



**THE IMPACT(S) OF CORPORATE SOCIAL RESPONSIBILITIES AND ETHICAL  
PRACTICES ON EMPLOYEE PERFORMANCE AND TURNOVER IN THE  
TEXTILE INDUSTRY OF PAKISTAN**

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**DECLARATION**

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed: Ahmer Hameed

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**Statement 1**

This thesis is the result of my own investigation, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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I hereby give consent for my thesis, if accepted, to be available for deposit in the University's digital repository.

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## I. Abstract

The following document provides a concise overview of the key points and findings discussed in the subsequent sections. This research investigates the influence of corporate social responsibility (CSR) and ethical practices on employee performance and turnover in the Pakistan textile sector. The study utilises a mixed-methods methodology to thoroughly examine the correlation between these practices and the results experienced by employees.

The results of the quantitative part of the investigation are significant. Firstly, the study reveals a favourable and statistically significant association between the adoption of Corporate Social Responsibility (CSR) and ethical practices and the performance of employees. This finding indicates that organisations that actively participate in corporate social responsibility (CSR) and ethical programs are likelier to see enhanced employee performance. In contrast, the study findings demonstrate an inverse relationship between these practices and employee turnover, suggesting that implementing such procedures mitigates turnover rates within the textile sector. To successfully mitigate employee turnover, the research proposes several measures. Implementing a resilient human resources (HR) system aimed at comprehending the requirements and behaviours of workers is of utmost importance. This method has the potential to enhance work satisfaction and foster higher levels of employee engagement, therefore making a valuable contribution towards achieving corporate goals. Furthermore, the implementation of training and development initiatives, the assurance of job stability, and the provision of financial and non-financial incentives have been shown to mitigate staff turnover significantly, hence fostering increased work satisfaction.

Including workers in decision-making processes inside firms is a crucial technique that promotes employee engagement and commitment. Additionally, the study's findings indicate that organisations operating within the textile sector must contemplate using retention tactics, such as offering career advancement prospects and retention incentives contingent upon tenure

and job performance. By using this strategy, organisations have the potential to enhance employee loyalty and mitigate turnover rates.

The present research additionally investigates specific corporate social responsibility (CSR) and ethical activities that have the potential to mitigate employee turnover. The findings suggest that recognising accomplishments within an organisation and encouraging the exchange of information may be a successful approach in this context. Moreover, cultivating a robust team culture within the workforce and ensuring that organisational values are congruent with principles of equity, impartiality, and responsibility are pivotal factors in mitigating employee attrition and augmenting staff productivity.

## **II. Thesis Structure**

### Chapter 1: Introduction

The introduction chapter of the research has to be the foremost chapter of the study, which lays the foundation of the whole research by briefly introducing the survey, highlighting the background context, and providing pivotal information on the Pakistan textile industry. Also, the chapter provided a detailed explanation of the research problem, rationale, significance of the research findings, and implications regarding the research findings concerning the impact of ethical practices followed in the industry on the retention, performance, and overall turnover issues among employees. The chapter also highlights the gaps in the prevailing studies base, which the current research seeks to address.

### Chapter 2: Literature Review

The literature review chapter of the research is the crucial chapter that lays down the theoretical foundation by surveying and synthesising the current literary evidence to generate a robust knowledge base. In this regard, a detailed review and summary of the evidence available in the journal articles, books, and other credible sources on ethical practices, as well as employee

performance and turnover, have been made in the textile industry of Pakistan. In the chapter, a systematic flow has been followed, presenting the enquiry from large to a specific context, which is the general overview of ethical practices and their relationship with employee performance and turnover based on past findings.

### Chapter 3: Methodology

The methodology chapter in this research justifies the methodological choices made regarding the research philosophy, approach, and design to support the mixed method choice for exploring the impacts of ethical practices on employee performances and employee turnover rates in organisations in the textile industry in Pakistan. The chapter also states the techniques used to analyse the data, limitations of the current methodological choices and ethical considerations abided in the research.

### Chapter 4: Analysis, Results and Findings

This chapter presents the data collected and its analysis through the chosen techniques. It also presents a detailed analysis of the qualitative and quantitative data on the research topic to deduce logical findings on the research aims and objectives.

### Chapter 5: Discussion of Key Findings

The results drawn on analysing the gathered data are further discussed in the chapter to give more in-depth insights into the research topic. In this regard, an in-depth discussion of the findings has been made in the chapter, addressing the research aims and objectives.

### Chapter 6: Conclusion and Recommendations

This chapter deduces the key findings from in-depth data analysis and overall literature review to briefly address the research questions, aims and objectives. Also, the chapter provides a valuable range of recommendations to foster ethical practices in the textile organisations of Pakistan for attaining higher employee performance and lower employee turnover.

### Research Reflection



The chapter presents a detailed reflection on the research process, experiences gained, knowledge acquired and learnings. In this way, crucial light has been shed upon the overall research journey and learnings in the chapter, which would be beneficial in the future.

