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Corporate Philanthropic Projects (CSR) Depend on the Management and Planning of the Corporate Sector: The Moderation Role of Organizational Culture

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Abstract

The purpose of this study is to impact the planning and development of philanthropic projects by moderating the role of organizational culture. Corporate organizations, in recent years, are calling for establishing hundreds and thousands of different philanthropic projects to contribute to society (Health, education, and orphan care) to earn intangible and tangible benefits in return. Unfortunately, some answers remain unresolved such as, how to make sure the sustainability of corporate philanthropy and corporate social responsibility projects. Generally, the purpose of CP projects is to clutch responsibility for the actions of the company and stir up a positive impact with its activities for the community, consumers, and employees including all stakeholders of society. In the late 90s almost two decades ago, corporate leaders had different approaches toward Corporate Social Responsibility and Corporate Philanthropy because the opinion was divided as some of them understood CP and CSR as obligatory while others had the reactive approach (to engage in such activities when the situation calls). This identifies that all the decision-makers in key management should be on board while planning such activities for data collection using a cross-sectional research design in this study. Collect data from 227 respondents for analyzing the results. After the findings, this study will help the academicians and practitioners who get help from the findings and change policies according to this study. Scholars use this research for further studies and different mechanisms.

Keywords: Corporate organization, Philanthropic projects, Organizational Culture

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1 Introduction

After globalization, business worlds have changed because the internet connects and transforms the world into a global village (Ali et al. 2015; Jaffar, 2020; Shoib et al., 2022; Su et al. 2021). With the advancement of global technology, the availability of excessive information has become easily accessible and because of this, communication and transfer of knowledge have become easier. (Al Halbusi et al. 2022; Jiakui et al. 2023; Mohammadi et al. 2021). Now, foreign brands or companies have shifted to other countries and these companies have advanced technology and lots of resources (Iorember et al. 2022; Lebni et al. 2021; Mubeen et al. 2021; Soroush et al. 2021; Su et al. 2021). Furthermore, business models have changed after foreign brands shifted to other countries (Abbas et al. 2022; Hafeez et al. 2023; Local Burden of Disease 2021; Micah et al. 2023; Peter et al. 2017). On one side of the coin, yes through the transformation of knowledge and technology everyone gets lots of benefits but on another side of the coin developing countries face lots of challenges against this innovation and shift (Moradi et al. 2021; Su et al. 2022; Su et al. 2021; Zafar et al. 2022; Zhuang et al. 2022). Mostly, developing organizations' survival has very difficult because of the high competition (Farzadfar et al. 2022; Ge et al. 2022; Hussain et al. 2017; Liu et al. 2021). So, Companies start planning and developing in their organization how to face these types of issues (Abbas et al. 2019; Aqeel et al. 2022; Li et al. 2022; Schmidt et al. 2022; Zhang et al. 2022). Because one big advantage they have is they are local and know about their culture in a better way (Abbas et al. 2019; Abbas et al. 2020; Asad et al. 2017; Li et al. 2022; Shuja et al. 2020). However, companies for capturing big market share and hitting the clients by presenting themselves as philanthropic (Azadi et al. 2021; Geng et al. 2022; Mubeen et al. 2021; NeJhaddadgar et al. 2022; Zeidabadi et al. 2022). They start doing it for the welfare of the public (Aqeel et al. 2021; Aqeel et al. 2021; Azhar et al. 2018; Li et al. 2021; Paulson et al. 2021). They know how to engage the public and what they want from us. So, they start and promote their organizational culture for the welfare of society (Abbas et al. 2019; Aman et al. 2022; Rahmat et al. 2022; Yao et al. 2022; Zhou et al. 2021). Because literature shows that before implementation the outside is first built within the organization and adds to its vision and mission (Aman et al. 2021; Mamirkulova et al. 2022; Wang et al. 2021; Yoosefi Lebni et al. 2020).

The role of managers has got great attention as different organizations have started focusing on CSR activities (Fattahi et al. 2020; Hussain et al. 2021; Mamirkulova et al. 2020; Pouresmaeil et al. 2019; Yoosefi Lebni et al. 2021). As most of the organizations started working on it, some blackspots have turned on, which insist researchers to bring some solid opinion on this all-important topic (Al-Sulaiti 2007; Al-Sulaiti and Baker 1997; Al-Sulaiti and Fontenot 2004; Al-Sulaiti and Baker 1998). CSR insists on organizations contributing to society using different activities of a business, investing in society, and involving in betterment causes (Al-Sulaiti and Almwajeh 2007; Al Sulaiti et al. 2005; Ismail et al. 2009; Sulaiti et al. 2006).

CSR achieved greater importance over recent years. With every passing day, discussions have increased on the topic of business's role within society (Abaalzamat et al. 2021; Al-Sulaiti et al. 2021; Ismail et al. 2009). The global economy has felt a greater and increasing impact on the social side of business (Ararat, 2005). Responsible behavior and market orientation are the reason for the growing perception of the achievement of sustainable success of business and shareholders rather than making a short-term profit (Ahmad et al. 2021; Irfan et al. 2017; Khattak et al. 2012; Zhang et al. 2012; Zhang et al. 2012). There is a view about the social responsibility that defines it as an obligation that promotes social responsibility in corporations when it tracks profits within the law (Ali et al. 2021; Asad et al. 2020; Badar and Irfan 2018; Yan et al. 2020; Zhang et al. 2013). Since it is a society that supports all businesses by permitting them to keep existing. Consequently, this view highlights the legal and illegal views of making a profit (Ivancevich, 1997). Corporate philanthropy has achieved considerable significance in the operations of the business. Hence, the role of key management is very clear in the uprising of society and creating projects that can help the people to fulfill the responsibility that is the expectation of society.

