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ORGANIZATIONAL CULTURE AS A DRIVER OF CSR PERFORMANCE AND EMPLOYEE PERFORMANCE: EVIDENCE FROM THE HEALTHCARE SECTOR OF PAKISTAN

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Abstract

The quality of employee performance has become a key factor in the success, quality of service, and patient satisfaction of healthcare organizations in today's healthcare landscape. An internal supportive system is needed in the hospital to motivate employees to participate, uniformity, flexibility, and dedication to achieving the objectives of the company. This research aims to study the relationships of organization culture dimensions and employee performance in order to explore the contribution of corporate social responsibility (CSR) performance in Pakistani hospitals. Organizational culture is conceptualized in the study in terms of four dimensions which are involvement, consistency, adaptability, and mission. The survey was conducted in Pakistan using a convenience sampling technique, and data were gathered by a physical survey which involved 719 employees of public and private hospitals. Partial least squares structural equation modeling (PLS-SEM) was used to analyze the collected data. The results have shown that all the suggested relationships between the dimensions of the organizational culture, dimensions of CSR performance, and employee performance are supported. The study also proves that a good organizational culture can help improve employee performance as well as promote socially and environmentally responsible behavior in health care organizations. The study adds value to the organizational behavior literature and healthcare management literature by incorporating cultural dimensions with CSR performance and employee performance in Pakistan's healthcare environment.

INTRODUCTION

One of the most complicated service institutions is the healthcare institution as its effectiveness is largely dependent on the knowledge, commitment and performance of its employees. Hospitals are service delivery organizations where the service quality and outcome are directly affected by the interaction, professional judgment, teamwork and ethical responsibility of the humans involved. In this regard, healthcare administrators have made the performance of their employees a strategic issue for them all. Studies have indicated that there is a strong relationship between organizational factors and the motivation and effectiveness of employees, such as organizational culture, leadership practices, employee involvement, and responsible management practices (Al Halbusi et al., 2021; Bogale & Debela, 2024). Today, improving employee performance goes beyond the technical resources,

it also involves fostering a culture of commitment, cooperation and continuous development within the organization.

Organizational culture is a basic mechanism within the organization which affects employees' attitudes, behaviors and outcomes in the workplace. It embodies common attitudes, beliefs, norms and behavior among participants that influence the way employees behave and function in a given organization. Positive organizational culture fosters psychological support, enhances employee sense of belonging to the organization's purpose, and enhances work engagement. The systematic evidence that has emerged in recent years reveals that organizational culture has impact on different organizational outcomes such as employee's satisfaction, innovation, commitment and performance (Bogale & Debela, 2024). This is crucial in healthcare settings, where workers need to work collaboratively with others, adapt to evolving healthcare needs, and uphold quality care standards. Evidence from healthcare contexts shows that positive cultures have a positive impact on employee experiences and organizational performance (Rafi' i et al., 2025; Hoxha et al., 2024).

Healthcare in Pakistan is an interesting setting in which to explore organisational culture and employee performance. The healthcare industry in Pakistan, including public and private hospitals, is grappling with various issues, including rising patient numbers, limited resources, high workload, and quality of care. In order to overcome these challenges, hospitals need to create an organizational setting that encourages staff to engage, feel supported, and be on the same page as the hospital's goals. Research carried out in developing countries healthcare settings has shown that the organizational culture affects the motivation, job satisfaction and performance of healthcare workers (Naz et al., 2020; Hassan et al., 2021). But, there is little empirical focus on the Pakistani hospitals about the impact of specific cultural aspects on employee performance and organizational responsibilities practices.

The importance of corporate social responsibility (CSR) in healthcare institutions adds to the need for this study. Today's companies are being pressured to think about more than just the bottom line; they are being asked to think about their obligations to their employees, to their community and to the natural environment. The application of CSR practices can help to build an organization's reputation and build employee commitment, as well as employee identification with the organization (Carroll, 2021; Fatima & Elbanna, 2023). CSR social performance in healthcare organizations includes employee welfare and community health contribution, ethical practices, and stakeholder engagement, while CSR environmental performance involves sustainable resource utilization, waste management, and operations that have a positive impact on the environment (Yadav et al., 2023; Wang et al., 2023). Thus, an understanding of the role organizational culture plays in shaping the performance of CSR and employee outcomes is gaining significance.

This study investigates organizational culture with four aspects based on the Denison organizational culture framework, which are involvement, consistency, adaptability and mission. The four types of involvement are employee empowerment, participation, team orientation, the four types of consistency are shared values, coordination, organization integration, and the four types of adaptability are organization responsiveness, organizational vitality, organizational agility, and organization flexibility (Denison & Neale, 1996). According to recent studies, these cultural traits lead to employee engagement, organizational commitment, and performance, all of which align with the goals of the organization (Raza et al., 2022; Singh et al., 2023). In addition, the culture of an organization is more likely to include socially and environmentally responsible actions, as values and beliefs have an impact on organizational decisions and relations with stakeholders (González-Rodríguez et al., 2022).

Although the organizational culture study and its relationship to employee performance has been researched widely, there are several gaps in the research. First, previous research has tended to focus on organizational culture as a whole rather than on individual dimensions of organizational culture separately. Secondly, despite the growing number of CSR studies, there are few empirical studies available that examine the link between the

dimensions of organizational culture and the CSR social and environmental output, particularly in healthcare organizations. Third, studies with evidence from developed economies have been conducted, whereas few studies have been conducted in the developing countries like Pakistan (Khan et al., 2024; Shah et al., 2024). Lastly, the linkage between the organizational culture dimensions, CSR performance dimensions, and the employee's performance dimensions has been under-researched and under-researched in the context of hospitals in Pakistan.