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## Chapter 1: Introduction

Evaluating the employees' performance is essential in achieving corporate goals since they are central actors in corporate achievement processes and effective customer interfaces. Corporations have devised straightforward, systematic ways of evaluating performance and suitable organisational climates to meet the specified goals and objectives. Siddiqui (2014) opines that a proper approach that can be used to improve staff competencies includes providing training, ensuring that staff are satisfied in their job and strengthening their performance.

On the one hand, company culture, management philosophy, communication, and acceptable norms govern employees' workplace perception, value, and overall organisational impact. Cultural beliefs on day-to-day work practices regulate employees' conduct, and organisational culture is centrally vital for performance and, therefore, achievement of business objectives (Ahmed & Shafiq, 2014). Such culture influences people's behaviour in the company due to their dress code, mannerisms, how they go about their duties, and so on. Training and reward programs enhance staff performance by boosting their morale and self-confidence. Staff performance is critical for the

In the prevailing business sectors, performance management creates a noteworthy corporate culture for outstanding performance and compliance with ethical standards, which impacts performance. The need for commitment from the employees gives reason to address them by formulating specific ways to fulfill their needs, increasing their performance. Park & Shaw (2013) suggest that it is necessary to introduce opportunities for representatives and development activities with a focus on business objectives to achieve this goal.

The utilisation of high turnover rates implies that organisations must be better managed in terms of personnel. It is recommended that organisations should establish and integrate

seniority, flexibility, and reward programs as strategies that could help reduce turnover (Hancock et al., 2013). High turnover rates bring extra expenses; therefore, managing turnover is imperative to delivering value. Employees are costly resources for organisations, ensuring they create perfect working conditions and attractive opportunities for professional personnel. Cultural and fundamental competency organisational practices set up employees' values, beliefs, and norms. The strategies employed herein focus on increased engagement and improving employee satisfaction (Mohsen et al., 2020). The Efficient Internal Communication strategy enhances the activity of processes and boosts overall staff productivity by creating an understanding of affiliation (Mahar et al., 2021). Virtuous ideals in performance and employee retention shed light on the contention that ethicality is essential for any functioning organisation.

Culture plays a vital role in driving the behaviours and productivity of the employees in an organisation. This culture comprises several aspects of the firm's beliefs and practices; these include vision, values, practices, policies, symbols, language, assumptions, beliefs, and working habits. This means that the higher the level of belief of the employees in the organisational culture, the more likely they are to be motivated to produce high-quality work due to satisfaction. From the information expounded in the above literature review, it can be deduced that organisational culture can indeed be a source of competitive advantage insofar as it is congruent with the organisation's strategy and the prevailing environment. For instance, values such as innovation will be necessary for a technological firm wishing to outcompete other technological firms.

Also, the socialisation process in organisations affects a company's organisational culture. First-time employees familiarise themselves with the organisation's practices and realise their position in achieving the company's objective. A strong culture can dramatically minimise consultation time for new employees and get them to perform faster, aligning with the

company's goals and vision. Policies that have to do with a particular culture dictate that employees working for such companies have a lesser tendency to leave their jobs due to cases of turnover, which are known to cost any company much cash once it has to start all over again with the process of recruiting and training new employees.

Performance assessment is another practice that organisations carry out in an attempt to influence employees' performance. Performance appraisals are conducted cyclically and systematically to acquaint the employees with their performance feedback, bringing out their advantages and the areas that need enhancement. In the same regard, performance evaluations assist in standard setting, which forms part of the organisational development process since it also involves the determination of objectives and goals. Since the employees will understand what is expected of them and also have received feedback, they will work harder and with more commitment.

Hence, performance appraisals help determine training and development requirements. The conventional performance appraisal allows for identifying the skills deficit of one's subordinates and arranging training sessions to fill the latter's gaps. Such skills training is essential for sustaining the high standards and productivity of workers in the organisation and remaining relevant in the specific market that the firm belongs to.

Employees can be trained and developed directly to increase their job performance. These human resource development programs enable employees to acquire competencies required in the workplace. Training can be on the contents of a specific profession, such as IT personnel training or customer care training for a retail establishment. In contrast, training may encompass general areas of need, such as leadership or project management training. At the same time, if the agenda of the training and development programs sets the priority, they ensure that the employee is developed in the current position and ready to take the next level in the company.

Reward and recognition are significant parts of the organizations' practices that support higher performance. Reinforcing behaviour is an encouraging practice since it increases morale and the desire of the employees to continue with hard work because they know they will be rewarded for their efforts. As stated earlier, recognition could take oral, written, formal or even informal forms, ranging from an acknowledgement in the form of a thank you letter or speech to a full formal acknowledgement in a local or national awards ceremony. The understanding is that employees need to feel valued and appreciated for organising and executing the events. Those recipients of such motivational stimuli will exhibit labour turnover intentions in that they tend to remain employed by the company and productive. Other organisational practices include another crucial component: the setting up of communication procedures. Communication in an organisation enables the disseminating of policy information, organisational aims and objectives, and any employee alteration. This also creates an avenue through which the employees can air their opinions and give feedback. The basis of trust is accessible and direct communication with the supervisors and the company's management since this will lead to better performance and satisfaction at work.