The role of key management in planning and development is vital and has a long-run impact on the sustainability of projects (Ali and Irfan 2020; Asad et al. 2020; Irfan 2021; Zhu et al. 2021). It is the backbone of the projects and can lead the project to its peak and can cause its failure as well since the decision-making power belongs to those minds. The research in the past has left a considerable hole to explore this all-important topic, the world has faced different crises in the past few years and still facing the aftershocks of those crises, demanding the corporate leader present asolution that is more realistic, more viable and achievable. All the CP activities have been centred by the approach of donating to someone bread, and reaching people when crises arises which is mainly a problem and reason to shut down projects without having results. Such reactive approach has led to hundreds and thousands of dollars' investments being useless and non-profitable for both stakeholders (the organizations and the receiver).

CSR is considered one of the oldest initiatives of social contribution by corporates. This is the term as the most respected trend of corporate organizations to return or invest a sound share of their profit to lift society. Businesses do best in societies that are secure, alive and healthy and to survive in business profit is necessary but to get success in business sharing profit with the community has supreme importance (C.C. Garvin, Exxon Chairman Urges More Formal Corporate Giving, 1982). Researchers and academicians are highlighting the strategic importance of corporate philanthropy, presenting the view; organizations must practice activities of charity strategically to generate a W-W position for the beneficiaries and the organizations (Carroll J. C., 1984).

Corporate philanthropy is evolving continuously as organizational leaders are unable to borrow the time to engage themselves in CP activities due to the hectic schedule of meetings for the marketing of their products.

The problems of the society and poor should resolve by a combination of hi-tech and market-based participation of various organizations. The collateral benefits like employment and access to basic services cause a jump in the contribution of giants' worldwide organizations at the lowest extent of WIP (Prahalad, 2004). Many companies have started their corporate philanthropy activities on the desire of their executives, but their direction and attention toward corporate philanthropic activities are not appreciable due to poor control. The reason for this lack of control in this department is key management which causes the fallacious philanthropic projects. There are only a few examples of organizations that are able to accomplish sustainable projects that create an impact on society and also progress in terms of economics. In most cases, corporate philanthropy activities overlook compatible strategies and are led in a fragmentary fashion that often results in investment in this sector simply throw away and vanish (Bruch, the keys to rethinking corporate philanthropy, 2005).

The executive of a corporate organization has the view that the issues of society have vital roles in their business activities and to grab the responsibility of society in a decisive way is important in economic and ethical perspectives (Forum, 2003). The key management put away this unproductiveness as an inescapable part of the engagement in corporate philanthropy. This is how they misjudge their footing. Organizations have no valid reasons to deal with the strategically important part of the business in a less professional way (Bruch, 2005). On the other hand, some executives of the organizations are making it more professional in the investments they make in societies and developing cost benefits analysis to shape the future returns on such programs (Timothy S. Mescon, 1981).

The corporate philanthropic projects need a proper strategic plan, objectives and goals which have a check balance and regular review. Guidelines on how much money to allocate to such projects with explained criteria and the evaluations of grants. A team of competent professionals is essential for the decision and planning for a high-quality project with a professional standard that can respond timely to the needs of the community (C.C. Garvin, 1982).

There is another aspect of these strategic plans of organizations for social programs in the long run that works as a communication bridge to the social activists that can be cheaper than organizing protests which consume more money and time and also affects the public image (Fleming, 1982).

Organizations should be worried about the impact they create on societies or should only look for the profits. Some companies like Microsoft, Intel and Apple have done this for 20 years or more by creating hundreds and hundreds of dollars businesses and a great number of jobs to accommodate new employees and massively contributed to the community. They did this exercise for shareholders to make money (Fontaine, 2013).

Setting precise goals and broad parameters for philanthropic efforts is a crucial first step toward effective corporate philanthropy leadership. The next natural — as well as far — step is to connect an organization's overall philanthropic achievement to the broader monitoring and review system, bringing it on par with some other measures of corporate success. Aside from illustrating the effects of the companies' charity endeavors on the people they are supposed to help. A good corporate philanthropy monitoring program should be able to reply to questions like: Do our practices meet our CP objectives? How well do we address the needs of our most important stakeholders? How does this activity contribute to the corporation's primary business tasks? Most companies are trying to reach the reasons and make their projects more effective and result oriented.

Many researchers have explored the issue of corporate philanthropy but the role of key management in the development of sustainable philanthropic projects has yet to explore thoroughly to find the base of this hot issue that is taking investment of business but unable to produce desired results for the corporate leaders and the society. This research provides a base for the approach to managing sustainable philanthropic projects and helps to know the reason for instability.

1.1 Problem Statement

In the existing dynamic and uncertainty, organizations are facing lots of challenges. Currently, itis difficult to maintain the existence in market in the form of reputation and sales, as the competition is very high after globalization. However, the organization has been trying different initiatives and startups that might help in their business. In the current situation, society's behavior also changes through social media. Society (That is the main client of the companies) inclines toward those organizations that are popular on social media. Customers buy more products that are advertised and successfully get positioned in the minds of the clients. So, the organizations are facing such problems that are apparently unavoidable. This study will help the organization in this challenging situation and also guide in analyzing philanthropic projects for the society in order to get more attention, reputation, and gaining financial benefits. This technique is also used in the corporate world but the missing element of lack of organizational culture setup in the organization. However, this study not only covers this financial problem but also fills this gap by adding Organizational culture.