The basic assumption of this study is that organizational culture is the foundation on which employees interpret organizational expectations and demonstrate the behaviors in the workplace. Stakeholder theory suggests that sustainable organizational success is achieved by fulfilling the interests of various stakeholders such as employee, society and environment (Freeman, 1984). An organisational culture that values and promotes employee involvement, consistency, adaptability and mission can have a positive influence on responsible organizational practices by enhancing employee work. To facilitate their commitment and workplace outcomes, organizational practices that are sustainable have been found to be beneficial, as employees are increasingly becoming interested in organizations with social and environmental responsibility (Kim et al., 2021; Pham et al., 2024).

This study is limited to the employees working in public and private hospitals in Pakistan. The study is based on primary data obtained by questionnaire survey to 719 employees who were conveniently sampled. The data gathered are analyzed with the method of partial least squares structural equation modeling (PLS-SEM) that suits to analyze complex relationships among multiple constructs. The focus of this study is specifically the direct connections among the organizational culture dimensions, CSR social performance, CSR environmental performance and employee performance.

This research theoretical basis is based on Denison's organizational culture theory and stakeholder theory. According to Denison, cultural dimensions help organizations to be effective through their effect on employee involvement, organizational consistency, adaptability, and direction. The stakeholder theory is a concept that explains the importance of incorporating social and environmental considerations into organizational decisions and actions, in addition to financial considerations. These theories can be integrated to explain the influence of the internal values of the organization on responsible practices and employee outcomes comprehensively.

This study has several contributions to organizational behavior and healthcare management literature. First, it gives empirical evidence of individual organizational culture dimensions impact on employees performance in Pakistani Hospitals. Second, it builds on the CSR literature by addressing the connection between organizational culture and social and environmental performance. Third, it offers practical guidance to hospital leaders on cultivating an effective workforce and adopting organizational practices that are beneficial to long-term sustainability. Hence, this study aims to explore the effects of the organizational culture dimensions on the employee performance along with analyzing the relationship of organizational culture dimensions with CSR social performance and CSR environment performance in hospitals in Pakistan.

1. Literature Review

2.1 Theoretical Understanding

This study is based on the integration of Denison Organizational Culture Theory and Stakeholder Theory. Denison and Neale (1996) suggested that organizational culture affects the effectiveness of the organization in four ways: involvement, consistency, adaptability and mission. The involvement dimension highlights employee empowerment, employee participation and capability development; the consistency dimension highlights shared values, coordination and integration; the adaptability dimension highlights how the organisation responds to environmental changes; and the mission dimension highlights strategic direction and organizational purpose. In Denison's model, organizations with a balanced cultural mix can achieve better performance results because

employees are able to align their actions with organizational goals, and know what they are expected to do.

The importance of organizational culture as a predictor of employee-related outcomes, such as employee engagement, commitment, innovation behavior, and employee performance, has been confirmed by recent studies (Bogale & Debela, 2024; Al Halbusi et al., 2021). In the healthcare sector, culture shapes teamwork and collaboration, the quality of communication, and how well staff members can meet the intricate demands of healthcare services (Hoxha et al., 2024).

Freeman (1984) proposed the Stakeholder Theory which states that the interests of all stakeholders such as those of employees, communities and the environment should be considered. Due to the growing focus on social and environmental issues, modern organizations are being assessed not just on their financial performance but on their social and environmental responsibilities as well. According to Carroll (2021), CSR performance is an organizational strategy that satisfies the expectations of the stakeholders by having social and environmental responsibilities in a responsible manner. Fatima & Elbanna (2023) state that CSR performance is an approach of an organization that meets the expectations of its stakeholders by conducting their social and environmental responsibilities in a responsible manner. For this reason, this study integrates the cultural perspective with Stakeholder theory to shed light on the impact of the organization's cultural dimensions on CSR performance and employee performance.

2.2 Employee Performance

Employee performance is the degree to which employees meet their assigned tasks, meet organizational goals and support organizational effectiveness. According to Armstrong (2006), the definition of employee performance is the ability of employees to attain desired results with knowledge, skills, employees' behaviors and competency. The performance of employees in health care organizations is significant because their performance directly affects the quality of the services, patients' safety and organizational reputation. Many organizational factors affect employees' performance, such as leadership, organizational culture, motivation, support and engagement at work. Studies have shown that supportive cultural climate has positive impacts on employee commitment, productivity and organizational identification (Naz et al., 2020; Hassan et al., 2021). The organizational culture gives guidance to employees in their conduct, it sets expectations on how employees are expected to work together, be responsible, think creatively, and provide high-quality service (Bogale & Debela, 2024). In medical settings, doctors and administrators must work well together in order for employees to function properly. Knowledge sharing, cooperation, and a sense of belonging and safety are fostered in the workplace by a positive culture, and this has a positive impact on the individual and the organization (Raza et al., 2022). Additionally, recent healthcare research emphasizes the role of organizational support for employee involvement and well-being in driving healthcare workers' performance and retention (Hoxha, et al., 2024; Shah, et al., 2024). Hence, it is vital to understand the cultural factors which affect employee's performance to enhance the delivery of healthcare services.

2.3 Organizational Culture

2.3.1 Involvement

Involvement is the level of engagement that employees have in making decisions within the organization, in being empowered to undertake some opportunities and in being given the opportunity to build the skills and capabilities that will enable the organization to be successful (Denison & Neale, 1996). High involvement cultures drive employee participation, collaboration and responsibility amongst and among staff. Such places make workers feel connected and make them more likely to give their best, even though it is not required in their usual jobs. Recent studies have shown that employee involvement positively impacts employee performance as participation boosts motivation, job satisfaction and organizational commitment (Al Halbusi et al., 2021). Employee involvement is crucial in a healthcare organization, as the frontline healthcare workers have hands-on

experience which can have a positive impact on decision-making and service processes. The research shows that participative cultures foster teamwork and alleviate stress within the workplace among healthcare professionals (Hoxha et al., 2024). Additionally, CSR-related behaviors might be fostered in involvement-oriented cultures as workers feel good about being valued are more likely to engage in organizational social and environmental activities. Pham et al., (2024) have indicated that employee empowerment is a key aspect in promoting sustainable practices at the organization level and responsible work behaviors. Thus, it is expected that involvement will impact employee performance and CSR performance in a positive manner.