### **Background Context of the Research**

Extending from this assertion, firms have come to realise that talent is the singular most valuable resource in today's highly competitive global business environment. The best human resource management practices are essential for a competitive edge, increasing organisational productivity through increased organisational commitment and decreased staff turnover. In many organisations, the management considers improving performance by developing programs that address the employees' engagement in their work context to check for their physical presence and psychological involvement in their tasks (Bedarkar & Pandita, 2014).

To start with, human resource managers must comprehend the fundamental causes of work-life imbalance issues to develop support mechanisms. Mandatory practices such as "Google



Goes Dark" prohibit employees from taking work equipment at home, and flexible working hours allow individuals to meet work commitments about other preoccupations. A firm's remuneration policies influence turnover and productivity by acknowledging the value and responsibility of the personnel (Garg & Rani, 2015).

Ethical considerations always come into play, especially regarding the performance and turnover of employees in an organisation. Unethical practices at the workplace lead to stress levels, reduced satisfaction in the workplace, and secured turnovers. Various ethical dilemmas that may occur with employees affect performance results between employers and the employees. Due to the unethical practices by organisations in Pakistan, the textile industry in the region experiences high turnover rates because employees are denied labour rights, and their employment is insecure, thus leading to poor performance.

Namely, ethical rules in organisations and fair compensation create a favourable ethical climate that, in turn, benefits employees and decreases turnover (Rubel et al., 2017). An ethical work climate, developed by ethical leadership, reduces stress and turnover (Elçi et al., 2012). Employee practices such as job discretion, skill/role elasticity, and emotional Corinthians vacation enhance productivity and contain turnover (Diamantidis & Chatzoglou, 2019).

Ethical practices are essential in the workplace, and this is one area that must be considered. About human beings, ethics shape the conduct of employees in their relationship with other personnel in the organisation, the management or the public, the working climate, and the organisational culture. Businesses that stick to ethical principles and business ethical standards are likely to enjoy trust from the employees and, as a result, increase commitment, satisfaction and loyalty. This trust is central to creating a workplace that enhances employees' safety and worthiness, vital in providing high-quality services.

Also, ethical actions can be associated with CSR – Corporate Social Responsibility practices. CSR activities imply that the company must respond to social and other necessities beyond

creating shareholder value. Such activities may involve community, environmental and labour-related activities such as community and worker outreach, ecological management and labour relations. It is known that workers are more productive and engaged when they work at socially responsible organisations, thus contributing towards the sustainable improvement of the community and natural resources. Employees are likely to work hard with pride and feel motivated to embrace the organisational goals and objectives for increased performance and decreased turnover.

Several vices occur in the textile industry, especially in Pakistan. These include the rights of the labourers being infringed, the lack of safe practices where they work, and their low wages. The given practices remain hand in hand with the high employee turnover rates and low performance. Solving these problems can be achieved within the framework of a complex solution, which implies the provision of ethical practices and working conditions. Hypothesis H1: There is a significant positive relationship between corporate investment in human resources through providing job rewards, protection of employees' rights, promoting employee development and employee turnover/absenteeism, and improved organisational performance. This hypothesis stems from the assumption that companies that offer incentives in terms of wages and other employee rights, provide safety measures to the employees, and allow career advancements are likely to enjoy the employees' loyalty and increase their efficiency.

*Ethical leadership* is the next antecedent that affects the field's performance and optimisation level. I agree that the leadership in an organisation has the supreme influence as ethical leaders properly guide their organisations. They act as reference points that provide examples to be followed by the employees and a ghetto that the employees can use to arrive at correct ethical decisions and measures to be taken in cases where some laws of ethics are likely to have been infringed upon. Ethical leaders also show honesty and fairness in their dealings and caring in leadership, which makes the workers loyal. This trust helps in proactively developing a positive

culture of working in organisations where one will find employees who are well-motivated, thus resulting in productive employees with little turnover.

Moreover, ethical leadership entails workers' appreciation and encouragement of ethical conduct. Thus, with the help of ethical awards, the leaders draw public attention to ethical behaviour demonstrated by the employees. Often, it can be in the form of recognition such as awards, being publicly acknowledged for a job well done, or being considered for a promotion. In the organisational culture and high performance, employees' compliance with ethical standards should be encouraged by rewarding ethical behaviour.

In addition, applying ethical principles to existing organisations' performance and leadership helps them get and keep the best workers. Currently, the employees seek to work for organisations with similar values and that provide a healthy working climate. The motivation to hire ethical employees is also linked to the fact that ethical companies are likelier to attract good employees. Since these are long-term employees, they present low turnover rates as they are not expected to leave the company frequently, thereby saving the cost of having to train many employees to replace the many that are quitting.