1.2 Objectives

The study examines stakeholders’ expectations of firms' CSR practices in Pakistan. The objectives of the study include

- To study the impact of planning and development on philanthropic Projects.
- To study the organizational culture that facilitates the organization's planning and

development for Philanthropic projects.
- To study the Purpose of the Philanthropic Projects that organizations started for society.

2 Theoretical Framework

This researcher uses the Stakeholder theory to cover that phenomenon, “The stakeholder theory is a theory of organizational management and business ethics that accounts for multiple constituencies impacted by business entities like employees, suppliers, local communities, creditors, and others. It addresses morals and values in managing an organization, such as those related to corporate social responsibility, a market economy, and social contract theory.”
Theory tells us several stakeholders are part of the organization that is keen to know the decisions and actions of the organization that are taken by directors and managers. Moreover, this theory shows managers are accountable to the stakeholders. Stakeholders are the main investors and owners of the organization so they affected by the decisions are taken by the organization director if that is harmful to the organization and the company faces losses. (Freeman, 1984; Jensen, 2001; Hosmer, 2011; Trevino and Nelson, 2011). So, active stakeholders proactively role play and engage themselves with the organization's decisions and strategy (Kolk and Pinkse, 2007; Carroll and Shabana, 2010). Prior literature shows from a business point of view, “stakeholder theory interest covers three premises: that organizations have stakeholders which impact their activities; these interactions impact on specific stakeholders and the organization; and the perceptions of major stakeholders impact the viability of organizational strategic options (Simmons, 2004; Branco and Rodrigues, 2007; Hillenbrand and Money, 2007)”.

However, the firm makes suitable strategies that fulfill the stakeholder’s wishes. Stakeholders’ are interested organizations who get good profit with an effective market strategy that creates a good reputation in society. So, for this purpose organizations adopt corporate philanthropy as a market strategy that is currently very popular in the business world. Organizations play a role in the betterment of society but on the back side of this initiative is just to get a good reputation in the market that raise their profits. So, for this purpose organization not only do these activities outside the organization but also develop a good organizational culture within the company. Give benefits to the employees and their families like health, education, and financial benefits. In simple words organizations follow stakeholder theory completely and develop a complete framework for how to develop an organizational culture that supports their strategies and policies.

2.1 Link Planning and Development - Philanthropic Projects

In corporate business operations, the concept of 'corporate philanthropy' has gained substantial relevance and goes beyond mere donations (Arco-Castro et al., 2020). It refers to "the investments and activities a company voluntarily undertakes to responsibly manage and account for its impact on society." (Waddock, 2008). The leading organizations nowadays engage in numerous philanthropic activities such as cultural, community service, educational, and volunteer support initiatives/projects (Gautier & Pache, 2015). Silberborn and Warren (2007) argued that large organizations' engagement in philanthropic projects is part of their more considerable corporate social responsibility (CSR) framework, which also includes diversity, business ethics, socially responsible investment, and corporate social performance.

Recent studies emphasized the strategic relevance of corporate philanthropy. They highlighted that corporate management could strategically plan and cultivate their charitable or philanthropic activities to create win-win opportunities for themselves and their philanthropy beneficiaries (Cuypers et al., 2016; Gautier & Pache, 2015; Godfrey, 2005). According to Brammer et al. (2006), the effectiveness of corporate philanthropy varies substantially; therefore, few corporations manage to accomplish significant economic returns and sustainable social effects, while some achieve significant lasting societal effects with their philanthropy. The corporate planning and management of many organizations' philanthropic strategies also lack a cohesive approach, resulting in corporate philanthropy investments simply dissipating (Muller et al., 2014).

On the other hand, corporate philanthropy helps the company to give back to the community, builds an entity's public reputation, and improves company culture by connecting to communities, increasing customer sales, and making customers loyal to company products (Godfrey, 2005). The corporate planning and management that adopt corporate philanthropy as a market-oriented approach put stakeholders' expectations at the center rather be more interested in actual social outcomes. In addition, social-oriented corporate philanthropy achieves remarkable societal benefits as these companies believe their social responsibility is to give back to society (Seifert et al., 2004). They also see increased brand equity, employee engagement, consumer confidence, a positive working environment, and strengthened government relations (Gardberg et al., 2019).

Corporate planners and management see corporate philanthropy as a vital activity for a business and society. However, they face sheer stress in figuring out whether it is cost-effective and aligned with the company's needs (Peterson, 2018). Since social changes take time, a systematic measurement of these results can be complex and a primary planning and management challenge (Silberborn & Warren, 2007). The philanthropic endeavors may persuade some investors to back these businesses, and shareholders may benefit from corporate philanthropy, albeit these returns are difficult to quantify (Lewin & Sabater, 1996).

Due to the intense pressure organization's management faces to deliver ever-improving financial performance, many management teams adopt a stance that prioritizes profit maximization over CSR (Armenakis et al., 2011). It becomes challenging to retain and enhance corporate philanthropy after sacking employees to reduce expenses unless strategic content regarding accountability and orientation reveals the value delivered to the organization by philanthropy. Thereby, all corporate resource uses, including philanthropy, will be evaluated under professional management norms in this setting. Thus, the following research hypothesis is formulated:

H1: *A significant relationship between corporate planning and development and corporate philanthropic projects.*

2.2 Moderating Role of Organizational Culture

Organization culture refers to the set of expectations, beliefs, and practices that guide the activities of all employees within an organization (Lee & Kim, 2017). Chen et al. (2018) defined organizational culture as "the structure of the organization inclusive of the groups and units creating a shared norm, faith, and practices to be followed by individuals working within an organization that could lead to CSR activities of the business." It is argued that organizational culture facilitates the corporate strategies for gaining a sustained competitive advantage through proper CSR adoption in the community, society or voluntarily support activities (Armenakis et al., 2011).

