconnect between CSR (corporate resource protection policy) and corporate environment performance (Carrera, 2022).

H7: Consumer demand for sustainable products/services moderates the relationship between CSR (corporate resource protection policy) and corporate environmental performance

2.7 CSR (corporate resource protection policy) as a Mediator

CSR (corporate resource protection policy) can act as a mediator in the relationship between organizational innovativeness and corporate environmental performance. In order to ensure the ethical and sustainable use of resources throughout all of its activities, a corporation implements a resource protection policy, which comprises rules, practices, and guidelines. In order to reduce the organization's environmental impact, it frequently includes initiatives for water conservation, waste reduction, and energy efficiency. The corporate resource protection policy serves as a mediator by providing a structure that promotes and supports creative practices that are consistent with the organization's environmental objectives. It ensures that innovations are focused on producing environmentally sustainable results rather than escalating adverse environmental effects. The organizations may develop and implement environmentally friendly innovations that improve their overall environmental performance by incorporating resource protection policies into the innovation process.

The organizational leadership and corporate environmental performance may be effectively mediated by CSR (corporate resource protection policy). It transforms the leaders' vision and values into doable strategies, tactics, and goals that direct the company's sustainability initiatives. The policy ensures that environmental concerns are incorporated into the core values of the business, resulting in greater corporate environmental performance and a more sustainable future. It can be done through accountability, evaluation, and implantation.

H8: CSR (corporate resource protection policy) mediates the relationship between organizational innovativeness and corporate environmental performance

H9: CSR (corporate resource protection policy) mediates the relationship between organizational leadership and corporate environmental performance

3. Research Methodology

This study employed a quantitative research design with the objective of collecting data and statistically analyzing it in order to develop inferences and generalizations about the population under study. This design enables the measurement of variables, the analysis of correlations between variables, and the testing of hypotheses. It provides a systematic and methodical strategy to understand the study problems, in this example, the study of employee views in Pakistani manufacturing, retail, and service organizations. For this study, the purposive sampling technique was used. A non-probability sampling technique involves choosing participants based on their knowledge of or relevance to the research subject. 500 employees from manufacturing, retail, and service organizations in Pakistan participated in this study. To provide a varied representation of the population, the selection criteria placed an emphasis on personnel with a range of job responsibilities, degrees of expertise, and length of service in their respective organizations.

A multi-stage method was used to contact the selected participants in order to collect data. Initially, a list of organizations in Pakistan involved in manufacturing, retail, and services was prepared. The organizations were selected randomly from the list using a systematic sampling technique. The researchers contacted each organization's human resource department after they had been identified to request permission for the data collection from the employees. The researchers visited the selected organizations after getting organizational consent, and distributed a survey questionnaire to the employees. The survey questionnaire was carefully designed based on previous literature and advice from experts in order to obtain pertinent data related to employee perceptions. The respondents were assured that their responses would remain private and anonymous. Assuring a high response rate, completed questionnaires were collected on-site.

IBM SPSS AMOS software was used to analyze the collected data. The direct and indirect impacts of the study were examined using the structural equation modelling (SEM) method. SEM provide the researchers the ability to evaluate the model's overall fit, explore the connections between latent constructs, and evaluate the measurement characteristics of the scale items. It enables hypothesis testing, model change, and model validation while presenting a comprehensive perspective of the intricate interplay between variables. Byrne (2016) states that “structural equation modeling (SEM) is a statistical methodology that takes a confirmatory (i.e., hypothesis-testing) approach to the analysis of a structural theory bearing on some phenomenon. Typically, this theory represents “causal” processes that generate observations on multiple variables”. Twenty-three scale items were included in the questionnaire to assess a number of different aspects of employee perception towards organizational innovativeness, organizational leadership, CSR (corporate resource protection policy), corporate environmental performance, organizational geographic location, and consumer demand for sustainable products/services.