### **Research Problem**

As human resources are one of the most valuable assets in any organisation, performance and retention of employees are central to organisational effectiveness in different industries. Organisations today aim at specific approaches for increasing performance and, hence, talent management; this supports organisational performance and the realisation of organisational goals and objectives. One notes that there is a need for training programs and positive organisational cultures to nurture trust and improve performance due to the costs associated with high turnover rates (Shaw, 2011).

Ethical programs for organisational management encourage fair treatment, creating happy and productive employees. The values and norms of the company and employees' attitudes help

enhance effectiveness (Sapada et al., 2018). For this reason, retaining employees is always a significant challenge, if only because of the dire talent shortage. Ethical business practices foster commitment, thus lowering turnover levels (Jannat et al., 2019). Ethical principles in the textile industry are privacy rights and data confidentiality, improving employees' trust and commitment, and enhancing performance and loyalty (Loganathan & Dharmaraj, 2017). However, scientific literature is needed to provide more information regarding the relationship between organisational practices and performance and turnover of employees in Pakistan's textile industry. This study aims to present a fresh perspective on these impacts and provide recommendations for lowering the high turnover rates.

The textile industry is one of the largest industries in Pakistan, and it plays a vital role in driving the country's economy by contributing a large portion of the gross domestic product and employment to the government. However, the industry is not left without the challenges affecting the employees and the facilities, such as high employee turnover and poor performance. These are some of the problems that are widely associated with unethical practices, poor work environments, and limited career advancement. To overcome these challenges, there is a need for a proper understanding of the variables that may affect employees' performance and turnover in textile firms.

This paper aims to pass the correct prescriptions by defining one of the foremost research questions: What policies favour our employees' performance and attrition? However, earlier studies have already discussed research on the impact of organisational culture, training, and ethical practices on employees. Still, more focus on the textile sector is required on this land. Therefore, This paper will make the following contributions to the literature: The study aims to establish the correlation between the practices established in organisations and employees' productivity and turnover within the presented setting.

Another research problem is establishing the impact of CSR on increasing employee productivity and staff turnover. It shows that CSR can have a positive effect on the employees' motivation level as well as job satisfaction level, ultimately increasing performance and reducing turnover. To the authors' knowledge, prior studies have not examined CSR practices and their consequences in Pakistan's textile sector. This research proposal aims to establish how CSR affects employee outcomes in this industry.

Moreover, it intends to establish the correlation between ethical leadership, employee performance, and turnover rates. Ethical leaders are equally important in determining the organisation's culture and helping the employees understand the right things to do. In this way, leaders contribute to establishing ethical norms in the organisation and a high-performance, loyal and ethical staff. This study will demonstrate the correlation between ethical leadership and employees' responses in Pakistan's textile sector.

It was also hoped to shed light on the effect of implementing certain ethical factors like fair remunerations, safety in the workplace, and prospects for advancement on workers' productivity and attrition rate. This makes it crucial for management to help minimise these aspects to nurture a healthy working environment so that employees retain appropriate brains. This study shall establish the impact of the mentioned practices on Pakistan's textile industry employees.

### **Research Motivation/Rationale**

This study covers elements of business success, focusing on staff performance and employee turnover as a result of organisational processes. Promotive behaviours encourage subordinates to work effectively and remain with their organisations. The work environment impacts these factors, and employees must be dedicated to maintaining the company's performance and reducing turnover, which determines a firm's competitiveness.

The high turnover rate is apparent in Pakistan's textile industry for numerous reasons, including organisational commitment, job satisfaction, and job security (Farooqui & Ahmed, 2013). For this reason, the effect of turnover on performance is worthy of consideration, given the industry's notable contribution to the Pakistan economy. This research aims to identify the nature of the organisational environment and its impact on productivity and employee turnover. This negatively impacts the organisation's competitiveness based on costs in productivity, customers, hiring, and training due to performance and turnover (Bilau, 2015). Therefore, addressing performance in a competitive market becomes essential because it entails aspects directly related to the business goals. Ethics and CSR are critical in organisational performance and positively affect turnover (Collins, 2012).

The present study aims to examine the relationship between the practices of employee relations and the performance/ turnover of organisations operating in Pakistan's textile industry. CSR and ethics are what it deals with to give an insight into how to enhance the commitment and passion of employees in their line of work. Thus, this research aims to address the gap in the academic literature by investigating the relationship between ethics, CSR, and employee outcomes in the PI of textiles.

The rationale for this research lies in the high employee turnover rates and, consequently, low productivity characteristics of Pakistan textile companies. The current study's findings will benefit the practice by offering recommendations based on the factors affecting the employees' outcomes to enhance the performance and retention of the human capital in the current sector. The implications of this research will be helpful for the textile companies operating in Pakistan. They will enable them to apply suitable structural practices in their organisation that positively affect employees' satisfaction and engagement.