2.3.2 Consistency

Consistency involves common values, working together, and connected organizational systems. Consistent cultures foster stability, as employees know what is expected of them and have a shared set of principles (Denison & Neale, 1996). A unified organizational culture decreases uncertainty and the coordination between employees. Recent research shows that values shared in the organization positively impact employee commitment and performance through trust and alignment of behaviors (Bogale & Debela, 2024). In healthcare institutions, consistency holds critical importance for patient care, as it involves standardized protocols, ethical conduct, and collaboration amongst various professions. Furthermore consistency is useful for the implementation of CSR since organizations with internal values are more likely to design a responsible social and environmental policy. Value-based cultures are found to facilitate sustainability programs when responsibility is included in the organizational decision-making process (González-Rodríguez et al., 2022). Thus, consistency can have a positive impact on employee performance and CSR results.

2.3.3 Adaptability

Adaptability is the capacity of an organization to adjust to the evolving conditions of the environment, customer expectations and technology. Adaptive cultures foster innovative, learning, flexible thinking and organizations can be effective in an unpredictable environment (Denison & Neale, 1996). Healthcare organizations have cited that they are working in a very dynamic environment that is constantly changing as a result of technological advances, regulatory shifts and changing patient needs. So, flexibility is essential to keep employees effective. Studies in recent years have shown that an adaptive organizational culture is associated with greater innovation behavior, greater employee engagement and organizational resilience (Singh et al., 2023). There is also a connection between adaptive cultures and sustainability because organizations that can learn and change are more likely to be sustainable. Healthcare sustainability studies emphasize the key role of organizational flexibility and learning orientation in facilitating environmental improvement efforts (Luque Alcaraz et al., 2024). Therefore, the adaptability is expected to affect employee performance and CSR environmental performance.

2.3.4 Mission

Employees' mission is the extent to which they are aware of the direction of the organization, strategic objectives and future goals. Defining a clear mission allows employees to see purpose, and helps to align individual activities with organizational goals (Denison & Neale, 1996). In an organization that has a clear mission, priorities and norms about what is expected are established. Kim et al. (2021) have previously found that a strong sense of purpose among employees is associated with increased commitment and performance, as they are able to see how their work fits into the bigger picture. A mission statement that is centered around patients and social responsibility can help to motivate employees in healthcare environments. In addition, CSR adoption is affected by organizational mission, since the adoption of CSR and social responsibility initiatives is more likely to be successful if they are embedded in organizational strategies. Recent research suggests that purpose-driven organizations have more effective stakeholder relationships and better employee outcomes (Wang et al., 2023). Hence, mission is expected to have a positive impact on

the performance of employees and CSR performance.

2.4 CSR Performance

2.4.1 CSR Social Performance

Corporate Social Responsibility (CSR) social performance is the efforts and activities performed by an organization to enhance its relation with employees, community, customers and other social stakeholders. It demonstrates an organisation's adherence to the ethical standards for behaviour, employee welfare, community development, equality in the workplace, and social responsibility, not just as a legal requirement but as a commitment (Carroll, 2021). CSR social performance has a special significance in healthcare organizations as hospitals have a direct social responsibility: caring for patients, promoting the well-being of the community, protecting the employees' well-being, and providing ethical care. CSR internal dimension focuses on employees as stakeholders. The positive employee attitudes and organizational attachment are more likely to be developed in the organizations that show concern for the employee's development, safety, fairness, and well-being. Empirical studies in recent years have shown that internal CSR practices have a positive effect on employee satisfaction, organizational identification, and work engagement as employees view responsible organizations as more supportive and trustworthy (Cheah et al., 2023). Likewise, CSR-driven organizations tend to see more employees being committed to their work since engaging in social responsibility activities provides them with relevant experiences and helps reinforce the link between the employees' activities and the company's values (Fatima & Elbanna, 2023). CSR social performance can have an impact within health care organisations, by fostering employee empowerment, supportive relationships and ethical climates. Motivated and committed healthcare professionals are more likely to develop in hospitals that place an emphasis on employee health and community service. Socially responsible workplace practices have been found to be related to better employee behaviors, lesser employee turnover intentions, and greater organizational commitment (Kanwal et al., 2024). Hence, it was expected that the CSR social performance would have positive impact on employee performance.

2.4.2 CSR Environmental Performance

In essence, CSR environmental performance is a measure of how well an organization is performing in reducing environmental effects and practices sustainability. It incorporates activities in relation to environmental protection, efficient use of the resources, reduction of waste, control of pollution and sustainable management systems. Environmental responsibility is growing in significance because organizations are expected to pursue their objective while also being environmentally friendly (Carroll, 2021). Healthcare facilities can have considerable environmental footprint from energy use, medical waste, water, and in the use of resources. Thus, hospitals need environmentally-conscious practices to enable sustainable healthcare delivery. Sustainability studies have recently demonstrated the connection between environmental organizational practices and organizational culture, employee involvement, and performance results over time (Yousaf et al., 2025). An environmental culture also helps to foster employees' participation in green activities and cultivate environmentally friendly attitudes. Research has shown that enterprises with sustainable cultures are more likely to achieve good environmental performance since their employees adopt the concepts of sustainability and actively promote it (Wang et al., 2023). Apart from that, employee attitudes can be enhanced by the aspect of environmental responsibility.In addition, the aspect of environmental responsibility can have a positive effect on the attitudes of employees, as employees are more inclined to work for organizations that are environmentally responsible and socially responsible (Pham et al., 2024). Hence, CSR environmental performance can positively impact on employee performance.

