Nexus Impacts Of Corporate Social Responsinbility (CSR) and Service Quality on Shipping Firms Performance: An Empirical Evidence From Sindh, Pakistan

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Abstract: This paper has main focused on nexus impact of CSR and service quality on shipping firm's performance: an empirical evidence from, Sindh, Pakistan.As that impacts of corporate association on satisfaction of employees and customers for knowing the firm performance that were investigated in the context of shipping firms. CSR and service quality had on job satisfaction, customer satisfaction and firm performance which were investigated in perspective of shipping companies. Main objective of present study was find out nexus impacts of service quality and CSR on firm performance. Quantitative method was applied in this study so primary data was collected with the help of structural questionnaire and seven types likert scale was applied for measuring attitude of shipping companies towards CSR and service quality. The collected data was analyzed with the help of Amos 22.version. The result was showed that customer satisfaction and job satisfaction were fully mediate connected with corporate social responsibility, service quality and firm performance. CSR and service quality were complement with each other for handling of employees and customers. Interactive impact of CSR and service quality were produced collectively impact on job satisfaction and customer satisfaction. Finally, the results were also suggested ,implementation CSR is depending at firms satisfaction and its service quality capability. This paper was also contributed to literature through view of reconciling for managing performance of CSR and service quality that were based on perceived value theory, stakeholder theory and economic theory of complementarities.

Keywords: CSR, Service Quality, Job Satisfaction, Customer satisfaction and Firms Performance

1.1 INTRODUCTION

The this paper has main focused on nexus impact corporate association and satisfaction of employees and customers on shipping firms performance, so these themes were investigated in the perspective of shipping companies.(A study of province Sindh Pakistan). According to Jhatial et al. (2014), he has discovered that CSR is not fully developed in Pakistan but it is in developing stage. Parasuraman et al. (1985) suggested to be close with gap according perception as well as expectations and perceptions of customers, as that customers can be able to achieve quality of service.In views that are rising from competition and demand to social services or green, shipping companies motivated to firms to

implement (CSR) activities to boost up service quality(SQ) concurrently to try for boosting business performance (Lagoudis et al., 2006; Shin and Thai, 2015). There were evidences which shown delivery excellent quality of shipping services that lead to organizational chain like, customer loyalty, customer satisfaction then improve financial performance (Cheng and Choy, 2013; Yuen and Thai, 2015). However interaction is between CSR as well as financial firms performance has subjected and mixed for numerous debates(Drobetzetal., 2014;Margolisetal., 2009).Barnett and Salomon (2012) CSR activities effect on companies financial performance which is depending upon stakeholder capacity that defined, firms ability for identifying, responding as well as profit from the opportunities for improving stakeholders relationships by CSR. Another research was done by Yuenetal.(2016b).

In present study, shipping companies are chosen as that units of analysis for mounting pressure applied through customers, regulators, public for practicing (Fafaliou and Aroni, 2016; Yang, 2018). Shipping company mainly criticized to being laggard in implement environmental and social initiatives (Yuen and Lim, 2016). Therefore, current research provided timely visions in shipping firms to pursuit good performance, in the particularly companies decisions are investing in CSR to improved overall satisfactions of stakeholder, or investing for quality of service, its can strengthen in existing logistic capabilities. Decisions are serious by shipping companies to compete with overall segment of business production simultaneously which Service quality measures corporate ability that has defined overall assessment of customer for superiority of services or excellences (Parasuraman, Zeithaml, and Berry 1988). This assessment is involved comparisons between customer perceptions and expectations about service performance.

In the perspective of shipping companies, service quality to differentiate strategy to deliver high quality of shipping companies so make sure unique quality of service of own firms to compete its rivals (Lobo 2010). The literature review suggests two service quality dimensions. The first watercourse of literature is suggested differentiation of company services that is based on performances period. Delivery time were included with sailing frequency, schedule reliability, delivery of shipment is essential of logistical considerations in context of shipping (Notteboom 2006). Superior performances make sure timely delivery of shipment that reduces shipper's logistics cost of production (Zhang and Lam 2015). In the view of Yuen and Thai (2015b), this is shape of differentiation shippers targets have cargoes subjected to hold high inventory cost.