Further, this study seeks to advance the existing knowledge regarding the extant practices followed in organisations and their subsequent impact on employees. Although the literature

has a rich collection of papers on the effects of organisational culture, training programs, and ethical standards on employees' performance, only some papers address Pakistan's textile sector. However, more research is still needed that offers a deeper understanding of the determinants of employee outcomes concerning this particular setting, which is why this study aims to contribute to this line of literature.

This research is also relevant in discovering how CSR can improve performance and retention. CSR initiatives can enhance the employees' need, interest and commitment to perform their work, thereby exhibiting increased performance levels and reduced turnover rates. Thus, this research elucidates the existing and potential impacts of CSR practices in the textile firms of Pakistan and offers suggestions to enhance the efficiency of CSR projects for industry firms. Moreover, the proposed research intends to determine the effects of ethical leadership on employees' performance and turnover intention. Moral leadership is critical in moulding an organisation's culture and influencing employees' ethical decisions. Thus, with the help of personal examples and appreciation of the employees, the leaders can contribute to enhancing organisational culture and staff productivity. The findings of this research will offer an understanding of the role of ethical leadership as an antecedent to employee outcomes in the textile sector in Pakistan.

### **Research Aims and Objectives**

This paper seeks to investigate the impact of implementing certain practices in organisations and their direct link to employee productivity and attrition rate in the textile industry in Pakistan. It analyses CSR and ethics on performance and retention and provides information that may be used to alter policies and culture to motivate the workforce and increase dedication.

#### **Aim:**

- Assess the impact of organisational practices on employee performance and turnover in Pakistan's textile industry with particular reference to CSR and ethics.

**Objectives:**

1. Explore the mean, mode, median and standard deviation of the ethical factors used about the performance of the employees in the organisation.
2. Examine CSR aspects that relate to the performance of employees.
3. Measures the relationship between ethical and CSR activities and the resultant organisational performance.
4. The effects of ethics and CSR on turnover should be compared and examined.
5. Elaborate recommendations that would help improve its performance and minimise its turnover rates.

The objectives of this research are to achieve the main aims and answer the identified research questions to get a range of the factors that can affect employee performance and turnover in the textile industry in Pakistan. Thus, the study aims to contribute to recognising organisations' specific practices that influence their employees' outcomes by exploring the ethical factors and CSR activities. Also, the study shall examine the correlation between the overall ethical standard and CSR and organisational employees' performance and turnover with corresponding recommendations.

The first objective concentrates on research that involves applying ethical factors that pertain to the performance of the employees. This entails assessing how specific ethical policies like pay rates, work conditions, and promotional chances affect employees' levels of generosity and pleasure in their work. Thus, the purpose of the study will be to describe these practices and reveal their effects on contributing to the development of principles that could improve the work environment and impact the performance of the workforce.

The second business objective is built around researching the application of CSR factors impacting performance. This entails analysing studies that evaluated the effect of CSR activities like community relations, environmental protection, and employee relations. Thus,



identifying the impact of CSR practice, the study offers recommendations to firms that want to use proper CSR practices that will foster changes in employee performance.

The third objective explores the relationship between ethics, CSR, and performance. This will effectively include an analysis of the correlation between these practices and the general performance of the employees, giving firms a clue on how they can enhance performance through ethical and CSR considerations. In light of this understanding, the study will make conscious recommendations based on the findings that will lead to the general improvement of employees' productivity in the textile industry of Pakistan.

The fourth objective is exploring target 2: the association between ethical and CSR practices and turnover. Analysing these practices culturally also entails understanding how much these practices influence employee turnover rates to help organisations avoid high turnover rates through encouraging ethical and CSR programs. Awareness of this connection will allow the study to offer recommendations regarding the best strategies for fostering the commitment of qualified staff in Pakistan's textile industry.

The fifth goal is identifying measures for enhancing performance and minimising wastage through staff turnover. Therefore, the study's research findings want to present the following recommendations to help organisations increase their employees' performance and reduce turnover. Such recommendations will be based on the programs implemented at the organisational level, CSR programs, and ethical leadership promoting the relevant Employee outcomes.

### **Research Implications and Gaps**

Thus, the results of this study suggest how ethical practices affect performance and turnover in Pakistan's textile industry and similar industries, such as agriculture or technology. These research variables are the independent variables, CSR and ethics, while the dependent variables are performance and retention. Thus, the study fills the theoretical gap concerning the

moderation of organisational culture in relationships between antecedent variables and employee outcomes.

**Research Implications:**

- Application of the study's recommendations to actual business in different industries and theoretical contributions to understanding organisational culture's role in enhancing productivity and employee turnover rates.

Based on the review of the research findings in this study, there are significant practical implications for business organisations in textile industries and other related sectors. Accordingly, organisations can implement accurate measures about the latter by evaluating the effects of organisational practices on employee performance and turnover. The conclusion of this study will present the best strategies that will assist managers in enhancing performance and maintaining employee turnover to enable organisations to gain sustainable success.