Few of the construct scale items were adopted and adapted and few were developed after a focus group discussion with the subject matter specialists. Four items of organizational innovativeness were adopted from Wang & Ahmed (2004). Four items of organizational leadership were adopted from OLA (2000). Two items of CSR (corporate resource protection policy) were adopted and two were adapted from Tien-Shang Lee (2012). Four items of corporate environmental performance were adopted from Latan et al. (2018). Three items of organizational geographic location and three items of consumer demand for sustainable products/services were developed in response to the suggestions from the relevant field experts (Imran, Zaidi, & Khanzada, 2023). These scale items were evaluated for content validity prior to the questionnaire's administration. The items' relevance, clarity, and appropriateness were assessed by a group of specialists including academics and practitioners with knowledge of organizational behavior and employee perspectives.

In order to verify content validity, the researchers conducted EFA (exploratory factor analysis) to identify potential problems with a particular subject and eliminated five of them from the final questionnaire.

4. Research Findings

In the first step, confirmatory factor analysis (CFA) (measurement model) was used to determine its validity and reliability. The structural model was used in the second step to assess the study's hypotheses.

4.1 The Measurement Model

A confirmatory factor analysis (CFA) was carried out using the AMOS software to verify the measurement model. In this study, the factor loadings for each item were assessed. According to Table 2, all of the items' factor loadings are greater than the cutoff value of 0.6 (Hair et al., 2016). The overall goodness of fit of the model was evaluated using the model-fit metrics (CMIN/DF, CFI, NFI, GFI, RMR, SRMR, and RMSEA). The study findings show that all the values of these model-fit parameters (shown in Table 1) are in acceptable range (Bentler, 1990; Hu & Bentler, 1998). Figure 2 shows the measurement model.

Table No 1: CFA Model-Fit Parameters

Model-fit Measures	X ² /df	CFI	NFI	GFI	RMR	SRMR	RMSEA
Cut-off Values	< 3.0	> 0.90	> 0.919	> 0.90	< 0.08	< 0.08	< 0.08
Scores	1.743	0.939	0.943	0.905	0.042	0.0422	0.065

4.1.1 Construct Reliability

Table 2 shows that values of Cronbach's alpha (α) ranged from 0.787 to 0.861, higher than the acceptable value of 0.70 (Nunnally, 1994), while values of CR ranged from 0.767 to 0.872, higher than the suggested value of 0.70 (Hair et al., 2010).

4.1.2 Convergent Validity

Using the average variance extracted (AVE) method, the survey items' convergent validity was assessed (Fornell & Larcker, 1981). The AVE values were all above the cutoff value of 0.50, as shown in Table 2. Therefore, it can be said that the items used in this study have established the convergent validity.

4.1.3 Discriminant Validity

Table No 2: CFA

Constructs	Items	Loadings	α	AVE (> 0.5)	CR (> 0.7)
Organizational Innovativeness (OI)	In new product and service introductions, our company is often first to market.	0.831	0.861	0.694	0.872
	During the past five years, our company has developed many new management approaches.	0.862			
	Our new products and services are often perceived very novel by customers	0.807			
Organizational Leadership (OL)	Provide mentor relationships in order to help people grow professionally	0.838	0.842	0.676	0.862
	View conflict as an opportunity to learn & grow	0.833			
	Create an environment that encourages learning	0.795			
CSR (corporate resource protection policy) (CSR)	My company understands that the economy operates within, and is limited by, finite ecosystems	0.724	0.810	0.615	0.827
	My company takes full responsibility for its environmental impacts and liabilities	0.805			