1.2 SIGNIFICANCE OF STUDY
This study is conducted to know true concept of CSR and service quality that would be advantageous for national and multinational shipping firms particularly in Pakistani context. This study will be added more scientific knowledge for helping employees, customers, and society to learn about CSR and service quality. This is going to be support for source of national shipping firm which are not aware of true concept of CSR and service quality and also didn't perform activities of CSR and service quality for betterment of society and their sustainable businesses.

1.3 RESEARCH OBJECTIVES
Generally, this research is trying to form the study's main objective to examine the nexus influence of corporate social responsibility and service quality has been effected byjob satisfaction, customer satisfaction then firm performance that are examined from the perspective of shipping companies (A study of province Sindh Pakistan). Specifically, the research is aimed for study has set the following central objectives:

1. To determine impacts of corporate social responsibility on job satisfaction, customer satisfaction and firms performance.

2. To determine impacts of service quality on job satisfaction, customer satisfaction and shipping firms performance.

3. To determine mutual relationship of corporate association and service quality produce interactive impact on customer satisfaction and job satisfaction for shipping firm performance

4. To identify impacts of customer satisfaction on shipping firms performance.

5. To identify impacts of job satisfaction on shipping firms performance.

1.4QUESTIONS OF STUDY

Questions of study based on research objectives that are given above then these research questions formulated, as follows:

1. How does corporate social responsibility effect on job satisfaction and customer satisfaction for shipping firm's performance?
2. How does service quality effects on job satisfaction and customer satisfaction for shipping firms' performance?
3. How does mutual relationship of CSR and service quality produce nexus impact on job satisfaction and customer satisfaction for shipping firm's performance?
4. How does customer satisfaction effect on shipping firms performance?
5. How does job satisfaction effect on shipping firms performance?

1.5 LITERATURE REVIEW

1.5.1 THE EFFECT OF CSR ON SHIPPING FIRMS' PERFORMANCE

Although many pass study is presented in literature about relationship between CSR and firm financial performance so mixed results found (Margolis et al., 2009). Fu and Jia (2012) argued for complex relationship in presence of mediating variables or intervening that were not sufficiently studied by existing literature. According the literature review analyse of mediating variables must be based on perspective of stakeholders, hence stakeholder theory defines need of shareholders that cannot met economically performance of firm without satisfaction to degree, further needs of stakeholder narrated, likely customers, suppliers, public and employees (Sen and Cowley, 2013).

1.5.2 THE EFFECT OF SQ ON SHIPPING FIRMS' PERFORMANCE

In the perspective shipping companies, service quality of companies make differentiate strategy that will be changed from their competitors (Lobo, 2010). On the bases or dimension towards service quality differentiation are logistical according nature of company (Tuan, 2012). These contained timely logistics performances, knowledge of customer about service then safety of shipments (Thai et al., 2014).The nexus of service quality and firm performance had been specified to explain that specification comes satisfaction from profit chain (Schneider and White, 2004).

1.5.3 THE INTERACTION EFFECT OF SQ AND CSR ON SHIPPING FIRMS' PERFORMANCE

On contrary, past studies support to synergistic association argued for service quality of shipping companies, when firms become able to deliver high service quality (He and Li, 2011; Yuen and Thai,

2017), hence usefulness of CSR is suggested to reduce, which service is slow in perception of customers then firms compromise their core business, these discussions are suggested to both, these concept are connected each other, its joint contribution of nexus association that have greater than sum of individual influences positive suggestion (mutually-reinforce) associations. This research postulates association between service quality and corporate social responsibility that is depending on perceived utility of stakeholder of groups, theory of perceived value discussed on satisfaction that derived from attributes of individuals are associated products and service. (Green and Peloza, 2011; Yuen et al., 2016a).

1.5.4 FIRM PERFORMANCE

This study considered CSR leadership as well as intangible resources for knowing ability of value chain that effect on firm performance, operational gaps make sure difference for organization value chain (Bisignani, 2011). In particular, nexus among CSR Leadership, CSR Culture and intangible service were valuable resources for CSR Performance (CSRP), finally result of corporate association and quality influence on customer satisfaction and financial performance.

