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## **Green Shared Vision As Mediator In Connecting Environmental Csr And Green Product Development Performance**

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### **ABSTRACT**

The corporate social responsibility is important phenomenon that serves societies from different perspectives. This responsibility inspires organizations and business firms to contribute in societal development thereby considering the various social, economic and environmental concerns. This study aimed to explore environmental corporate social responsibility towards and green product development performance that are considered as significant phenomena towards the desirability and commitment to attain desired outcomes. This study used the environmental corporate social responsibility as predicting variable in determining green product development performance. The green shared vision is significant phenomenon that is focused upon common and clear strategic directions for shared environmental aspirations and objectives that is internalized by organization members and thus is used as mediating variable in linking predicting and criterion variables of present research study by collecting data from respondents hailing from manufacturing sector of Pakistan. The desired relationships were hypothesized through different hypotheses wherein the results show significant association of predictor, and mediator on criterion variable. The results offered some recommendations to policy makers for revisiting their policies about green practices while future directions may inspire the future researchers to use methodology as guidelines while conducting research.

**Keywords:** Green Shared Vision, Environmental CSR & Green Product Development Performance

### **INTRODUCTION**

The corporate social responsibility from different scopes is phenomenal in organizational context as it provides many developmental opportunities from different perspectives like social, financial and environmental overwhelmed at sustainability. These corporate responsibilities are important in managing situations towards desirability through approachability to overcome circumstances toward desired values and standards (Río,

Peñasco & Jordán, 2015). Corporate social responsibility is imperative for organizations and societies for creating social norms, values and standards that are vital in creating environment toward positive changes leading to desired viable development (Li, Liao & Albitar, 2020). Environmental responsibility is consequently significant in creating conducive environment through motivation and commitment to produce desired environmental changes from different perspectives toward sustainable development (Ahmed & Streimi, 2021). The environmental corporate social responsibility is significant in determining the environmental strategies that creates competitiveness for the individuals and firms about values and standards respecting the businesses, societies and environment (Chang, Chen, Luan & Chen, 2019). Thus, the existing literature revealed that environmental concerns are gradually realized the significant impact upon the organizational functions, operations, effectiveness, competitiveness and success (Chuang & Huang, 2018).

Accordingly, organizations are direly needed to provide security to general interests from different perspectives regarding public, social and environmental concerns in different situations (Rehman, Bresciani, Dorra, & Giacosa, 2021). Organizations are inspired to make sure strategic corporate social responsibility measures to augment their performances to secure environment and to ensure stakeholders' support toward competitiveness (Wagner, Carlos & Paulo, 2018). The green product development performance is outcome of green management that provides the inspiration toward green production and development. The green product development is effective in providing the manifestation for green practices, green services, green processes and green environment (Ambec & Lanoie, 2008). The green product development performance has been measured as workforces' efforts towards product development that is less hurtful to human health and environment (Chang & Fong, 2010). This phenomenon thus ensures effectiveness of energy conservative procedures, and reused components to determine desired outcomes through creative and innovative manners towards success (Salvadó, Martín, & López, 2014). The green product development is significant toward effective green shared vision that helps in determining situations to green environment and green development.

The green shared vision is important for organizations in sustaining the long-term objectives that are aligned with green common vision and corporate green identity that are measured as significant predictors in competitive environments (Chen, Chang Yehi, & Cheng, 2015). Firms are required assimilate employees and corporate to practice innovative information to gain viable advantage in diverse situations (Chan, Yee, Dai & Lim, 2016). The green shared vision is further linked with green citizenship behavior and green organization identities that are vital in creating conducive environment towards shared vision and mission (Chang, Chen, Luan & Chen, 2019). The green shared vision in important for communicating dynamic information about strategic directions, willingness to exceed expectation, convergent objectives through environmental performances and effective dynamism towards desired

outcomes (Wagner, Carlos, & Paulo, 2018). Environmental corporate social responsibility has significant link with employees' environmental performance in different situations that is further ensured over applications of green shared visions for attaining desired outcomes leading towards desired developments (Han, Lin, Wang, Wang & Jiang, 2019). Environmental CSR is significant for environmental performances that ensures the applicability of various competencies and abilities required for comprehending diverse tasks that are considered as leading characteristics.