	My company encourages and rewards a corporate culture that fosters corporate resource protection policy	0.821			
Corporate Environmental Performance (CEP)	Limiting environmental impact beyond	0.781	0.801	0.526	0.767
	Improved reputation	0.615			
	Generating societal benefits	0.768			
Organizational Geographic Location (OGL)	Success of our CSR-driven resource protection policy in enhancing environmental performance depends on the organization's location.	0.851	0.855	0.680	0.865
	The organizational geographic location facilitates the implementation of CSR policies and improves corporate environmental performance.	0.813			
	The ability of an organization to implement CSR policies is affected by organizational geographic	0.811			
Consumer Demand for Sustainable Products/Services (CDSP)	Companies are motivated to focus on preserving natural resources and reducing environmental impact by consumer demand for sustainable products/services	0.749	0.787	0.579	0.802
	Companies engage in R&D to produce more environmentally friendly products/services as a result of rising consumer demand	0.89			
	Companies are more likely to achieve greater environmental performance outcomes when they actively respond to consumer demand for sustainable products/services	0.622			

The Fornell and Larcker Criterion (FLC) (Fornell & Larcker, 1981) and the Heterotrait-Monotrait (HTMT) Ratio (Henseler et al., 2015) were used to evaluate the discriminant validity.

When a construct's square root of AVE is larger than its correlation with the other constructs in the study then it is assumed that the Fornell and Larcker criteria for discriminant validity is achieved. The results show that FLC is validated for each construct. Due to recent criticism of the Fornell and Larcker criterion, the HTMT ratio, a unique approach for evaluating the discriminant validity, is being applied more frequently. The results showed that all of the HTMT matrix values fell below the recommended value of 0.90 (Gold et al., 2001). Therefore, HTMT is determined for each construct. In Table 3, the HTMT matrix is displayed.

Table No 3: Heterotrait-Monotrait Ratio (HTMT)

	Organizational Innovativeness	Organizational Leadership	CSR (corporate resource protection policy)	Corporate Environmental Performance	Organizational Geographic Location	Consumer Demand for Sustainable Products/Services
Organizational Innovativeness						
Organizational Leadership	0.27					
CSR (corporate resource protection policy)	0.33	0.35				
Corporate Environmental Performance	0.23	0.23	0.32			
Organizational Geographic Location	0.55	0.25	0.34	0.37		
Consumer Demand for Sustainable Products/Services	0.58	0.43	0.37	0.41	0.31	

4.2 Structural Model

The research hypotheses were tested using the AMOS structural model. Hair et al. (2010) stated that if the metrics' values—CMIN/DF, CFI, NFI, GFI, RMR, SRMR, and RMSEA are below the recommended range, the structural model has a reasonable fit. As shown in Table 4, each metric value falls within the suggested range. The R^2 for CSR (corporate resource protection policy) was 61% and 58% for corporate environmental performance.

Table No 4: Structural Model Fit Parameters

Model-fit Measures	X ² /df	CFI	NFI	GFI	RMR	SRMR	RMSEA
Cut-off Values	< 3.0	> 0.90	> 0.90	> 0.90	< 0.08	< 0.08	< 0.08
Scores	1.877	0.921	0.934	0.901	0.050	0.052	0.069

Table 5 shows that organizational innovativeness positively impacts the CSR (corporate resource protection policy) ($b=0.689$, $t = 6.625$, $p < 0.001$), therefore H1 is accepted. H2 is supported because the findings suggest that organizational leadership has significant impact on CSR (corporate resource protection policy) ($b=0.795$, $t = 6.570$, $p < 0.001$). The organizational innovativeness has positive relationship with corporate environmental performance ($b=0.634$, $t = 2.976$, $p < 0.001$), hence H3 is accepted. The results show that organizational leadership positively influence the corporate environmental performance ($b=0.774$, $t = 6.672$, $p < 0.001$), hence H4 is accepted. CSR (corporate resource protection policy) has positive association with corporate environmental performance ($b=0.517$, $t = 3.541$, $p < 0.001$), therefore H5 is supported.

The study evaluated the moderating role of organizational geographic location on the relationship between CSR (corporate resource protection policy) and corporate environmental performance. The findings supported H6 and H7 by showing that organizational geographic location had a positive and significant moderating effect on the relationship between CSR (corporate resource protection policy) and corporate environmental performance ($b= 0.084$, $t = 2.674$, $p = 0.004$), and consumer demand for sustainable products/services had a positive and significant moderating effect on the relationship between CSR (corporate resource protection policy) and corporate environmental performance ($b= 0.071$, $t = 2.543$, $p = 0.003$).