All organizations do not share similar cultures, so there working environment and financial performance varies. In the past, the corporate executive's primary task was to manage all stakeholders (Freeman et al., 2010). Nowadays, an increased value is attached to local community development, not neglecting customers and the workforce simultaneously. Lee and Kim (2007) argued that a combination of societal and organizational factors is responsible for the implementation of CSR. An organization with a more robust culture tends to be better able to pursue changes – for instance, becoming socially responsible is an illustration of such change (Alas & Vadi, 2016).

Espasandin-Bustelo et al. (2020) categorizes organizational culture into four dimensions – hierarchy, adhocracy, clan, and market – based on the individual's actions and practices in an organization that are mainly focused on stakeholder's relationship management. A study by bus and Alas (2009) found a positive and statistically significant influence of organizational culture on CSR. CSR is a group of different yet related terms that highlighted how the relevance of culture plays a prominent role in philanthropic activities (Silberhorn & Warren, 2007). According to Hillman and Keim (2001) ascertains that there needs to be congruence between stakeholders and societal expectations and organizational culture.

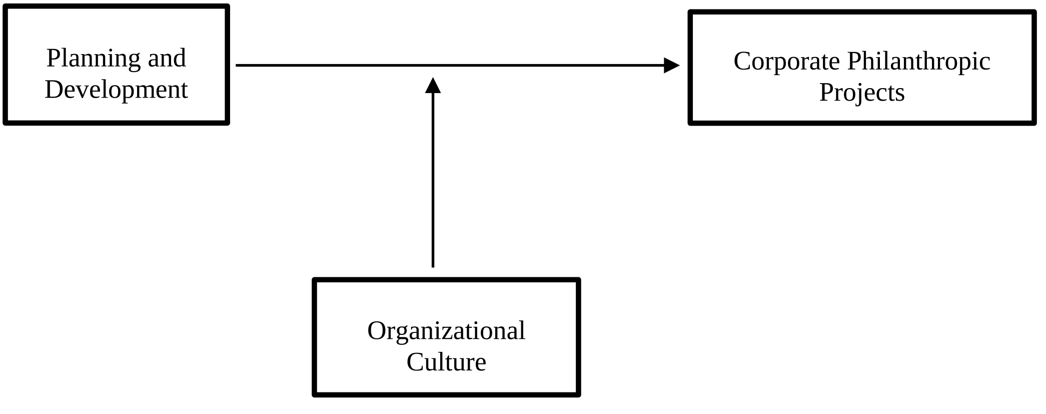
Organizations that operate with a philanthropy culture understands three things: a) the significance of philanthropy, b) organizational culture values, and c) the complex nexus between corporate development and philanthropy (Sugita & Takahashi, 2015). The planning and development develop from the top down, and corporate leadership tremendously impacts corporate culture (Košičiarová et al., 2021). The planning and development create strategies in order to meet the business goals, achieving objectives, strategic decision making and resource allocation either within business or CSR with an exemplary leadership (Gazzola & Colombo, 2014). To integrate planning and development into CSR is an opportunity offered by the organizational culture aligned with business goals and deeply rooted values and principles of social responsibilities (Gaanescu, 2012).

Van Bormmel (2011) concluded that organisations that are comparable in terms of power and size, and are influenced by the same external macro-environment but dissimilar organizational cultures, prefer different social responsibility initiatives. The stakeholder theory states that organisational decision-makers or corporate planners should address legal, economic, moral and philanthropic issues to contribute significantly to the community (Freeman et al., 2010). In other words, corporate development must involve strategic directions to report the challenges to environment, humanity and communities. Schien (2004) discussed that ethical organisational culture is the distinguishing factor among organisations that contribute or do not contribute positively to society. To date, research imply that national culture influences the CSR strategies (Genest, 2005). Also, the management role in the formulation of CSR policies has presented CSR as an expression of the individual manager's values and an outcome of the managerial planning, development and decision-making process (Hemingway & Maclagan, 2004). Thus, the following research hypotheses is formulated:

H2: *Organizational culture moderate the relationship between the planning and development of the corporate sector and corporate philanthropic projects*

3 Framework

Figure 1 Conceptual Framework



4 Research Methods

4.1 Overview

The methods chapter will explain research design i.e., data collection method, measurement model, unit of analysis, sampling design, sampling technique, measurement of constructs and piloting testing. It will further discuss the data analysis methods including preliminary, univariate, bivariate and multivariate data analysis.

4.2 Research Philosophy and Paradigm

In line with the objective of this study, positivist research paradigm will be used. Positivism relies on conclusions which are quantifiable and contribute to statistical study. Deductive approach is the base of research method.

4.3 Data Collection Methods

This study will use survey method to collect data from respondents. Scholars highlight that survey research involves collection of information from individuals about themselves or about the organization they belong (Forza, 2002). In survey research, data can be collected through questionnaires, personal interviews or telephone calls. This study will use questionnaire collect data from respondents. The questionnaire will be administrated through online questionnaire by using Goolge Forms that is best suitable keeping in view the time and cost constraints. Online questionnaire will be emailed to respondents to enable them to fill out and submit the response online.

4.4 Time Horizon

To conduct this research study, cross-sectional research design will be used. So, the data of independent, mediating, moderating and dependent variables will be collected at the same point of time.

4.5 Sampling Design

Although the probability sampling is more reliable to confirm the generalizability, however, non-probability can be used in line with the specific requirements. This study will use convenience sampling technique to collect data.