These characteristics are consequently required to maintain the orientations towards attainment of desired objectives in different situations as aligned with strategic outcomes (Afum, Ahenkan, Owusu, Kusi, & Ankomah, 2020). Environmental CSR is thus significant through the application of green shared visions in particular situations and contexts. Environmental CSR is critical when the desired outcomes are not respected and when the desirability and commitment are protected through the significant attributes required towards application of knowledge and skills necessary for producing the desired conducive leading environments (Gunasekaran, & Spalanzani, 2012). The environmental CSR is imperative for the business firms as it provides significant techniques for offering opportunities for professional developments leading to attain desired consequences (Chuang, & Huang, 2018). The environmental CSR have significant influence on environmental employees' performance that is overwhelmed at provision and applicability of green shared vision to producing desired environments (Qiu, Jie, Wang, & Zhao, 2020). In this drive, environmental CSR is thus significant for producing the desired development leading towards sustainability and competitiveness. This study aimed to examine the existence of relationships between the research variables under study.

### **Objectives of Study**

1. To examine association between environmental CSR, green shared vision & green product development performance (in-line with H<sub>1</sub>).
2. To examine mediating role of green shared vision in connecting environmental CSR and green product development performance (in-line with H<sub>2</sub>).

### **LITERATURE REVIEW**

The existing literature on issues offered significant information about vitality of corporate social responsibility in different contexts with different outcomes. The main theme behind phenomenon of corporate social responsibility is to determine role of corporate sector from diverse dimensions in contributing community through the social, economic and environmental perspectives (Farheen, Siddiqui, Mustafa & Mahar, 2020). In this linking, with passage of time, new portent is emerged named environmental CSR that is investigated in diverse context to contribute to environmental sustainability (Hawari, Quratulain & Melhem, 2021). Employees' environmental performance and green product development

performance are major phenomena that are used as outcome variables. Likewise, green shared vision is used as mediating phenomena in linking predicting and criterion variables in the present study. In contemporary era, the fast-growing environmental problems has become leading challenge undesirably influences the humanity around the globe. This problem overwhelms diverse problematic issues that brings situations toward environmental disaster from the different perspectives (Kim, & Stepchenkova, 2018). In this connection, there is the dire need to frame effective environmental plans and policies in order to ensure green environment leading to competitiveness, development and success from the different dimensions (Gilal, Ashraf, Gilal, & Channa, 2019).

Consequently, pollution, global warming and waste are critical issues culminates at environmental disaster that needs effective considerations to overwhelm the situation toward green environments and situations (Siddique, Ali, Kausar, & Amir, 2021). In this linking, environmental performance is significant for catering the situations at par towards desired the consequences and outcomes. The corporate social responsibilities through green environmental philosophies are significant in sinking environmental constriction that leads toward augmented sustainable performance desired for attaining the different leading tasks and goals toward environmental sustainability (Janssen, Sen, & Bhattacharya, 2015). In this connection, different internal and external forces are operative like social and public concerns, legislation, market competition and entrepreneurship that inspires the organizations to integrate environmental concerns in their strategic planning, processes and procedures (Alrubaiee, Aladwan & Khater, 2017). These factors require effective performances toward environmental sustainability that ensures the effectiveness in organizational practices by considering environmental protection at the glance (Singh, Giudice, & Graziano, 2020), to cater to the competitiveness needs towards the desired developments and outcomes. The environmental issues and its considerations are important in managing the environments as per desired standards towards developments.