1.6 THEORETICAL FRAMEWORK.

1.6.1 STAKEHOLDER THEORY

Stakeholder theory employed for theoretical framework to evaluate CSR that is primary motivation of managers towards CSR initiatives that is outside regulatory requirement (Cantrell, Kyriazis, & Noble, 2015; Perrini, 2006). The stakeholder has not defined priority towards individuals otherwise individuals sets, who affect to organization objectives (Freeman, 1984).

1.6.2 DEFINE ORGANIZATIONAL IDENTITY

Various past research are based on organizational identity that make idea which identities forms relational concept in nexus together to others (Albert & Whetten, 1985)2.10.3 Economic theory of complementarity. The abilities of CSR activities towards enhancement innovation has acknowledge within literature (Magrizos et al. 2020; Belloc 2012, in, Santana & Cobo-Martín, 2020), and several emperiacial studies has confirmed to positive impact of CSR on innovations(García-Piqueres & García-Ramos, 2020). According the Bacinello et al. (2020), the empirical studies, Pakistani firms has found three dimensions, namely economic, social and environmental have positive impact on development of firm's innovations.

1.6.3 PERCEIVED VALUE THEORY

From consumer point of view, obtaining values are considerable consumption goal within successful purchasing experience (Davis and Hodges, 2012). For Schechter (1984), perceived values of qualitative and quantitative factors, subjective and objective, which shape form buyer's experience. Dodds et al. (1991) defined to perceive values of ratio among perceive sacrifices and perceive benefits.

1.7 RESEARCH METHODOLOGY

In this paper, structural equation modelling used for interpretation statistical technique data as well as raw data was collected through structural questionnaire. Those questions were used survey that were developed from studies of Carroll and Shabana (2010), Lu et al. (2009), Schreck (2009) and Kang and Kim (2009) Thai (2008) Yuen and Thai (2015) and Anderson et al. (2009), 7 point likert used (

1.strongly disagree, 2.Disagree, 3. Slightly Disagree, 4.Neutral, 5.Agree, 6.Slightly Agree and 7. Strongly agree to measure interactive impact of corporate association and quality towards performance. The questionnaire was consisted 31 items. The first 6 questions were related with demographic characteristics like gender, company kind, age, educational background, experience and departments. The remaining twenty five questions were related with CSR, service quality, customer satisfaction, job satisfaction and firm performance for investigating items of these variables then50questionnaires were distributed among respondents of shipping companies of Karachi, Sindh, Pakistan for pilot test. The researcher checked its reliability and consistency and of questions for research objective.

1.7.1 SAMPLING

Total five hundreds questionnaires were distributed among different company respondents who are working in shipping companies. Respondents were clearly explained about role of CSR and service quality in shipping companies. The research was conducted in the period of one year from October 2019 to October 2019 in Karachi. Total 394 questionnaire returned from respondents that were analysed for this research. One hundred six questionnaire did not return.

TABLE 1 PERSONAL PROFILE OF RESPONDENTS

Variable	Scale	Percentage of Respondents
Gender	Female= 148 Male= 246	37.6 62.4
Company kind	Container = 161 Dry = 92 Liquid Bulk= 119	40.9 23.4 35.8
Age group	18-24=193 25-34=197 35-44=1	49.0 50.0 1.0
Education Level	Intermediate=73 Diploma and below=151 Undergraduate=154 Postgraduate=16	18.5 38.3 39.1 4.1
Experience	0-5= 177 6-10=167 11-15=42	44.9 42.4 12.7
Department	Marketing=181 Operation=165 Technical=39 Others=9	45.5 41.9 9.9 2.3

Above table showed demographic characteristics of respondents as that majority respondents were males (64.4%), 40% involvement of container type business,50% age of respondents falls between 25 to

34 years, 39.1% respondents education was undergraduate, 44.9% respondents experience was between 0 to five year and 45.5% respondents belonged to marketing department.

1.8 RESULTS AND DISCUSSION

1.8.1 DATA ANALYSIS

Data analysis of present study is contained three stage, first of all researcher checked reliability of variables for satisfactory results then confirmatory factor analysis is applied for confirming the findings through SPSS AMOS 22.0 was applied for knowing the overall fitness of SEM to estimate interactions of variables.