4.6 Participants

The participants of this study will be employees working to those organizations that perform corporate social responsibility in Pakistan. Level of analysis is individual level.

4.7 Measurement of Study Constructs

To ensure the reliability and validity of measures, the study will adopt the scales which demonstrates desirable validity and reliability. For content validity, we will discuss the scales with three professors. In light of the comments and suggestions, the measurement scales will be amended before collection of data from respondents.

Data collection Measurement tool will be Questionnaire as they provide you trustworthy and reliable primary data for large sample size (Saunders & Lewis, 2009) Close ended Questionnaire format always make convenient for respondents to answer so this format will be used to encourage higher response of respondents. Five-point Likert scale will be used in all the Questions related to the variables.

4.8 Control Variables

Previous research shows that individual characteristics may influence on the relationships between planning and development towards CSR Organization and organizational culture. In line with literature, this study will use qualification, age, gender, and work experience as control variables.

4.9 Questionnaire Design

Questionnaire design is one of the most important factor of survey research as researchers relies on these structured instruments to collect data from respondents. In questionnaire design, the researchers follow the process of defining the wording, scaling, and respondent identification and lastly put together all the questions. In this research study, the researcher followed the rules of questionnaire design explained by Forza (2002).

4.10 Survey Administration

In this quantitative research, questionnaire was administered to collect data from respondents using Google Forms to save cost, time and provide convenience to respondents and reduce biasness (Forza, 2002). Online questionnaires also enable the respondents to enter their responses directly to the database that will reduce the errors occur in inputting data to software (Forza, 2002). Questionnaires will be forwarded to the respondents by email.

4.11 Survey administration plan

In this research study, the researcher administer survey through personal and online survey administration techniques to ensure higher response rate and handle time and cost constraints.

4.12 Questionnaire distribution

The researcher distributes questionnaires to companies selected on the basis of random sampling technique through courier and email services in the mid of February, 2021. After questionnaire distribution follow-up call will be made to participating companies to respondents to fill out the questionnaire.

4.13 Questionnaire collection

The researcher starts the collection process of questionnaires from the respondents from 1st week of March 2021.

4.14 Response Rate

After collecting the questionnaires from respondents, the researcher calculates response rate by using the percentage of received questionnaire against the distribution.

5 Data Analysis Methods

Data analysis method discuss in details.

5.1 Accuracy of data input

After data collection from respondents, the first important step is inputting data for further processing. Firstly, to ensure accuracy of data input, the researcher used online forms to collection data and enable respondents to submit their data directly in to database. Secondly, the researcher verifies once again after inputting data into SPSS. Finally, the researcher may ask his colleague to verify the data to ensure its accuracy.

5.2 Missing data

In survey research, handling of missing data is very important during the process of data collection. “When statistical models and procedures are used to analyze a random sample, it is usually assumed that no sample data is missing. In practice, however, this is rarely the case survey data” (Anderson et al., 1983). The researcher followed the approach highlighted by Anderson et al., (1983) by providing clear instruction to fill out all questions and increasing the respondent involvement. In online questionnaire, the researcher marked all questions as must require questions. In case of all these efforts, if there are still missing values in data, the research adopts deletion strategy as it is considered as unbiased approach.

5.3 Outlier

To test normality assumptions and detection of outliers, the researcher will Shapiro-Wilk test to reduce the impact of these outliers on the relationships? To remove outliers, scholars highlighted three main options i.e. remove the case, transform the data, change the score (Field, 2009). In this research study, the research will use the option of remove the case (outlier) to fulfil the assumptions of normality.

5.4 Assumptions of normality, linearity and homoscedasticity

Further to detecting outliers, the research conducted tests of normality, multicollinearity, and auto collinearity to ensure error free data for further analysis (Field, 2009, p. 144). To ensure the fulfilment of normality assumptions, the researcher conducted tests. i.e., Shapiro-Wilk, Durbin-Watson, and Variance Inflation Factors statistics. To confirm autocorrelation, Durbin -Watson test is used which explains that the values between 1 and 3 is in acceptable range (Durbin & Watson, 1951; Field, 2009). However, the value closer to 2 is less problematic (Field, 2009).

5.5 Multicollinearity

To confirm multicollinearity, correlation table can be used. If the predictor variables are highly correlated with each other i.e., above .80 or .90 that show that multicollinearity is problematic. Secondly, variance inflation factor (VIF) can be used to diagnose the problem of multicollinearity. The VIF value shows the strength of linear relationship among predictors. The value of VIF between 1 to 10 shows that there is no serious problem of multicollinearity (Field, 2009).

6 Data Analysis

Data analysis for this study was carried out using Statistical Package for the Social Sciences (SPSS) version 23. Initially, data was screened for omissions and missing values, while the presence of outliers was assessed using boxplots. Following data cleaning, the preliminary analysis included calculation of descriptive and frequencies as well as tests of normality. Normality is the basic assumption of multivariate data analysis and a requirement for accurate results (Joseph F Hair, Black, & Babin, 2010). One manner of testing the normality of data is to measure item-wise skewness and kurtosis.

The reliability of a measure is an indication of its internal consistency. For this study, the reliability of the measures used was determined through Cronbach's alpha value, where $0.7 \leq \alpha$is regarded to be acceptable (George & Mallery, 2010). Moreover, variance inflation factor (VIF) scores and tolerance statistics were also obtained to measure collinearity among the predictor variables (Hair et al., 2010). Collinearity is defined as the condition wherein the independent variables are found to be highly correlated, leading to an inflated level of variation and accuracy of results (Hair et al., 2010). As a rule of thumb, VIF scores greater than 2 and tolerance statistics less than 0.1 are regarded as an indication of Multicollinearity (Hair et al., 2010).