2.5 Hypothesis Development

2.5.1 Organizational Culture and Employee Performance

Organizational culture is an integral part of the organization that helps to develop employee attitudes, behaviors, and performance results because it creates common expectations for the organization's practices and objectives. The organizational culture framework proposed by Denison identifies four elements of organizational culture: involvement, consistency, adaptability and mission, which have been found to contribute to organizational effectiveness by aligning people and engaging them in the organization. Recent empirical research shows that organisations with high culture have higher employee outcomes due to the impact of cultural values on employee motivation, engagement, knowledge sharing and organisational identification (Al Halbusi et al., 2021; Bogale & Debela, 2024). Cultural characteristics are especially significant in healthcare organizations as staff must work cooperatively, adapt to changes, and be dedicated to providing excellent healthcare in tough circumstances (Hoxha et al., 2024). An involvement culture fosters employees' participation, consistency generates common values and coordination. Likewise, flexibility helps towards innovation and responsiveness while mission gives employees strategic direction and purpose. Thus, the dimensions of organizational culture are expected to be able to enhance employee performance.

H1: Involvement positively influence employee performance.

H2: Consistency positively influence employee performance.

H3: Adaptability positively influence employee performance.

H4: Mission positively influence employees' performance.

2.5.2 Organizational Culture and CSR Social Performance

The organizational values affect its social performance in CSR because organizational culture should shape the understanding and action of organizations towards stakeholder expectations. An organizational culture that values employee involvement, shared values, adaptability, and organizational mission fosters an environment where social responsibility is ingrained in everyday practice. The stakeholder theory postulates that organizations are more likely to be successful on a sustainable basis if they take into account the interests of employees, communities, and other stakeholders in addition to the financial goals of the organization (Freeman, 1984). The findings from the recent studies reveal that there is a strong relationship between socially responsible practices and organizational culture, as socially responsible practices are more likely to be implemented in organizations with supportive culture because employees and managers view social responsibility as a part of the organization's identity (Fatima & Elbanna, 2023; Cheah et al., 2023). Consistency builds ethical values and responsible actions and involvement encourages employees to participate in social initiatives. The adaptability helps organizations to meet shifting social expectations, while the mission gives direction for integrating CSR into organizational strategies (González-Rodríguez et al., 2022). Thus, it is expected that the dimensions of organizational culture will have a positive effect on CSR social performance.

H5: Involvement positively influence CSR social performance.

H6: Consistency positively influence CSR social performance.

H7: Adaptability positively influence CSR social performance.

H8: Mission positively influence CSR social performance.

2.5.3 Organizational Culture and CSR Environmental Performance

Organizational culture is gaining its importance as one of the key determinants of environmental responsibility as organizational values affect the behaviors of employees and decision-making process that can lead to sustainability. A good environmental performance demands that organisations establish common ecological values, motivate employees to join in and embed sustainability principles in everyday activities. Studies indicate that companies that cultivate a culture focused on sustainability exhibit greater environmental management initiatives, due to the increased inclination of employees towards environmentally responsible actions (Wang et al.,

2023; Pham et al., 2024). The adaptability dimension helps in environmental performance through the ability to respond to environmental challenges and regulatory pressures. Likewise, mission-oriented cultures push for an organization to embed sustainability priorities in strategic planning. Consistency reinforces environmental practice, provides shared standards and responsible behaviours, and helps staff to become involved in environmental initiatives. Earlier research also indicates that organizational culture is an internal capability which enables environmental innovation and sustainable practices (Yousaf et al., 2025). The organizational dimensions of culture are thus expected to have a positive influence on CSR environmental performance.

H9: Involvement positively influence CSR environmental performance.

H10: Consistency positively influence CSR environmental performance.

H11: Adaptability positively influence CSR environmental performance.

H12: Mission positively influence CSR environmental performance.

2.5.4 CSR Performance and Employee Performance

The CSR performance has become an important organizational mechanism that has an effect on employee attitudes and behaviors. Social and environmental responsibility programs reflect the commitment of an organization to stakeholders and can improve employees' trust, organizational identification and motivation. The positive psychological relationship between employees and organizations can be built through social CSR practices such as employee well-being, ethical treatment, and community contribution. Environmental CSR efforts, likewise, boost workers' views of the company's duty and commitment to sustainability. Recent research has shown that socially responsible companies have employees with higher levels of engagement, satisfaction, commitment and performance because they see more meaning and value in their work (Kim et al., 2021; Pham et al., 2024). In the healthcare sector, CSR initiatives are more relevant since hospitals have responsibilities towards employees, patients, communities and environment. If staff believe that their employers are actively involved in social and environmental objectives, they are more likely to exhibit positive employee actions, and successful employee performance. CSR social and environmental performance is expected to have a positive impact on employee performance, therefore.

H13: CSR social performance positively influence employees' performance.

H14: CSR environmental performance positively influence employees' performance.