1.8.2 CONSTRUCT RELIABILITY AND VALIDITY

Try to solve developed hypotheses with testing, initially items were evaluated for reliability and validity. Variable validity was extent to group of measurement indicators accurately reflected latent variables (Hair et al., 2010). In the present study, confirmatory factor analysis used with AMOS 22.0 that were performed for determining variables validity that result is present in below table 2 as well as below table is contained cronbachs alpha, composite and average variance extracted. Composite reliability and AVE both are items of convergent validity. Further Fornell and Laccker said cut of value of composite reliability should be more than 0.70 and AVE greater than 0.50, so variables of this study are fit for this research because cut of values are greater than average values. The reliability of CSR, service quality, customer satisfaction, job satisfaction and firm performance are 0.857, 0.911, 0.917, 0.918 and 0.902 respectively, therefore, in the point view of Hair 2010 was suggested that all variables are reliable.

TABLE 2 CONSTRUCT RELIABILITY AND VALIDITY

Variables Names	Cronbachs Alpha	Composite Reliability	Average Variance Extracted
CSR	0.857	0.971951946	0.73680475
Service Quality	0.911	0.968933651	0.5635844
Customer Satisfaction	0.917	0.976501306	0.6526428
Job Satisfaction	0.918	0.976928376	0.5864036
Firms Performance	0.902	0.975011835	0.6334444

TABLE 3 STANDARDIZED REGRESSION WEIGHTS: (GROUP NUMBER 1 - DEFAULT MODEL)

Factors		Factors	Estimate
Customer Satisfaction	<--	CSR	.601
Job Satisfaction	<--	CSR	.225
Job Satisfaction	<--	Service Quality	.471
Customer Satisfaction	<--	Service Quality	.345
Firm Performance	<--	Job Satisfaction	.024
Firm Performance	<--	Customer Satisfaction	.962
CSR	<-->	Service Quality	.403

The correlations among variable are specified in Table 3. As that high correlation is found between customer satisfaction (0.962), and second number high correlation is found between CSR and customer satisfaction. The low correlation is between job satisfaction and firm performance (0.024) and finally interactive correlation is between CSR and service quality (0.024).

TABLE 4 OVERALL MEASUREMENT MODEL FIT ESTIMATION

Name of the Parameter	Values
Comparative Fit Index (CFI)	.939
Standardized Root-Mean-Square Residual (SRMR)	.015
Root-Mean-Square Error Approximation (RMSEA)	.024
Goodness of Fit (GFI)	.955
Adjusted Goodness of Fit (AGFI)	.663

Model fit summary is shown in table 4. As that many authors mentioned the cut off value of index and RMSEA, these authors names are Bentler and Bonett (1980), Jöreskog, and Sörbom (1974), they suggested, for suppose index value is more than 0.9 and values of RMSEA is less than 0.05, means model accepted. Structure Equation Model was based on SPSS Amos 22 it was found Chi-square (CMIN) = 35.148, Degree of freedom (DF) = 3 as well as probability level was 0.00 that is evidence against hypothesis is significant at 0.00 level. CMIN/DF is also called minimum discrepancy that cut-off value is1.026 Wheaton et al (1977) therefore it is suggested, minimum discrepancy must be less than five than model will be fit.

1.9 FINDINGS

SPSS Amos was run for path-diagram that is specified in figure one and path digram is showing relationship between independent variables to dependent variable through mediating variables The path diagram show, how do observed variables related with each other.

In this structural model firm performance is dependent variable, two variables corporate social responsibility(CSR) and service quality are independent variables and two variables customer satisfaction and job satisfaction are mediating variables. The standardized regression weight provides important relation. The estimated highest value is representing important dimension which terms influence on firm performance. The regression findings summarized in the table 4. The customer

attitude is towards firm performance that is effected by customer satisfaction (0.962), CSR towards customer satisfaction (0.601), CSR towards job satisfaction (0.225), service quality towards job satisfaction (0.471), service quality towards customer satisfaction (0.345), job satisfaction towards firms performance (0.024), (0.403) CSR and service quality influence with each other whereas job satisfaction has low impact on firm performance (0.024).