### **Environmental Corporate Social Responsibility**

The environment and resources have become leading determining factors as associated with the economic and environmental sustainability. Technological challenges and increasing proportional population pays ways toward green innovation application in firms for sustainable development and competitiveness through various effective activities and practices toward desired developments (Calantone, & Krish, 2003). Corporate social responsibility concept is discussed by Carroll (2016) and sued for strategic advantages that provide values to societies and firms and therefore increase financial performance overwhelmed at profits generations and cultivates at competitive advantages (Darnall, Jolley, & Handfield, 2008). There are four dimensions of CSR given by Carroll (2016) like economic, ethical and legal and philanthropy responsibility that are vital for sustaining the corporate image and development. The existing literature provide sufficient justification for

using the different aspects of corporate social responsibilities form the different dimensions and finally recommended three significant dimensions through triple bottom line approaches comprising the social, economic and environmental responsibilities that are vital for sustainability and success (Dubois & Dubois, 2012).

In this connection, economic responsibility deals with financial matters, legal deals with the rules regulations, terms and conditions made by government or organizations (Dubey, Gunasekaran, & Ali, 2015), still, the ethical responsibility deals with values that are not explained by law and philanthropy deals with donations and charities used for the developmental purposes (Kim, & Stepchenkova, 2018). These responsibilities are critical in determining situations toward desired standards and consequences culminates at anticipated outcomes in diverse situations and contexts towards desired developments. Corporate social responsibility activities have numerous benefits, like more profits, high return on assets, equity and earnings per share, better image of business in market, capturing more market share, being ethical and attract more investors, talented staff and retained staff and stakeholders for long time (Daily, Bishop, Govindarajulu, & Society, 2009). It ensures handy relationship with suppliers, creditors, customers and consumers and consequently used as synonyms for sustainable development in different situations, consequences and contexts (Seman, Mardani, Zakuan, Saman, & Ozkul, 2019). The environmental aspect was missing in Carroll (2016) concept thus, it was crucial to add environmental component in the concept of the corporate social responsibility now it becomes the environmental corporate social responsibility (Singh, Giudice & Graziano, 2020), that ensures to protect environment is prime duty of the firms in different situations.

### **Green Shared Vision**

The green shared vision is important predictor for the environmental performance as it inspires employees to show their utmost commitment and dedication through respectable performances to ensure desired development and ultimate success from the diverse dimension and perspectives (Chang, Chen, Luan, & Chen, 2019). Therefore, the environmental CRS is vital for considering the environment from diverse dimension to sustain environment of motivation and commitments towards effective and active processes and procedures for developments (Chan, Yee, Dai, & Lim, 2016). Environmental CRS is significant towards management of employees' efforts and potentials towards the desired developments that needs dangerous aspects for maintaining desirability and commitment (Luan, Doan, & Nguyen, 2022). The environmental CRS is thus significant attribute towards the anticipated outcomes and ultimate success leads to sustainability. The environmental CRS is significant toward green shared vision and green performance as these are critical attributes for maintaining situations to respond to various organizational actions in different perspectives to provide sustainability to organizational outcomes in diverse situations (Hafezia & Hossein, 2018). Environmental CRS is vital in producing desired outcomes

aligned with the strategic objectives and effective procedures that demands competitiveness in the diverse circumstances and situations (Khan & Sarfraz, 2019).

The green shared vision ensures possibilities towards the determinations that how to respond to different leading outcomes based upon situational and behavioral perspectives in diverse situations (Lu, Ren, Zhang, Wang, & Ahmed, 2020). In this connection, the environmental CRS is thus significant in improving the desired standards in procedures and processes for development. The green shared vision is significant for providing strategic directions that helps in offering significant directions towards the approachability and applicability of various approaches for developing the conducive environment of trust and motivation for sustaining desired environment (Yang & Huang, Lien, & Huang, 2016). The environmental CRS ensures environment for chasing the firm vision that highlights the different leading characteristics that are involved in developmental process overwhelmed at desirable outcomes (Li, Liao, & Albitar, 2020). The green vision is thus important for sustaining the environment wherein different leading approaches are involved in the entire process of development from different perspectives (Ahmed, & Streimi, 2021). In this linking, the environmental processes are thus required to implement strategies that are critical in sustaining the desired developments and success that are expected from the green practices with concerned organizations for developments.