As an ex-post measure, Harman's single-factor test with principal axis factoring via SPSS was used to assess common method bias (CMB). CMB is a concern that arises when the same method (e.g., single-source data, self-reports) is used to measure multiple constructs. This consequently raises the risk of encountering "spurious" variance based on method rather than the actual predispositions of the participants. Maximum variance of greater than 50 percent explained by a single factor may point towards the presence of CMB (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Macros PROCESS software application for SPSS (Preacher & Hayes, 2008) was used for testing the hypothesized relationships between variables. For assessing direct and indirect effects, Model 4 of macros (Hayes & Preacher, 2014) was used. In comparison to the multistep approach proposed by Baron and Kenny (1986), mediation analysis via macros PROCESS is given preference as this approach is based on formal significance tests of the indirect effect ab. Resultantly, it is argued that this method is more powerful and advanced for conducting path analysis as it more directly focuses on the Macros PROCESS Model 1; Hayes and Preacher, (2014) were also used for moderation analysis wherein moderation is considered to be present if the interaction term between the predictor and moderating variable is significant ($p<0.05$).

6.1 Preliminary Analysis

The researcher collect data from approximately twenty organizations, it was difficult but use personal resources and linkages due to the possible activity. Just two organizations apologize for participating in this research, one organization arranged a meeting with me for a better understanding of the language of the questionnaire. Because literature shows this is very important before collecting data ensure language should be clear and easy. So, after the meeting, they fill out the questionnaire. After data collection and entering the data in the SPSS find out the missing values and outliers. Moreover, Means, standard deviations, alpha values, and correlations analysis run among the key variables and are presented in Table. All measures used were deemed to possess good internal consistency ($0.7 \leq \alpha$). This value shows all variables data reliable, no item to delete in the questionnaire. As per Statistical experts when the Cronbach's Alfa Value is 0.7 or more this is a sign of reliable data. Furthermore, findings indicate all relationships were significant in the hypothesized directions. Collinearity diagnostics computed via SPSS indicated that multicollinearity was not a problem as VIF scores were below 2 and tolerance scores above 0.5. Research shows if the value of IF is 0.5 then we can ignore and if the value is greater than this then the issue of multicollinearity exists. Data was also indicated to be normally distributed as item-wise skewness values were less than ±2 and kurtosis less than ±3 (see appendix A). No significant outliers were identified.

6.2 Common Method Bias

Given the intrinsic and implicit nature of the variables, self-report measures were used. Such an approach is in line with previous research studying employee silence Tangirala and Ramanujam (2008), as the motivations underlying silence behaviors are generally known only to those who engage in them. Furthermore, literature repeatedly demonstrates that employees' perceptions of workplace practices significantly vary from managerial reports of the use practices, and it is these perceptions that subsequently shape employees' attitudes and behaviors (Bowen & Ostroff, 2004; Den Hartog, Boon, Verburg, & Croon, 2013). Additionally, self-reported measures are also considered to be more appropriate in contexts where objective information is not readily available or is perceived to be biased (Conway & Lance, 2010). Particularly in developing countries such as Pakistan, organizations generally tend to not reveal or share accurate information, especially concerning their work practices and employee behaviors. Therefore, in light of such evidence and challenges present, the use of self-report was considered to be justified for current research.

Nevertheless, the threat of social desirability is a recognized issue and certain measures were incorporated to mitigate its impact (both ex-ante and ex-post). Following Podsakoff et al. (2003) guidelines, the identities of participants and their respective enterprises were kept completely anonymous. Furthermore, the participants were also informed that there are no right or wrong answers and temporal separation Podsakoff et al. (2003) was applied in the questionnaire to keep the predictor and criterion variables separated from each other. In addition to this, social desirability was incorporated as a control measure. Such an approach helps to control the presence of common method bias (CMB) and has been used in past research for the same purposes. According to Podsakoff et al. (2003), CMB may present as an issue when a single factor explains more than 50 percent of the variance. Since the maximum variance explained by a single factor was not more than 30 percent (see appendix A), CMB was not deemed to be a serious problem (Podsakoff et al., 2003).

Demographic Characteristics of Sample

Table 1: Demographic Characteristics

Demographic Measures	N	%
Gender		
Female	94	0.38
Male	145	0.6

Org Age		
6-10 Years	43	0.16
11-15 Years	51	0.21
16-20 Years	142	0.59
Education		
intermediate	1	0.42
bachelors	121	0.51
graduation	11	4.6
Master	104	0.43
Organization type		
Corporate (csr)	229	100

The table 1 depicts the frequency distribution regarding the demographic characteristics of the respondents. The gender demographics represents that most of the respondents 143 were male, while 91 were female. Moreover, the statistics of age represents most respondents lie in the middle age range of 16- 20 years. Furthermore, most of the respondents hold a graduation degree.
Frequency Tables, All Demographic and variables details are mentioned below, in this table we know about the detailed information about the ration of our demographical respondents. So, first table provide the information about Gender.

6.3 Correlation

Pearson correlation was used to evaluate the relationship between variables. This test is used to assess the relationship between two continuous variables, in terms of their magnitude and direction. Literature guides us before regression analysis needs to be run Correlation analysis that would show the normality of the data. Second, correlation analysis confirms the results that we hypothesize, whether the relationships are positive or negative, and confirms the significance. A correlation between two variables is strong and significant when their R-value "R" value shows Correlation between two variables and the p-value in the bivariate analysis should be less than 0.05, in this research using Statistical Package for Social Sciences (SPSS) software for data analysis. According to this software manual "P" Value in results would show significant results. However, if R-value is greater than .7 may be an indication of collinearity between variables (Gravetter & Wallnau, 2013).