The mediation effects of CSR (corporate resource protection policy) are also verified in the study. The findings reveal that CSR (corporate resource protection policy) positively mediates the relationship between organizational innovativeness and corporate environmental performance ($\beta = 0.126$; $p < 0.05$), hence H8 is accepted. The results also show that CSR (corporate resource protection policy) positively mediates the relationship between organizational leadership and corporate environmental performance ($\beta = 0.133$; $p < 0.05$), therefore H9 is supported.

Table No 5: Hypotheses Testing

Hypothesis	Estimate	S.E.	C.R.	P
OI à CSR	.689	.104	6.625	***
OL à CSR	.795	.121	6.570	***
OI à CEP	.634	.213	2.976	***
OL à CEP	.774	.116	6.672	***
CSR à CEP	.517	.146	3.541	***

5. Discussions and Conclusion

The results of the hypothesis 1 states that organizational innovativeness significantly impacts the CSR (corporate resource protection policy). Pakistan confronts a number of social, environmental, and economic issues as a growing nation. When it comes to promoting CSR initiatives and practices, organizational innovativeness is crucial. The ability of Pakistani organizations to handle societal and environmental problems and support sustainable development can be favorably impacted by their high levels of innovativeness (Ikram et al., 2019). The ability to develop novel solutions is made possible by organizational innovativeness in Pakistan, which also promotes a culture of learning and adaptability, supports collaboration and partnerships, and builds stakeholder trust. These factors jointly help organizations in Pakistan incorporate CSR (corporate resource protection policy), allowing them to have a good social and environmental effect and support sustainable development in Pakistan (Janjua, et al., 2025). The findings of the hypothesis 2 demonstrates that organizational leadership has direct and positive impact on CSR (corporate resource protection policy). The organizational commitment to social and environmental responsibility is greatly enhanced by organizational leadership that places a high priority corporate resource protection policy. A culture of responsibility and accountability is established through effective leadership, and organizational goals are aligned with society objectives. Effective leadership also encourages transparency and stakeholder participation, as well as innovation and change towards sustainable practices. Leaders in Pakistan may encourage and inspire their staff to adopt socially responsible behavior and have a positive impact on environment and society by exhibiting a strong commitment to CSR (corporate resource protection policy) (Deng et al., 2022).

The findings of the hypothesis 3 reveal that organizational innovativeness significantly influences the corporate environmental performance. The development and adoption of modern environmental practices and technology are made possible through organizational innovativeness. The Pakistani organizations in the manufacturing, retail, and service sectors may incorporate sustainable production techniques, energy-efficient technology, waste reduction techniques, and eco-friendly product designs through their innovative skills (Raza et al., 2012). These innovative skills help to enhance the environmental performance by reducing waste, conserving resources, and decreasing negative environmental effects. The organizations that promote innovation show a dedication to enhancing their environmental performance over time and adjusting to changing environmental problems. The organizational innovativeness develops a culture of collaborations that helps to gain competitive advantage and resource efficiency. The organizations in Pakistan may considerably improve their environmental performance and support sustainable development in these particular sectors by leveraging their innovative skills. The results of the hypothesis 4 show that organizational leadership has positive and significant impact on corporate environmental performance. The environmental performance of Pakistani manufacturing, retail, and service organizations is greatly impacted by organizational leadership that prioritizes environmental sustainability. Establishing a culture of accountability and responsibility, encouraging stakeholder collaboration and engagement, aligning organizational objectives with environmental goals,

adopting a culture of continuous improvement and environmental responsibility, and promoting transparency are all examples of effective leadership. Leaders in Pakistan may encourage and motivate their employees to adopt environmentally responsible behavior in order to bring significant improvements in the organization's environmental performance by publicly exhibiting a strong commitment to environmental sustainability (Malik et al., 2021).