Also, the research will add to the accumulated knowledge of organisational practices and employees' well-being. Despite the wealth of literature on the effects of organisational culture, training programmes, and ethical standards on employee performance, relatively few researchers have targeted the textile industry in Pakistan. Therefore, this research fills this gap by examining determinants that affect the status of the employees in this particular environment.

The study also seeks to establish the contribution of CSR in improving employees' performance and commitment. Digitalising products and services offer long-term CSR benefits where the corporate image can be enhanced, and industry employee motivation results in job satisfaction, better work output, and reduced turnover. Therefore, based on the research findings analysing the consequences of CSR practices in the textile industry in Pakistan, this research will contribute recommendations that the organisation's management seeking to implement an effective CSR strategy may consider.

Moreover, the study intends to determine the relationship between ethical leadership, employee productivity, and turnover rate. A moral leader is essential in influencing an organisation's culture and ensuring employees display the right behaviours. Leadership actions are critical based on copied ethical standards and are a model that encourages loyalty and quality performance. Thus, this research will reveal the correlation between ethical leadership and employee outcomes in Pakistan's textile industry.

### **Research Gaps:**

- Examine the link between organisational ethical standards and performance/turnover in textile organisations or companies in the Pakistani textile sector, considering the specific aspects of CSR, including recycling and environmental concerns.

The first exposure this study seeks to fill is the weak relationship between organisational ethics and employee performance and turnover in the textile industry in Pakistan. Past research has covered the impact of organisational culture, training programs, and ethical studies of employee outcomes. Still, these research works need to consider the textile industries of Pakistan more. Due to this, this study intends to contribute to the existing literature on organisational practices, employee performance, and turnover by investigating them within this kind of organisation.

One void in the literature is the need for more research on employee performance and turnover influenced by CSR. CSR practices in the Pakistani textile industry have increased satisfaction and employee motivation. However, research in this field is still being studied. This research study aims to establish the impact that CSR activities have on organisational performance results among employees in this sector, driven by a view to offering recommendations that can help other companies that aim at implementing reliable CSR strategies.

Secondly, an extensive study of ethical leadership's effects on employees' performance and productivity needs to be included. It signifies that ethical leaders occupy critical organisational

positions to influence the culture and enact codes of ethical behaviours for all employees. In this sense, leaders can assume a crucial role in promoting an organisational culture that not only enjoys a high performance but is also characterised by high ethical standards, which ensures the employees' loyalty. The following are the study objectives: The primary aim of this research is to investigate the effects of ethical leadership on employee outcomes in Pakistan's textile industry.

In the same vein, the study envisages identifying and assessing the outcomes of the following ethical practices, which include payment of fair wages, conformity to workplace safety measures and provision of opportunity to learn and grow in the organisation on performance standards and employee turnover. Improve the quality of the working environment and maintain talented workers. The problem is that eliminating all these factors is crucial for optimising work conditions and keeping stellar-staffed employees. This research will establish the effect of these practices on employee outcomes in the textile industry in Pakistan.

Thus, this research will fill the existing literature gaps by establishing the relationship between the Concept of Organizational Ethics and employee performance and employee Turnover in Pakistan's textile industry. More developed hypotheses include the impact and relationship between CSR, ethical leadership, and selected ethical practices on improving the outcomes of the employees. In doing so, the study aims to fill the following research gaps to enhance the understanding of factors that affect employees' performance and their willingness to remain with their employers in this sector.

### **Methodology**

This research adopts both primary and secondary data collection methods and qualitative and quantitative analysis methods for efficiency. Qualitative data is collected after administering questionnaires to 120-150 employees from the textile industry. Using thematic analysis,

secondary data is collected through refereed academic journals, books, and other sources and documents relevant to the sector.

Therefore, the use of a mixed-method approach is crucial to achieve an understanding of the research problem in its entirety. As the study will use both quantitative and qualitative data, it will be possible to obtain a rich picture of the factors that affect the performance and turnover rate of employees in the textile industry in Pakistan. The quantitative data includes random numbers and probabilities that describe how organisational practices are associated with employees' welfare; in contrast, the qualitative data paints a picture of the actual experiences of the employees in the textile industry.

#### **Quantitative Data:**

- By employing the online survey method with one hundred twenty to one hundred and fifty employees from the textile industry, the data was analysed using the Statistical Package for the Social Sciences (SPSS) software.

The quantitative data of this research will be gathered through a cross-sectional online questionnaire survey of 120-150 employees of the textile industry of Pakistan. Some of the questions that will be captured in the study relate to the organisation's current practices, employees' performances, and turnover rates. The collected data will be analysed using the Statistical Package for Social Sciences, and many variables' patterning will be established. Quantitative information will be obtained from closed-ended questions and qualitative data from the open-ended questions in the survey.

#### **Qualitative Data:**

- Data gathered from journals and other relevant information in the research context were processed using thematic analysis.

The data for this study will be collected from secondary sources for its qualitative nature; this includes books, scholarly articles and other information specific to the industry in question. As

for the method of data analysis, thematic analysis will be applied to find out the themes and trends regarding the organisational practices and outcomes of the employees. Thematic analysis is a sub-type of qualitative analysis and is defined as identifying and analysing some themes within the data collected during a study and then presenting them. This method will provide detailed information about the social context and working experience of employees in textile industries in Pakistan.