Table 2: Correlation

Variable	1	2	3
1. Planning and Development	1		
2. Corporate Philanthropy	.430**	. 156*	
3. Organization Culture	.133**	.081**	.171**

Note. N = 210. Values along the diagonal are Alpha reliabilities. *p< .05. **p< .01.
Table 2 depicts the values of inter-correlations, of the variables. Planning and Development has a strong relationship with Corporate Philanthropy (r= 0.430**, p < 0.01. This "P" value is showing both variables Planning and Development and Corporate philanthropy as positive significant correlates with each other because the "P" value is less than .05. Furthermore, a Double star on the Value is a sign of Strongly Correlation. Second, Planning and Development and Organizational Culture (R= .1333**, p < 0.01) is Also Positive and significantly correlated with each other. Moreover, two star shows a good Correlation between variables. Third relation of Corporate Philanthropy and organization culture (R= .081**, p < 0.01) R-value is showing positive correlation with each other. All variables are positive and significantly correlated.

6.4 Hypothesis testing

The results of the regression analysis are presented in tables no 2, 3, 4, and 5.

The researcher is testing the following Hypothesis. The previous literature and published studies support the researcher in developing hypothesis of the study which checks the impact of one variable to the other variable. After making the hypothesis collects data from the respondents and analyzes the acceptance and rejection of the hypothesis. Like in this study Planning and Development impact on Philanthropic Projects. When SPSS runs an analysis and presents a result of the variables, these results prove this hypothesis is significant or not. If the “P” Value is less than .05 then we can say that this hypothesis is accepted and on behalf of this result we guide the organization if you increase philanthropic performance first create valid planning and development.

According to this study and framework possible hypothesis that can be developed is given below.

H:1 Planning and Development positive impact on corporate philanthropy.

H:2 Organizational culture moderating role between planning and development and Corporate Philanthropy.

Table 3: Regression Analysis (Hypothesis 1)

Philanthropic Projects	β	*P*
Planning and Development	0.58	.000

Table 3 supports hypothesis 1 that Planning and development impact significantly on Philanthropic projects (B=.58). Beta Value shows if we add in one point in planning and development due to .49 positive change in Philanthropic Projects. As per Statistics if the P Values are lesser than 0.05 it means the relationship is significant. In this research we use Statistical Package for Social Sciences (SPSS) for results. So, according to this software “P” value guide about the significant and “B” Value show about the impacts of one variable to the other.

Moreover, why and when regression analysis needs to be run and why in this research researcher run regression analysis. As per social science research when require the information about one variable how much impact to the other variable or how much change in one variable due to the other variables. However, in this research also check the impact of one variable like planning and development to the corporate Philanthropic Projects, so this is reason we run Regression analysis.

6.5.1 Normality Graph

Normality is one of the most important assumptions of regression. As per Statistics, Regression fulfills all the assumptions of the normality before regression. So, this normality graph is showing no normality in the data, because all dots are near to the line. If dots are far away from the line, then its mean, normality exits in the data.

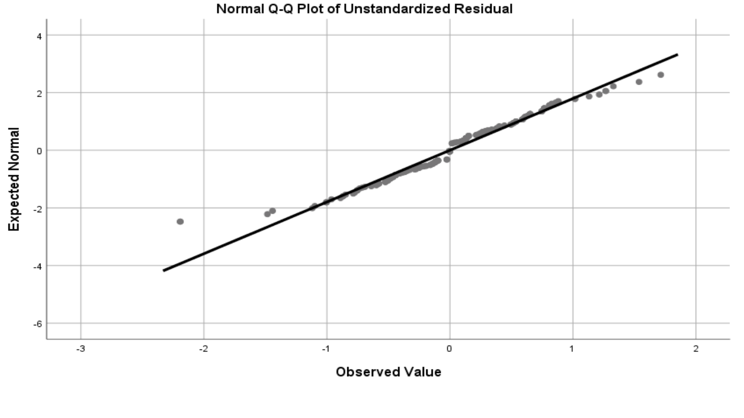


Figure 2: Normality Graph

Table 8: Moderation Analysis

	β	*P*
PN*OC	0.49	0.03

Table 5 is supporting hypothesis 2. Results show that the p-value is less than 0.05 which shows that the organizational Culture is moderating between Planning and Development and Corporate philanthropy. In this table "B" Value is positive, it's means due to the organizational culture the relationship of planning and development and philanthropic is strong.

7 Discussion

The above information and results are showing all hypothesis have been accepted. So, on the basis of the above results some implications can be developed that will be beneficial for the researcher and corporate sector.

7.1 Theoretical and Practical Implications

The findings domain of this study contributes to both theoretical and practical disciplines. In the Theoretical field, this study contributes to the emerging literature of planning and development by explaining the impact of corporate philanthropy. Researchers get can assistance through this study and implement it in different mechanisms. Second, this study guides the policymakers to implement in their organization for better results. Study findings will help the organizations in making policies that align with the vision and mission, that promote corporate philanthropy towards its core business. Hence, at the first stage, the planning and development presents a shared sense of belonging towards corporate social responsibility on the alignment and current importance of the environment, which refers to congruence value. Such unity between needy people and the corporate sector enhances motivation (intrinsic and extrinsic) in the organizations that do more for the needy people and getting social and economic rewards in terms of fulfillment of sustainable corporate performance.

Secondly, in terms of practical implications, this study provides evidence to the corporate sector that do philanthropic need to formulate strategies and policies based on current requirements because those organizations perform for the society to get more benefits in terms of reputation and finances. This is another marketing strategy and stands preferable for the common people. The current government gives a flexible environment in terms of rules and procedures for the organization especially manufacturing sector that exports the products.