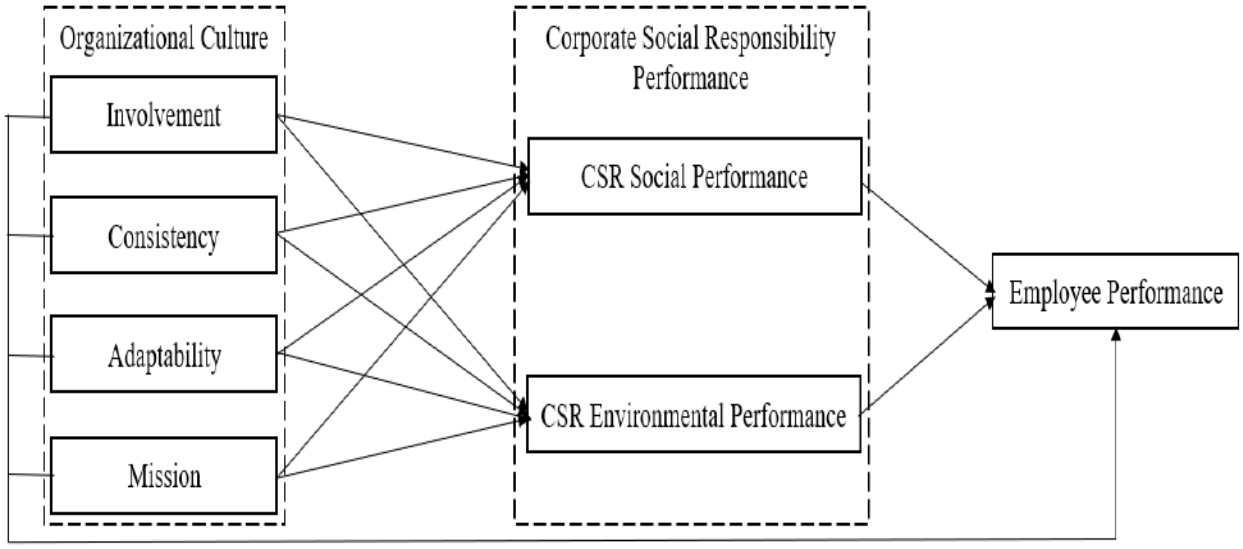


Figure 1: Theoretical Framework

3. Research Methodology

This study uses quantitative research which involves the relationship between organizational culture dimensions, CSR social performance and employee performance among employees working in hospitals of Pakistan. This research was conducted using a cross-sectional survey design, using a structured questionnaire to gather data from the employees of public and private hospitals. The target population comprised healthcare workers such as administrative, medical and support staff, with first-hand experience of working within the healthcare environment and organizational practices. Overall, 719 employees completed the study. Convenience sampling technique was used for data collection because of accessibility issues and the different types of hospitals.

Out of the 736 questionnaires that were received, 719 complete and useful answers were used into the final analysis. Among the respondents, 406 (56.4%) were male. The major percentage of participants, 291 (40.5%), belonged to the 31–40 years age group, while 378 (52.6%) held master level qualification. In addition, most respondents had between 6-10 years of job experience. The detailed demographic features of respondents are offered in Table 1.

Table 1: Respondents' Characteristics (N= 719)

Demographic Characteristics	Code	Frequency	Percentage of Total
Gender	Male	406	56.4
	Female	313	43.6
Age	21-30	215	29.9
	31-40	291	40.5
	41-50	134	18.6
	Above 50	79	11.0
Education	Bachelors	227	31.6
	Masters	378	52.6
	Above Masters	114	15.8
Job Experience	0-5 years	213	29.6
	6-10 years	264	36.7
	11-15 years	146	20.3
	Above 15 years	96	13.4

3.1 Measures

Organizational culture was assessed using the Denison Organizational Culture Model's four aspects: involvement, consistency, adaptability, and mission. The 15 items developed by Denison and Neale (1996) were used in a separate measurement for each dimension. The CSR social performance were measured using four items developed from Sethi (1975), which are related to organizational social responsibility and stakeholder-oriented practices. The CSR environmental performance was measured using three items scale developed by (Bissing-Olson et al., 2013). This was done by measuring employee performance with regards to effectiveness, work quality and achievement of tasks through 4 items adapted from Armstrong (2006).

3.2 Data Analysis

PLS-SEM was chosen to evaluate the gathered responses because it is suitable for examining complicated interactions including many constructs, and prediction models (Hair et al., 2022). The measurement and structural models in this work were tested using PLS-SEM. The measuring model was evaluated using reliability and validity analysis, and the structural model was tested to see whether there were direct relation between organizational culture dimensions, CSR performance, and employee performance.

4. Results

4.1 Measurement Model

The reliability and validity results are displayed in Table 2. For every observed variable, the outside

loadings are measured. According to the results, all of observed variables have outer loadings greater than 0.60 (Hair et al., 2019). Both composite reliability and Cronbach's alpha assess how effectively latent components are measured by observable variables (Hair et al., 2019). The reliability is confirmed by all values being greater than 0.708. When AVE is examined for convergent validity, all constructs meet the threshold, or are over 0.50, indicating no validity problems.

Table 2: Measurement Model Results

Latent Variables	Code	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Threshold		*> 0.50*	*> 0.708*	*> 0.708*	*> 0.50*
Involvement	OCI1	0.699	0.914	0.920	0.516
	OCI2	0.770			
	OCI3	0.437			
	OCI4	0.651			
	OCI5	0.616			
	OCI6	0.468			
	OCI7	0.701			
	OCI8	0.770			
	OCI9	0.799			
	OCI10	0.699			
	OCI11	0.602			
	OCI12	0.786			
	OCI13	0.704			
	OCI14	0.786			
	OCI15	0.425			
Consistency	OCC1	0.688	0.918	0.925	0.506
	OCC2	0.619			
	OCC3	0.767			
	OCC4	0.672			
	OCC5	0.442			
	OCC6	0.792			
	OCC7	0.676			
	OCC8	0.605			
	OCC9	0.788			
	OCC10	0.690			
	OCC11	0.459			
	OCC12	0.760			
	OCC13	0.733			
	OCC14	0.620			
	OCC15	0.793			
Adaptability	OCA1	0.722	0.913	0.922	0.537
	OCA2	0.451			
	OCA3	0.592			
	OCA4	0.676			
	OCA5	0.432			

	OCA6	0.737			
	OCA7	0.564			
	OCA8	0.420			
	OCA9	0.700			
	OCA10	0.523			
	OCA11	0.391			
	OCA12	0.744			
	OCA13	0.623			
	OCA14	0.482			
	OCA15	0.880			
Mission	OCM1	0.681	0.917	0.921	0.505
	OCM2	0.716			
	OCM3	0.781			
	OCM4	0.473			
	OCM5	0.746			
	OCM6	0.768			
	OCM7	0.725			
	OCM8	0.640			
	OCM9	0.464			
	OCM10	0.659			
	OCM11	0.614			
	OCM12	0.791			
	OCM13	0.685			
	OCM14	0.612			
	OCM15	0.789			
CSR Social Performance	CRS1	0.767	0.708	0.713	0.533
	CRS2	0.689			
	CRS3	0.757			
	CRS4	0.705			
CSR Environmental Performance	CRE1	0.772	0.710	0.721	0.586
	CRE2	0.741			
	CRE3	0.781			
Employee Performance	EPR1	0.780	0.772	0.773	0.594
	EPR2	0.754			
	EPR3	0.783			
	EPR4	0.765			

Discriminant validity was tested to establish whether the latent constructs were empirically distinguishable from one another. Following Hair et al. (2019), the Fornell-Larcker criterion was investigated. According to the Fornell-Larcker criterion, the square root of the average variance recovered for each construct, as shown on the diagonal, exceeded the corresponding inter-construct correlations. As presented in Table 3, all constructs satisfied this requirement, confirming discriminant validity.