### **Green Product Development Performance**

The green product development performance is significant phenomenon that is used to ensure the quality and standards in the production processes to confirm the predictability of unique products that is considered as outcomes of various efforts behind product development procedures (Klein & Dawar, 2004). The green product development is important for ensuring the development of products through the efficient and effective procedures and processes to provide protection to the societies and organizations in terms of social and environmental progresses (Wei, Liu & Herndon, 2011). The social and environmental developments are important for ensuring standard products as well as services that are vital in diverse situation (Zhou, Zhang, Lyu & Zhang, 2018). In this regard, these performances are vital and significant in sustaining the preferred environments and situations for anticipated development and success. The firms who develop ecofriendly products, goods and services could survive for long time in contemporary competitive environments. Thus, due to increasing concern from customers, consumers, stakeholders and suppliers' organizations are producing green products which are less harmful for the eco system and human health (Chen, & Chang, 2013). There is huge competition in market for go green and those organizations which have the established green objectives in letters and spirit get advantage in the competition (Chang & Probert, 2016).

The firms are increasing research on the production of green goods since consumers are willing to pay more money thereby obtaining the desired products and services in the different situation to maintain their satisfactions (Albino, Balice, & Dangelico, 2009). In this linking, employees are therefore more inspired to show their efforts in required green product development performances for desired competitiveness. The green product development required managers to communicate shared vision with their team members in each unit or department or section so that they may be able to improve their performance that results in producing green products as desired from firms' diverse activities and practices (Brown & Eisenhardt, 1995). Thus, the green product development performance is the key to success or we can say that it is one of critical success factors of business entity aimed at investing their capitals with aim to produce desired outcomes (Chen, Tang, Jin, Li, & Paillé, 2015). Managers are required to put their emphasis more upon efforts and experiences of the employees to attain desired and leading outcomes through diverse leading approaches as required (Qiu, Jie, Wang, & Zhao, 2020). The employees are consequently required to sustain their performances through skills developmental plans and strategies required for desired success. The organizations are thus required to maintain and sustain the green practices to attain desired outcomes and success.

### **Research Hypotheses**

- H1: There is significant and positive association between the environmental CSR, green shared vision and green product development performance.
- H2: The green shared vision significantly mediated the connection between environmental CSR and green product development performance.

### **RESEARCH METHODOLOGY**

In present study, existing realities are aimed to reinvestigate to develop the new understanding by collecting and analyzing data, reaching the conclusion and producing new knowledge and thus positivism is the best suited philosophy for present research. Present research aimed to investigate existing realities like the environmental corporate social responsibility, green product development performance, employee environmental performance and green shares vision to examine potential relationships that exists among these realities in manufacturing industries of Pakistan. Research variables were measured through different supporting models and data was collected over random sampling techniques from sample hailing from population to conduct the study and to reach the conclusion. The deductive research has its significant roots toward the positivist paradigm and thus deductive approach is suitable for confirmatory research studies as conducted in specific context. Since, this study assumes positivist paradigm in understanding and exploring underlying relations among research variables, deductive approach is suitable and thus used in this study. Research design for current study is quantitative deductive survey

approach, as supported through positivism philosophy. The cross-sectional data were collected wherein primary data was collected at one time. All scales were adopted from previous studies wherein all items were measured on 5-point Likert scale.

The population of current study comprises all the manufacturing firms from KP, Pakistan. The reason for selecting manufacturing firms is that these industries are the major sources of increasing pollution in environment and country. These industries are more concerned with environmental and ecological issues. These industries include plastic, textile, hospitality, tourism, cement, sugar, food, mills, pharmaceuticals, and construction industries. In this connection, as per data obtained through SMEDA, SECP, PSE and FBR, there were total 3482 employees working in the different manufacturing industries like plastic, textile, food, cement, tourism, pharmaceuticals, hospitality, sugar, mills and construction industries. The sample-size was determined through recommended sampling formula that was used in the diverse research studies. Consequently, 359 questionnaires were distributed wherein 338 were recollected in response rate of 94%. Questionnaire was adapted from previous research studies on issues through different scales used for measuring the responses. These scales were adopted from Chang, Yeh and Li (2020); Chen, Chang, Yeh and Cheng (2015); Paille and Morelos (2019). The data analysis is most significant phase in the research process that helps in providing the desired information that are used for reaching the desired conclusion for extracting new knowledge.