7.2 Conclusions

Results are showing all hypotheses are a significant and positive impact on each other. Now those organizations have already adopted CSR policy that study will help like a torch light. Organizations if want a better implementation of this Business strategy, so that sectors not only need to do better planning and development but also create an organizational culture.

The goal of this study was to find out more about 'The role of Key management in planning and Development of sustainable CSR projects in terms of corporate philanthropy". It is revealed that most of the CSR projects are unsustainable lack of planning and development. because idea was most of the projects failed to achieve the desired results and made the general perception that drive the attention toward the key position holders in corporate organizations because such projects are totally dependent on the decisions and results that is achieved. The projects are started on the desire of bosses and key management which needs to be changed and the idea that should be followed is the need of the society that can support the business as well. The mindset behind such activities is just to manipulate the public by promoting their activities with marketing. The projects that can be marketed well are the priority regardless of the actual need of society which cause no good but a failure project.

It can be seen that the professional approach with this all-important department do not caught importance because the less skilled employees are hired to fulfill this job due to less budget allocation. This is highly suggested to recruit best human resource to introduce the culture of professionalism in CSR projects. The input of the human resource in such projects required to be high quality professionals and specialized that can make the administration process of philanthropic projects more efficient and transparent also create the environment that support philanthropic activities can help to improve the factor condition’s quality which can ensure the corporate success. CSR and CP are used to earn competitive advantages among the brand to strengthen the brand image, loyalty of customers and pride of customers because it is not about what should be produced but how to present and produce along with the contribution on the society. Numerous companies contemplate the intangible paybacks of such CP activities like brand image to use as competitive edge.

Strategic planning is also one of the eye-catching issues that should be adopt and minimize the effect of unsustainability issue. Shell is one of the key brands of Oil that put their efforts to identify different areas of social performance and include it in their SMP (Strategic Management plan) and appointed Vice president to manage each of the area. The middle administration and management are liable for designing strategic planning; goal setting and synchronizing the designed plans and activities in particular areas ultimately make them accountable for their performances. The results and outcomes are measured as they measure other operations of functional business with the objective of being proactive to public demands rather than reactive. The chartering of philanthropic activities as donation to health and child charities in organization’s strategy can be appropriate since a large number of end user can associate themselves with such issue as their own relative like children or friends have same health problems. The interest of middle management necessarily needs to be developed as these are the field worker of such projects by creating values for them with bonuses and gifts occasionally to increase the efficiency in performance. The lower and middle management can play a substantial part in project planning due to the ground information they held and to execute the project in an appropriate manner.

The Business and philanthropic goals should be aligned well which insist on the approach “Serving the poor and creating the profit. The problems facing by the poor people of the world can be tackled by involving multiple organizations. The information carried by the key management must be updated while making the decisions. Empathy is also one of the important factors that can lead to sustainable projects. It is associated with tenderness, compassion and feelings that is directed as a responsive emotion aroused in reaction to need of the others that draw guardianship actions (Batson et al., 2007). The increasing propensities of empathy are focused societally which create the perception of resemblance with the people in need and guide to actions focus at bettering approach (Gault & Sabini, 2000; Lazarus, 1991). The empathy can drive the employees and human resource that is hired for philanthropic projects to emotional attachment with the projects. The results that, we achieved from this paper pointing toward planning and development and the issues of uncertainty for philanthropic projects. After introducing CSR system, management experienced remarkable change because of non-satisfactory performance by CP projects.

For this reason, stressing through this paper that CP projects should defined in consonance with standards of CSR system and performance measurement and evaluation follow strictly and seeking benchmark. Adidas has established sustainability for its corporation because being a giant textile MNC, faced different environmental and sustainability issues which drive them to perform role of leadership in sustainability. They got the success through strategy for sustainability that was totally integrated with corporate strategy. Innovative product techniques guide them to bring better product in market and social sustainability of supply chain. Moreover, Adidas projects of philanthropic initiative consider as exemplary of strategic giving. The issue that should be discussed and researched more is the dearth of CP actions like grant offerings and scholarships award. In case of Pakistan charity issues both can play interesting role. The next issue that can be researched is the integration of CP activities and business goals because most of the organizations have overlooked this issue and running it separately that have caused the unsustainability.

Moreover, most of the companies we picked for the research as mentioned in the conclusion part facing trouble in measuring and evaluating the CP effect and sustainability with profit and results. Therefore, more scientific research to investigate is suggested to achieve extensive understanding the benefits of CP and to find and present the finest solutions. This research can be helpful for the organizations to improve their technique in planning and development and finding the issues of unsustainable CP projects and how they can integrate their business with CP activities. Yet, the implementation cannot be similar as if somebody change the significant variables of research (As the author used). Due to culture, behaviors and approach findings of research can be different from the above research. Management may find the way to make necessary changes in the decision-making process and involve the relevant people in while designing future CP projects.

7.3 Limitation and Future Research

Although this study provides promising findings on the role of planning and development, this study has some limitations. First, this study used cross-sectional data to analyze the impact of planning and development in philanthropic projects which may lead to the methodological issue. This may limit the findings to confirm the cause-and-effect between these variables. Future studies may use the longitudinal or time-lagged data to test the causality between Planning and Development in Philanthropic Projects. Second, this study examined the effect of organizational behavior as a contextual factor to understand the relationship between Planning and Development in Philanthropic Projects. All hypothesis is accepted. Hence, future studies may examine the other contextual variables that impact in this mechanism.

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