Table 3: Discriminant Validity

Constructs	OCI	OCC	OCA	OCM	CRS	CRE	EPR
Involvement (OCI)	0.718						
Consistency (OCC)	0.051	0.711					
Adaptability (OCA)	0.016	0.054	0.733				
Mission (OCM)	0.021	0.015	0.016	0.711			
CSR Social Performance (CRS)	0.258	0.320	0.300	0.282	0.730		
CSR Environmental Performance (CRE)	0.279	0.304	0.248	0.314	0.695	0.766	
Employee Performance (EPR)	0.333	0.360	0.335	0.358	0.558	0.509	0.771

4.2 Structural Model

To evaluate possible multicollinearity amongst the predictor constructs, the variance inflation factor (VIF) was investigated. Multicollinearity was not an issue in the structural model since all VIF scores were below the suggested cutoff of 3.3 (Hair et al., 2019). Decisions for hypothesis testing were made using the appropriate t-statistics and p-values shown in Table 4. A link was deemed statistically significant for a one-tailed test at 5% significance level if the absolute t-value was greater than 1.65 and the p-value was less than 0.05 (Haenlein & Kaplan, 2004). Accordingly, hypotheses meeting these criteria were considered supported, whereas those failing to meet them were considered unsupported. H1 proposed that involvement positively influence employee performance (β= 0.232, t value= 8.552, p < 0.000) that is accepted. H2 discussed that consistency positively influence employee performance (β= 0.237, t value= 8.054, p < 0.000) that is accepted. H3 depicted that adaptability positively influence employee performance (β= 0.228, t value= 8.426, p < 0.000) that is accepted. H4 is showing that mission positively influence employee performance (β= 0.258, t value= 9.251, p < 0.000) that is accepted. H5 proposed that involvement positively influence CSR social performance (β= 0.234, t value= 8.791, p < 0.000) that is accepted. H6 discussed that consistency positively influence CSR social performance (β= 0.289, t value= 10.123, p < 0.000) that is accepted. H7 depicted that adaptability positively influence CSR social performance (β= 0.276, t value= 9.241, p < 0.000) that is accepted. H8 is showing that mission positively influence CSR social performance (β= 0.269, t value= 8.692, p < 0.000) that is accepted. H9 proposed that involvement positively influence CSR environmental performance (β= 0.256, t value= 8.810, p < 0.000) that is accepted. H10 discussed that consistency positively influence CSR environmental performance (β= 0.274, t value= 9.074, p < 0.000) that is accepted. H11 depicted that adaptability positively influence CSR environmental performance (β= 0.225, t value= 7.526, p < 0.000) that is accepted. H12 is showing that mission positively influence CSR environmental performance (β= 0.301, t value= 9.160, p < 0.000) that is accepted. H13 is showing that CSR social performance positively influence employee performance (β= 0.229, t value= 5.604, p < 0.000) that is accepted. H14 is showing that CSR environmental performance positively influence employee performance (β= 0.075, t value= 1.782, p < 0.038) that is accepted. Figure 2 also depicts the results of structural hypotheses.

Table 4: Structural Model Results

No.	Hypotheses	B	T value	P values	VIF	Effect size (f^2)	Confidence interval		Decision
							2.5%	97.5%	
H1	OCI → EPR	0.232	8.552	0.000	1.115	0.096	0.187	0.274	Accept
H2	OCC → EPR	0.237	8.054	0.000	1.153	0.097	0.187	0.286	Accept
H3	OCA → EPR	0.228	8.426	0.000	1.124	0.092	0.185	0.272	Accept
H4	OCM → EPR	0.258	9.251	0.000	1.153	0.115	0.216	0.304	Accept
H5	OCI → CRS	0.234	8.791	0.000	1.003	0.079	0.193	0.279	Accept
H6	OCC → CRS	0.289	10.123	0.000	1.006	0.121	0.242	0.335	Accept
H7	OCA → CRS	0.276	9.241	0.000	1.003	0.111	0.227	0.326	Accept
H8	OCM → CRS	0.269	8.692	0.000	1.001	0.105	0.221	0.321	Accept
H9	OCI → CRE	0.256	8.810	0.000	1.003	0.094	0.208	0.305	Accept
H10	OCC → CRE	0.274	9.074	0.000	1.006	0.108	0.223	0.322	Accept
H11	OCA → CRE	0.225	7.526	0.000	1.003	0.073	0.178	0.277	Accept
H12	OCM → CRE	0.301	9.160	0.000	1.001	0.131	0.249	0.355	Accept
H13	CRS → EPR	0.229	5.604	0.000	2.125	0.049	0.159	0.292	Accept
H14	CRE → EPR	0.075	1.782	0.038	2.107	0.005	0.041	0.142	Accept

Where; OCI- Organizational Culture Involvement, OCC- Organizational Culture Consistency, OCA- Organizational Culture Adaptability, OCM- Organizational Culture Mission, CRS- CSR Social Performance, CRE- CSR Environmental Performance, EPR-Employee Performance