1.10 TESTING HYPOTHESES

H;1 Corporate social responsibility direct effect to customer satisfaction but CSR indirectly effected to firm performance by customer satisfaction.

H;2 Corporate social responsibility direct effect to job satisfaction but CSR indirectly effected to firm performance by job satisfaction.

H3. Service quality direct effect to customer satisfaction but service quality indirectly effected to firm's performance by customer satisfaction.

H4. Service quality direct effect to job satisfaction but service quality indirectly effect to firm's performance by job satisfaction.

H5. Customer satisfaction direct effect to shipping firm's performance.

H6. Job satisfaction direct effect to shipping firms performance.

H7. Corporate social responsibility and service quality are interacted with each other in shipping firms.

1.11 DISCUSSION AND CONCLUSIONS

The present investigates interactive impact on CSR, service quality, customer satisfaction, job satisfaction towards shipping firm performance in Karachi, Sindh, Pakistan. Empirical data was analysed into four variables CSR, service quality, customer satisfaction, job satisfaction were impactingon shipping firm's performance. Confirmatory factor analysis is supported conceptualized model as well as reveals shipping firms performance relates to CSR, service quality, customer satisfaction, job satisfaction were impacting on shipping firm's performance.

From analysis it concluded customer satisfaction towards firm performance in shipping companies is more influenced by customer satisfaction (0.962). Customer satisfaction is a key element in firm performance. The shipping companies must take care of its customer during delivery time. Shipping companies personalize ads according need and requirement of company. They deliver to customers and stakeholder theory is also supported this result.

Corporate social responsibility(0.601) is having impact on customer satisfaction attitude towards shipping firm's performance because in Karachi Sindh Pakistan, customer satisfaction is having credibility corporate association. Companies require measurement scale to develop its credibility for companies through corporate social association. Above outcome is also supported with stakeholder theory.

Corporate social responsibility(0.225) has a weak impact on job satisfaction attitude towards shipping firm's performance because majority employees in Pakistan believe they have required funds to receive corporate association in environment. Employees are satisfied that company provides good package for

improvement of society and donates the funds for education, welfare institutions. Above outcome is also supported with stakeholder theory.

Service quality (0.235) have impact on job satisfaction attitude towards shipping firms performance as that job satisfaction incur with fringe benefits, bonus, promotions, working environment and job satisfaction has main role in development of company product and service.

Service quality (0.345) have impact on customer satisfaction attitude towards shipping firm's performance. The companies are providing all types of facilities that are required to them as well as customers are satisfied from the company service. Above outcome is also supported by economic theory of complementarities.

Job satisfaction (0.024) having very weak relation with shipping company performance that is not significant impact on company performance so companies are need to provide good work environment and make sure compensation and benefits and create new career opportunities for their employees Above outcome is also supported through emotional contagion theory.

Interactive impact of corporate social responsibility and service quality (0.403) have positive significant that means both have combined impact on shipping firms financial performance, both paly role in increase return on assets, return on equity and sale growth. Above outcome is also supported through perceived value theory.

There is high correlations among customer satisfaction and firm performanceas customer satisfaction play major role in company assets, equity, investment and sale growth. As shipping companies must be concentrate on improving customer satisfaction, in order to make sure companies success in Karachi Sindh Pakistan.

1.12 LIMITATIONS AND RECOMMENDATIONS

In this study has few limitations, first of all, this study is only specified as well as analysed corporate social responsibility, service quality, customer satisfaction job satisfaction and firms financial performance with using customer and job satisfaction mediators. But other stakeholders were not included in this study. As that other stakeholders provide such types of benefits. For example, training and development, high salary, good living conditions and donation to charitable institutions were noted for improving motivation and satisfaction of employees and customers. Hence it is recommended that next studies should be considered impact of CSR and service quality on firm performance through satisfaction of others stakeholders of shipping companies.

Next, present study has not done difference among bulk, container and dry shipping companies. Their responses were combined for insufficient sample size for analyse. Hence this study is also suggested that further study analyse on their attributes toward corporate association and individual impact on each dimensions of CSR and service quality on firm performance so performing these kinds of perspective provide strategic management for shipping companies that are based on CSR activities.

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