## RESULTS OF STUDY

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

### Descriptive Results

The descriptive results provide the valuable information over cross-tabulation and descriptive statistics regarding demographic individualities and research variables in describing variables in terms of the mean, standard deviation, minimum and maximum response rates. The descriptive results are important in research studies that provides the support about role of descriptivism that is vital for providing the information to describe the particular phenomena from the particular perspectives and dimensions.

Table 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	SD
Environmental CSR	338	1.10	4.20	2.8932	.65932



Green Shared Vision	338	1.50	4.60	3.3772	.60594
Green Product Development Performance	338	1.70	4.60	3.4222	.58009

The descriptive statistics provides the information about total respondents (sample) (338), mean for variables like environmental CSR (2.8932) and standards deviation (.65932), with minimum response rate (1.10), and maximum response rate (4.20), likewise the green product development performance wherein mean (3.4222), and standards deviation (.58009), with minimum response rate (1.70), and maximum response rate (4.60), green shared vision where the mean (3.3772), and standards deviation (.60594), with the minimum response rate (1.50), and maximum response rate (4.60). Consequently, descriptive statistics provides significant information in describing research variables in terms of the sample, mean, standard deviation and maximum and minimum response rates of respondents.

### Inferential Results

The inferential analysis provides the data about the relationship among the research variables as examined through the correlation and regression procedure. The inferential analysis is vital for providing the information about the assumed relationships as hypothesized from theoretical work of the study about the association among the research variables and prediction through regression procedures.

### Correlation Analysis

In research, correlation analysis is the statistical technique used to measure the strength of linear correlation between two or more variables thereby examining their association. Likewise, correlation analysis estimates the change level in one variable due to change in another. Thus, correlation is important tool that provide the information regarding the strength and direction in association in relationships.

H1: There is significant and positive association between the environmental CSR, green shared vision and green product development performance.

Table 2 Correlation Analysis

		Environmental CSR	Green Shared Vision
Green Shared Vision	Pearson Correlation	.620**	1
	Sig. (2-tailed)	.000	

	N	338	338
Green Product Development Performance	Pearson Correlation	.486**	.613**
	Sig. (2-tailed)	.000	.000
	N	338	338

To examine first hypothesis, correlation was used that was hypothesized for confirming association between environmental CSR, green shared vision and green product development performance. The possible association have already been recognized in diverse research studies conducted in diverse contexts that have been confirmed and authenticated through present study results. The results shown that all variables have significant association likewise the environmental CSR and, the green product development performance (R = .486 & P = .000), environmental CSR and green shared vision (R = .338 & P = .000) and confirmed previous studies outcomes about confirmation and examination of association.

### Mediation Analysis

The mediation is a procedure that determines the facilitating role of third variable in linking the independent and dependent variables. Thus, the mediation through four critical paths in vital in providing direct and indirect link with and without mediator in linking the predictor and criterion variables through partial and full mediation by confirming the roles of the mediator and predictor towards criterion variables.

H2: The green shared vision significantly mediated the connection between environmental CSR and green product development performance.

### First Mediation Steps (a)

Table 3 Model Summary

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

Table 4 Regression Coefficient

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

Predicting Variable: Environmental CSR

Criterion Variable: Green Shared Vision

## Second & Third Mediation Steps (b & c)

Table 5 Model Summary

R	R-square	MSE	F	df1	df2	p
.6272	.3934	.2053	62.1343	2.0000	335.0000	.0000

Table 6 Regression Coefficient

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.3487	.1984	6.7968	.0000	.9583	1.7390
Environmental CSR	.1513	.0760	1.9896	.0474	.0017	.3008
Green Shared Vision	.4844	.0790	6.1327	.0000	.3290	.6397