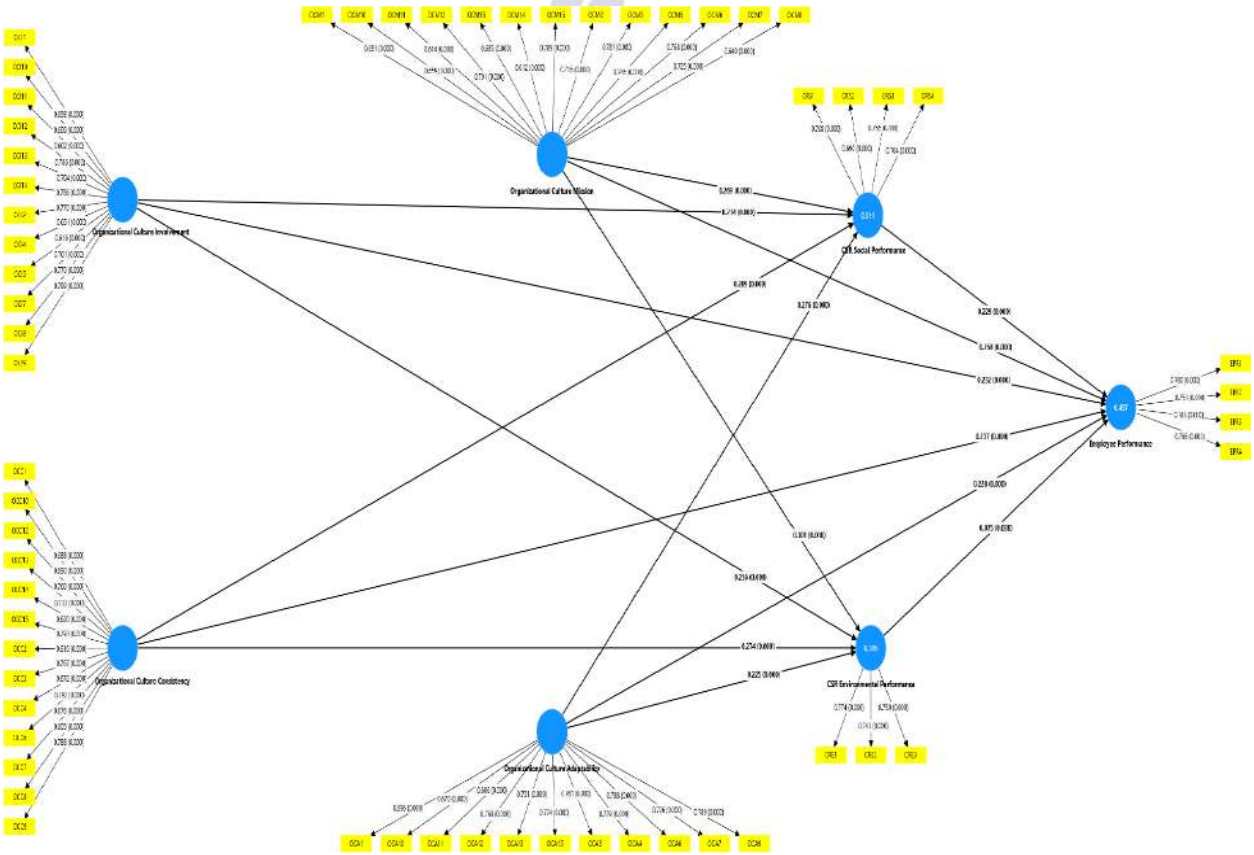


Figure 2: Hypothesis Testing

5. Discussion

The aim of this study was to explore the effect of various dimensions of organizational culture on the performance of the employees and to explore the relationship between organizational culture and the social performance of CSR, environmental performance of CSR and the performance of the employees in the Hospitals of Pakistan. The results align with all the proposed hypotheses (H1 – H14), giving empirical evidence to the fact that the dimensions of the organizational culture play an important role in the employee's performance and responsible organizational practices. The findings also point to the significance of internal organisational values and practices focused on patient care in boosting the effectiveness of healthcare workers.

The results validate the hypothesis H1–H4, which state that employee involvement, consistency, adaptability, and mission have a positive effect on employee performance. The results are in line with the Denison organizational culture framework that seeks to improve organizational effectiveness through employee commitment, strategic fit, and behavioral consistency (Denison & Neale, 1996). With regard to the positive relationship between involvement and employee performance, it is concluded that employees will perform better when they feel empowered, part of the decision-making process and feel like they own the organization. In the same vein, it was found that employee participation has a positive impact on motivation, engagement, and productivity as employees have a stronger psychological attachment towards their organizations (Al Halbusi et al., 2021; Naz et al., 2020). In the healthcare sector, where collaboration and coordination are crucial, the involvement culture can enhance communication and service provision results (Hoxha et al., 2024).

Shared values and organizational integration give employees clear expectations for their behaviour, as does consistency in its positive effect on employee performance. The previous studies show that reliability and consistency within the culture build trust, coordination, and commitment of the organization, which in turn boosts employee efficiency (Raza et al., 2022; Bogale & Debela, 2024). Likewise, adaptability was identified as positively affecting the employee's performance, which echoes the existing research on how adaptive organizations promote innovation, learning and resilience among employees (Singh et al., 2023). This correlation is especially significant in healthcare organizations where hospitals are undergoing technological shifts, patient expectations are high, and operational uncertainty exists. Moreover, the positive correlation between mission and employee performance suggests that there is a positive link between mission and employee performance; that is, employees' performance is better if they understand the organization's goals and strategic direction clearly (Kim et al., 2021).

Additionally, the results will support H5–H8, which are factors showing that the dimensions of organizational culture have a positive effect on the social performance of CSR. The finding suggests that organizational values have a significant influence on developing socially responsible practices. A strong involvement culture allows organizations to develop a sense of community within them, which in turn can facilitate the adoption of employees in social initiatives. Consistency also leads employees to adopt ethical values and responsible behaviors. This finding is in line with the stakeholder theory which focuses on the fact that sustainable organizations care about the needs of stakeholders, communities, and their employees (Freeman, 1984). The study findings are in line with the latest research, which indicates that CSR practices are more likely to be embraced in a positive manner by organizations with supportive cultures, where responsibility is ingrained in the values and decision-making processes of the organization (Fatima & Elbanna, 2023; Cheah et al., 2023).