This research will adopt a mixed-method approach, which will be vital in giving an overall view of the factors that affect the performance and turnover of employees in the textile industry in Pakistan. On this basis, the study can accommodate the richness of the research problem due to the use of both quantitative and qualitative data and offer theoretical and practical recommendations for enhancing positive employee outcomes.

## **Chapter 2.0. LITERATURE REVIEW**

### **2.1. Introduction**

The evaluation of employee performance within an organisation is a crucial determinant of its growth, achievement, and overall effectiveness. The efficacy of personnel has a crucial function in facilitating production, generating income, and enhancing profitability. Nevertheless, there exist certain elements that can impede employee performance, necessitating employers to implement strategies aimed at fostering optimal and effective performance within their workforce (Muda et al., 2014). On the other hand, elevated rates of employee turnover within a business indicate deficiencies in staff management, thereby affecting the productivity of current employees and the overall functioning of the firm. Hence, businesses and management must mitigate staff turnover rates and adopt tactics that encourage employee engagement in order to improve performance (Dahkoul, 2018).

This literature review examines the influence of ethical variables and practices on employee performance and turnover rates in the textile sector. The review commences by establishing precise definitions for essential topics, including employee performance and turnover, and presents a theoretical framework that serves as the foundation for several pertinent hypotheses. Moreover, this study provides a critical assessment of the current body of research and conclusions pertaining to staff turnover rates in the textile industry. Additionally, it presents solutions that are specifically designed to address and mitigate the issue of high employee turnover in this sector.

The formulation of the research questions is grounded in the concepts of ethical work climate, which refers to the values and the methods used in an organisation to foster more ethical behaviours that, in turn, determine the outcomes of its employees. By synthesising the existing literature, this review aims to identify critical ethical factors that impact employee performance and turnover, thereby addressing the following research questions:

1. What are the primary ethical factors influencing employee performance in the textile industry?
2. How do these ethical factors affect employee turnover rates in the textile sector?
3. What solutions can be implemented to improve employee performance and reduce turnover in the textile industry through ethical practices?

Organisational employee performance and turnover are complex concepts with many factors that interact with or relate to them. The consequences of ethical practices outlined by this literature review should systematically assess how such aspects are unravelled within the textile industry.

Ethicals at work relate to employees' pay, safety, learning advancement, and information sharing between leaders and their followers. These practices are essential in the textile industry because problems like violations of working conditions and low employee wages are typical. Appreciating and applying ethical measures can go a long way towards increasing employee morale and commitment, hence increasing productivity and decreasing the rate of staff turnover.

In the case of the present work, a literature review lays the foundation for the research questions as shown below:

- i. Identifying Gaps in Existing Literature: Thus, the literature review starts by pointing out the research gaps concerning the ethical behaviours that influence employees' productivity and attrition rate. This means a review of literature that has established these relations in other industries and adapted them to the textile industry.
- ii. Evaluating Current Research: It critically reviews the existing research literature about ethical practices in the textile industry. The paper looks at the practices put in place and their impact on employee performance and turnover.



iii. **Formulating Hypotheses:** Building upon the gaps found and the literature review, the paper also postulates hypotheses about where different ethical behaviours work on the employees and their consequent performance and turnover. These hypotheses help to create specific interventions to enhance organisational activities.

## **2.2. Relevance to the Textile Industry**

Therefore, the textile industry experiences critical employee performance and attrition problems, especially in developing nations. A high turnover rate and consistent performance can result from a better working environment, unfair remuneration, and poor management. Solving these problems using ethical actions keeps employees motivated and active, which contributes to proper performance on the job, saving talented professionals and keeping them with the organisation.

### **Anticipated Outcomes**

The anticipated outcomes of this literature review include:

- i. **Identification of Key Ethical Factors:** The review seeks to establish the primary ethical concern affecting employee performance and turnover in textile organisations.
- ii. **Development of Effective Solutions:** It will thus present specific recommendations and measures organisations could take to enhance employee performance and decrease the turnover rate by applying ethical approaches.
- iii. **Enhanced Understanding:** The paper will help to extend the existing knowledge on the connection between ethical standards and ROIs with the employees in textile companies, forming the base of further investigations and development in the field.

### **Conclusion**

Therefore, this literature review seeks to understand the existing literature on the effects of ethical practices on employees' performance and turnover in the textile industry. Based on the analysis of existing literature, this review will include recommendations along with moral

concerns for increasing performance and decreasing turnover rates. However, this approach will add to the literature and provide practical insight for practitioners in the area to enhance their organisational practices.