Independent Variable: Environmental CSR & Green Shared Vision

Dependent Variable: Green product Development Performance

## Fourth Mediation Step (c)

Table 7 Model Summary

R	R-square	MSE	F	df1	df2	p
.4856	.2358	.2579	54.0839	1.0000	336.0000	.0000

Table 8 Coefficient of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.1860	.1677	13.0341	.0000	1.8561	2.5160
Environmental CSR	.4273	.0581	7.3542	.0000	.3130	.5415

Independent Variable: Environmental CSR

Dependent Variable: Green product Development Performance

The sixth hypothesis was about green shared vision mediating role in linking environmental CSR and green product development performance. Mediation process provides significant information in deciding mediation whether mediator played partial or full-mediation. In this linking, through Hayes process macro, mediation procedure provides 4-paths of mediation. First mediation path provides the details about environmental CSR predicting role in determining green shared vision wherein 38.43% variance with significant impact (Beta = .5698 & P-values = .0000). Mediation second and third paths provides significant results over indirect relationship where 39.34% change is witnessed in green product development performance with predictors significant impact on the criterion like environment CSR and

GPDP (Beta = .1513 & P-values = .0474) and green shared vision (Beta = .4844 & P-values = .0000).

Through direct relationship, fourth mediation path provide significant information where 23.58% variance is evident in the dependent variable (environmental CSR) on green product development performance with significant impact (Beta = .4273 & P-values = .0000). Thus, mediation results provide significant outcomes in deciding about mediation and reaching conclusion. It is evident that in direct relationship, Beta value has been changed from (.4273) to (.1513) in direct relationship while P-value in direct relationship has been changed from (.0000) to (.0474) in indirect relationship that remained significant after the inclusion of green shared vision as mediator. Thus, mediation confirmed that green shared vision showed partial-mediation role in connecting environmental CSR and green product development performance.

## **DISCUSSION**

The corporate social responsibility is important phenomenon that determines the success from different parameters like social, economic and environmental in order to ensure the crucial role of the organizations towards various development about individuals, societies and organizations (Chuang & Huang, 2018). The organizations are thus required to ensure credibility and success of organizations in different situations and contexts based on effectiveness toward developments from different perspectives (Amorelli & Sánchez, 2020). The business industries are thus required to ensure social, economic and environmental developments to provide consideration to different problematic issues to pay significant contributions in developmental process (Rehman, Bresciani., Dorra, & Giacosa, 2021). Consequently, corporate social responsibilities are vital in determining organizational development and success from different dimensions. The manufacturing sector is effective toward environmental protections due to persistent check and balance from governmental agencies and department to ensure the encouraging environment from the production activities and suitability for producing green vision and green product development performance (Awan, Khattak & Kraslawski, 2019). In this drive, environmental corporate social responsibility is more effective toward the implementation of various effective as well as desired measured towards the environmental development from the different perspectives and aspects (Freitas, Oliveira, Teixeira & Teixeira, 2020).

The environmental responsibility is thus significant in considering and determining environment for the desired consequences and outcomes required to sustain their competitiveness in the most competitive environments (Rehman, Bresciani., Dorra & Giacosa, 2021), and the environmental CSR is more overwhelming in context of the manufacturing sector. The environmental CSR is important concept that is significant connected with various crucial outcomes as recognized widely through different research

studies conducted in diverse context with diverse significant outcomes that provides suggestion and references to different sectors (Ioppolo, Cucurachi, Salomone & Shi, 2016). Environmental CSR is overwhelmed through diverse significant actions that are considered as effective measures for environmental sustainable development from the different perspectives in different situations (Abugre, & Anlesinya, 2019). The environmental CSR is thus significant for the different organizations towards employees' environmental performances along with green shared vision to maintain desirable consequences and outcomes (Orazalin, & Aakash, 2020). The present study results provide significant information about mediating role of green shared vision in connecting environmental CSR and green product development performance. Thus, the shared vision is important for determining the situations towards desired development and success from different dimensions.