The results of the hypothesis 5 demonstrates that CSR (corporate resource protection policy) has positive association with corporate environmental performance. In Pakistan, responsibility for the environment has become a major part of corporate socially responsible initiatives. The environmental concerns are more likely to be included into business operations and strategy by organizations that give corporate resource protection policy a high priority in Pakistan. The reduction in waste, adopting environmentally friendly practices, and implementing sustainable resource management are one of few initiatives adopted in Pakistan and ultimately these initiatives help environmental performance of Pakistani organizations. CSR (corporate resource protection policy) also significantly impacts the corporate environmental performance by fostering an environment-conscious culture, encouraging stakeholder engagement and collaboration, enhancing reputation and stakeholder trust, and encouraging adherence to environmental regulations. The organizations in Pakistan may successfully manage their environmental impact, support sustainable development, and encourage positive changes in environmental performance by giving corporate resource protection policy a high priority (Chaudhary, 2020).

The findings of hypothesis 6 suggests that organizational geographic location moderates the relationship between CSR (corporate resource protection policy) and corporate environmental performance. The organizations in Pakistan may approach and prioritize environmental performance differently depending on the particular environmental setting, resource availability, stakeholder objectives, and regulatory framework in various geographic locations (Ameer & Khan, 2022). There are different challenges and opportunities in the different regions of Pakistan which may change their CSR (corporate resource protection policy) approaches and ultimately impacting the environmental performance. In order to build focused corporate resource protection policy that successfully meet the unique environmental concerns and expectations of each region in Pakistan, it is crucial to understand the geographic context. The results of hypothesis 7 reveal that consumer demand of sustainable products and services moderates the relationship between CSR (corporate resource protection policy) and corporate environmental performance. The organizations in Pakistan are encouraged to invest in sustainable practices and enhance their environmental performance due to the growing consumer demand for sustainability, which also creates market opportunities and competitive advantages (Rehman et al., 2021). The organizations may encourage innovation, collaborate along the supply chain, engage stakeholders, and link their environmental practices with customer expectations by responding to consumer demand. In order to improve their environmental performance and support sustainable development in Pakistan, the organizations must recognize and cater to consumer demand for sustainability. The findings of hypothesis 8 demonstrates that CSR (corporate resource protection policy) mediates the relationship between organizational innovativeness and corporate environmental performance.

The conversion of innovative ideas into ecological sustainable activities can be supported by a well-designed resource protection policy as it provides suitable structure and guidelines. The organizations can improve their ability to promote positive environmental change by integrating innovativeness with resource protection policy. The results of hypothesis 9 suggests that CSR (corporate resource protection policy) mediates the relationship between organizational leadership and corporate environmental performance. It draws attention to the crucial role that policies play in transforming the leadership's commitment to sustainability into real actions and results.

In conclusion, the organizations in Pakistan may use the results of the analysis to shape their sustainability strategies, promote a culture of environmental and social responsibility, and strike a healthy balance between CSR (corporate resource protection policy) and environmental performance. The organizations may do this to ensure long-term business viability and positive societal impact while also helping Pakistan grow sustainably.

5.1 Implications

5.1.1 Theoretical Implications

The literature on sustainability and innovation is enriched by the identification of organizational innovativeness as an important component of both CSR (corporate resource protection policy) and corporate environmental performance. The results indicate that organizations that support an innovative culture are more likely to adopt and use sustainable business practices. This underlines the necessity to investigate the processes through which organizational innovativeness results in sustainable outcomes. Future studies should look more into the organizational procedures, plans, and leadership styles that support creativity in the context of sustainability. The theoretical foundations of the business case for sustainability are further supported by the positive impact of CSR (corporate resource protection policy) on corporate environmental performance. By incorporating social and environmental factors into their strategies, organizations may gain a competitive advantage and enhance their environmental performance. Theoretical implications include a thorough examination at the supply chain management, internal organizational processes, and stakeholder involvement as ways through which corporate resource protection policy affect environmental results.