The acceptance of H9–H12 shows the fact that organizational culture factors play a significant role in the CSR environmental performance. The results indicate that hospitals with a strong cultural base can develop the environmental responsibility practices better. Adaptability is especially relevant to environmental performance as firms which are able to react well to external pressures are more likely to carry out sustainability programmes. Studies in recent years have shown the importance of organizational culture as a

factor that affects environmental and ESG results as shared values have an impact on the behaviours of employees and the sustainability strategy of the organization (Delegach et al., 2026). Likewise, research on green organizational culture shows that a culture focused on sustainability positively impacts the organization's environmental performance by fostering employee engagement and environmentally conscious behaviors (Kurniasih et al., 2026).

The results for the two hypotheses H13 and H14 show that the CSR social performance and CSR environmental performance positively affect employee performance. This indicates that social and environmental responsible hospitals are more performance driven in their employees. CSR programs and activities build a positive organizational image and boost employee pride, belonging, and purpose. Studies also show that CSR initiatives offer positive impacts on employee engagement, organizational commitment, and organizational performance, as they are seen as more supportive and ethical organizations (Kim et al., 2021; Pham et al., 2024). Recent research also found that incorporating environmental and social responsibility into organizational plans can enhance employee health and productivity (Wiyono et al., 2025).

Overall, the results showed that the organizational culture is a critical factor in organizational capability to improve employee performance and CSR practices. The results add to previous studies by looking at the individual cultural dimensions as opposed to organizational culture as a single construct. Furthermore, this study adds evidence from hospitals in Pakistan which is a context under-researched in the healthcare context. The results indicate that fostering cultures in hospitals that promote participation, shared values, flexibility, strategic aim and sustainability-oriented practices, can enhance employee outcomes.

5.1 Theoretical Implications

This study makes several theoretical contributions to the organizational behavior, CSR, and healthcare management literature. This study is an extension of Denison's Organizational Culture Theory in that the four cultural dimensions (involvement, consistency, adaptability, and mission) are studied separately, instead of the culture as a single construct. The results showed that each cultural dimension plays a significant role in employee performance and employee responsibility practices in the organization. This is another empirical example of the argument that culture is an organization's multidimensional ability to have an impact on employee outcomes. Second, this study combines the organizational culture theory and the Stakeholder Theory as it showed the relationship between the internal values of organizations and their CSR social and environmental performance. The results indicate that if the organization has a healthy culture, it is more likely to have responsible practices with employees, communities and the environment. This builds on the previous research with regard to CSR and includes organizational culture as an important antecedent of CSR performance. Thirdly, the study provides empirical evidence from the Pakistani healthcare sector which has been relatively under-researched in terms of organizational culture and CSR. This research uses a public/private healthcare employee sample to further understand the impact of cultural and responsibility practices on employees' outcomes in developing country healthcare settings.

5.2 Practical Implications

The findings provide important practical implications for hospital administrators, healthcare policymakers, and human resource managers. In the first place, the management of a hospital should concentrate on building up a conducive organizational culture where staffs are involved, cooperative, share organizational values, are adaptable and have clear organizational missions. Including employees in decision-making can have a positive impact on motivation, commitment and performance. Second, the CSR practices should be incorporated into the organizational strategies of hospitals. There is a positive link between employee performance and CSR social performance, indicating that efforts focusing on employee wellness, ethical treatment, community involvement, and workplace responsibility may lead to positive employee attitudes and employee effectiveness. Likewise, employee engagement and organizational

commitment can be enhanced through environmental responsibility efforts like sustainable resource management and waste management programs. Third, it is important that healthcare leaders understand the relationship between organizational culture and CSR practices. Incorporating sustainability focus values in the hospital can boost not only the reputation but also employee performance. The focus of training programs, leadership development and internal communication systems should therefore be placed on cultural values and responsibility to organization.

5.3 Limitations and Future Research Recommendations

This study has several limitations, however. The study was of cross sectional design which means that the relationships between the variables were examined at one time. A longitudinal approach could be used in future studies to examine the development of organizational culture, CSR practices and employee performance over time. Second, the study also employed a convenience sampling technique, and the results might not be representative of the results obtained with other respondents. A larger sample of various regions of Pakistan or other developing countries with probability sampling techniques could be used in future studies. Third, it was self-reported data and so could be subject to common method bias. Additional data sources could include supervisor feedback, organizational paperwork, or objective performance measures. Fourth, this study focused on hospitals in Pakistan. Future studies could contrast the public and private healthcare bodies, or investigate whether similar ties are found in other fields, like as education, banking, manufacturing, and public administration. Further research can also be conducted on other mediators or moderators like employee engagement, leadership style, organizational commitment or psychological empowerment.

6. Conclusion

This study explored the impact of organization culture dimensions on employee performance and how the organizational culture is related with CSR social performance, CSR environmental performance and employee performance of employees of hospitals in Pakistan. The results indicate that involvement, consistency, adaptability and mission make significant contributions to employee performance. Furthermore, dimensions of organizational culture positively affect CSR social and environmental performance, which shows that the values of the organization have an important role in the development of responsible practices in the organization. The study also finds that CSR social performance and CSR environmental performance have a positive effect on employee performance. The results show that social responsibility, employee welfare, and environmental sustainability are important to employees when organizations show their commitment. This research combines Denison's Organizational Culture Theory and Stakeholder Theory, creating a holistic perspective on how internal cultural properties and external responsibility practices interact to affect employee consequences. The study is a valuable addition to the healthcare management literature since it offers empirical findings from public and private hospitals in Pakistan, a field with less research, to date. The results indicate that hospital managers need to pay attention to building robust organizational culture and apply strategies in the direction of CSR to enhance the effectiveness of their employees and build sustainable organizational performance. The overall results of this research highlight that organizational culture is not only an organizational management tool but it is also the basis for responsible organizational behavior. Hospitals with the culture of participative, consistent, adaptive and mission-driven are better equipped to improve the performance of their employees and fulfill their wider social and environmental obligations.

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