The green shared vision is important for providing significant guidelines and directions in different situations towards the required development and success through considerations for values and standards that are required for comprehending the situation as per required values and standards (Chen, Chang, Yeh, & Cheng, 2015). These values are important for accent different constraints that are associated with the developmental actions and eventualities from the different dimensions toward different consequences and outcomes (Chuang, & Huang, 2018). The environmental CSR is therefore effective in ensuring the green vision that is required for confirming the critical roles and performances toward green product development and environmental performances (Chen, Lin, Lin, Chang, & Huang, 2020). Thus, the environmental CSR thus provides the developmental opportunities towards various actions and activities in supporting the development and success (Chang, Chen, Luan, & Chen, 2019). In this connection, the green product development is significant for ensuring green productions that are required by industries to ensure their corporate images overwhelmed at effective corporate reputations that are desired from various production opportunities through shared visions in sustaining the environments for developments that further helps in determining the situations toward the desired outcomes (Afsar, Maqsoom Afridi, Nawaz & Fazliani, 2020).

The environmental CSR consequently require employee efforts and potential through employees' environmental performances that are significant in providing suitable leading directions towards the required consequences and outcomes (Kalyar, Ali, & Shafique, 2021). Green shared visions are thus significant for considering the desired norms and values that are required to ensure in production processes overcome at nurturing employees' behaviors toward desired developments and success. These results from present study confirmed the partial mediating role of green shared vision towards the environmental CSR and green product development performance wherein the support is thus provided through existing studies (Chen, Lin, & Weng, 2015; Lee, & Seo, 2017; Abdallah, & Salim, 2021). The green

shared vision is important in facilitating vital role toward employees' green performances that are significant for desired environmental performances in different situations and contexts with diverse significant outcomes leading to desired development (Ioppolo, Cucurachi, Salomone, & Shi, 2016; Zhou, Zhang, Lyu, & Zhang, 2018; Chen, Lin, Lin, Chang, & Huang, 2020). The present study thus confirmed that the green shared vision influenced the connection between the environmental CSR and green product development in the assorted situations and contexts.

## **CONCLUSION**

The present study provides significant outcomes in manufacturing context due to their vital role in developing positive consequences while seeing corporate social responsibility as the significant attribute towards desired environmental development. These firms are thus effective in providing the secured production processes and procedures that are significant in determining the situations towards the desired outcomes. The present study thus theoretically and empirically confirmed the role of environmental CSR towards employees' environmental performance as well as green product development performance in the manufacturing sector of Pakistan. Therefore, the present study results provide significant information in reaching the decisions and making the conclusions supported by the existing research on issues as under considerations. Consequently, the following decisions have been extracted from results about extracted hypotheses: H1: The hypothesis was about examination of association between environmental CSR, green shared vision and green product development performance by using correlation procedure to confirm the association. The results of correlation thus confirmed desired association among research variable and thus from the correlation procedures, H1 was thus accepted. H2: The mediation model provides significant information about mediating role of green shared vision in linking the environmental CSR and green product development performance by using the macro process. The results of mediation provide valuable information wherein green shared vision fully mediated the relationship and thus H2 was accepted.

## **Recommendations**

1. The corporate social responsibility is vital for defining desired outcomes and reputations that are significant predictors toward the desired development and success. Therefore, the manufacturing industries are required to out their strong emphasis upon vital measured through CSR to confirm the significant role of CSR towards developments from different perspectives.
2. The environmental CSR is significant factor for the manufacturing industries to ensure environmental protection from different dimension while pursuing production activities. The manufacturing industries are therefore required to put their strong emphasis upon the effective production practices to ensure environment protection toward desired development and success.

3. The green product development performance is important for manufacturing industries and thus these industries are required to develop the professional competencies as well as skills of the employees to obtain desired environmental outcomes based upon the strong emphasis upon the production processes and procedures towards the desired development and success.
4. The green shared vision is important for inspiring the employees towards the firms' norms and values towards the production process. Thus, the manufacturing firms are required to consider the green shared vision to ensure the green values as well as green outcomes from the production procedures to ensure the desired consequences leading to desired development.

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