The contextual aspect of sustainability practices is shown by the conclusion that customer demand for sustainable products and services and organizational geographic location affect the association between CSR (corporate resource protection policy) and corporate environmental performance. It highlights how important it is to take into consideration the particular challenges of the environment, stakeholder expectations, and dynamics of the market that are unique to various regions of Pakistan. It also includes examining how regional factors influence sustainability practices, understanding how organizations can tailor their corporate socially responsible strategies to regional contexts, and determining out how location interacts with corporate socially responsible programs to affect environmental performance. The fact that consumer demand for sustainable products and services is acknowledged as a significant moderating factor highlights the importance of customer preferences in guiding organizational

sustainability practices (Khan et al., 2021). It includes examining the drivers of consumer demand for sustainability, the approaches that businesses might employ to meet these demands, and the synergies and trade-offs that may exist between meeting consumer expectations and achieving environmental performance goals. The impact of marketing, communication, and consumer engagement tactics on consumer demand and its effects on corporate resource protection policy and environmental performance should also be explored in future studies.

5.1.2 Practical Implications

The practical implications provide useful information to Pakistani manufacturing, retail, and services organizations seeking to improve their sustainability practices and achieve favorable environmental results. The organizations should place a high priority on establishing an innovative culture and motivating staff to develop and implement sustainable ideas. This may be accomplished by offering resources, rewards, and training programs that encourage innovation and experimentation. Furthermore, the success of sustainability projects depends on strong leadership commitment. The organizational leaders should create sustainability targets, incorporate sustainability into the organization's vision and values, and provide the required resources and assistance to show a clear commitment to CSR (corporate resource protection policy) and environmental performance. The corporate resource protection policy should be included into an organization's entire business plan. In order to do this, it is necessary to identify, prioritize, and align the social and environmental concerns that are most important to the organization with its primary commercial goals. The organizations may manage social and environmental risks, improve stakeholder relations, and generate long-term value by making corporate social responsibility a strategic priority. The unique environmental concerns and stakeholder expectations that are particular to each area should be considered by organizations operating in various regions of Pakistan (Malik, 2020). To meet the local context, they should modify their sustainability practices to include aspects like protecting local resources, reducing their negative influence on the environment, and interacting with the community. This localization strategy makes sure that sustainability initiatives are pertinent and significant to the particular area.

The organizations should constantly monitor and address consumer demand for sustainable products and services. To achieve this, it is necessary to carry out market research to determine consumer preferences, incorporate environmentally friendly principles into the creation of new products and services, and successfully engage consumers in sustainability activities. The organizations may gain a competitive advantage, improve brand reputation, and promote favorable environmental outcomes by satisfying consumer demand for sustainability. The organizations should actively seek out partnerships and collaborations with relevant stakeholders, including customers, suppliers, and governmental bodies. These partnerships can make it easier to combine resources, share information, and launch cooperative projects to solve sustainability issues. The organizations may have a stronger influence on promoting sustainability by collaborating and utilizing their collective knowledge and sharing best practices. In order to assess their progress towards sustainability targets, organizations should set up effective monitoring and reporting

systems. This entails establishing key performance indicators (KPIs), consistently gathering and analyzing pertinent data, and transparently reporting on sustainable performance. Monitoring and reporting support an organization's efforts to be accountable, identify areas for improvement, and include stakeholders in its sustainability journey.

5.2 Limitations and Future Research

The results of the study are not generalizable to all the organizations in Pakistan as this study used a specific sample size. Future research could use large and varied sample size. The results of this study are pertinent specifically to the Pakistani context. In order to identify possible contextual differences and similarities, future study might examine the significance of these relationships in other cultural, economic, and institutional situations. This research studied the relationships in retail, manufacturing, and services organizations collectively however, future studies should examine sector-specific factors impacting sustainable practices and identify possible differences in the associations within each industry.

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