### **2.3. Concept of Employee Performance and Employee Turnover**

#### ***2.3.1. Employee performance***

The idea of employee performance is complex and involves various aspects, including an individual's capacity to effectively carry out their work responsibilities, satisfy established standards, accomplish objectives, and make valuable contributions to the overall success of a business. The complete evaluation encompasses various essential elements, including job quality, productivity, attendance, communication proficiency, teamwork, and the ability to acquire knowledge and adjust to novel problems. The relevance of high-level staff performance cannot be understated, as it immediately corresponds with higher productivity, superior job quality, and heightened customer happiness.

The study conducted by Pradhan and Jena (2016) provides insights into the complex and diverse aspects of performance, with a specific focus on task performance and job performance. The authors highlight the significance of job performance, which encompasses the various behaviours, roles, and duties specified in an employee's job description. Hence, the proficiency of an employee in fulfilling their designated job responsibilities, as prescribed by their employing firm, constitutes a fundamental component of their overall job performance. According to Anggiani (2017), *employee performance* can be defined as the degree to which individuals effectively carry out their job obligations and duties in order to accomplish the objectives of the organisation. The efficacy of this phenomenon is contingent upon a multitude of circumstances and can be utilised to incentivise employees, augment their competencies, and fortify their total output.

Davidescu et al. (2020) emphasise the significance of job performance as a fundamental element in attaining an organisation's broad objectives. The authors underline that employee engagement encompasses a range of behaviours, outputs, and activities that individuals perform within the boundaries of their designated job responsibilities. According to Al-Omari and Okasheh (2017), employee performance may be understood as a measure of an individual's capacity to efficiently accomplish tasks within a designated timeframe while also possessing the requisite qualities to contribute towards the attainment of an organisation's goals effectively.

The assessment of employee performance holds significant importance in research endeavours, particularly when considering the textile sector in Pakistan. Some multiple approaches and metrics can be utilised to assess employee performance in a meaningful manner. The selected methodology for evaluating employee performance may encompass the utilisation of recognised performance indicators commonly employed in the textile manufacturing industry, as well as the implementation of surveys or interviews with both employees and managers. Additionally, direct observations and analyses of work quality and quantity may be employed individually or in conjunction with other approaches. The selection of measuring methodologies should be congruent with the research aims and the distinct setting of the textile industry in Pakistan, providing a full comprehension of the impact of employee performance on this particular sector.

### ***2.3.2. Employee Turnover***

*Employee turnover* is a significant measure used to evaluate the frequency at which workers separate from a business. It is often determined by comparing the number of employees who have departed during a particular duration to the average total number of employees throughout that corresponding timeframe (Agnes, 1999). Employee turnover is significant for most firms, as it has the highest turnover rates. The concept of "turnover" refers to personnel joining and

leaving a company, often measured as a turnover rate (Chruden & Sherman, 1972). Additionally, it demonstrates the rate at which workers depart from an organisation and are subsequently substituted by newly recruited individuals. Employee turnover may arise from a range of issues, including but not limited to work discontent, restricted avenues for professional development, personal circumstances, or termination resulting from inadequate performance or organisational restructuring (Dubey et al., 2016).

According to Mobley (1982), employee turnover refers to the termination of an employee's affiliation with an organisation in exchange for monetary remuneration. According to Tanke (2001), *turnover* is defined as the act of employees leaving a company. On the other hand, Carley (1992, as referenced in Tham, Pee, Kankanhalli & Tan, 2008) provides:

- A broader perspective.
- Describing turnover as the process by which people migrate within the labour market.
- Migrating between different occupations, organisations, and career paths.

According to Ivanova (2019), the measurement of employee turnover involves calculating the proportion of workers who have departed from the organisation in relation to the current number of employees employed by the company. The phenomenon of high personnel turnover is often seen as a detrimental process for a corporation since it has the potential to result in a deterioration of the overall performance of the organisation. The significant rate of staff turnover may have a negative influence on employee morale, thereby impacting the overall productivity and efficiency of the firm (Ivanova, 2019).

Although there is no universally accepted standardised framework that fully elucidates the process of employee turnover, certain elements have been identified as crucial in comprehending it. Several factors have been identified in the literature that contribute to

employee satisfaction and engagement. These factors include employee goal setting (Medlin & Green, 2009), opportunities for career advancement (Hamel & Breen, 2007), the work environment (Cardoso & Monfardini, 2008; Hansen, 2008; Burke & Hsieh, 2006), job satisfaction (Palazzo & Kleiner, 2002; Garcia & Kleiner, 2001; Hannay & Northam, 2000; Stein, 1996), and training and development (Walsh & Taylor, 2007; Shaw et al., 1998; Huselid, 1995). According to Kevin et al. (2004), many characteristics have a substantial predictive value in determining an employee's intention to quit their present work.

According to Mosadeghrad (2013), a high rate of employee turnover might be indicative of underlying organisational challenges such as inadequate management, diminished employee morale, restricted career progression prospects, or inadequate remuneration and benefits. Therefore, firms must prioritise the retention of their workers and cultivate a favourable work environment that encourages employee engagement, contentment, and loyalty.

Al Mamun and Hasan (2017) emphasise that employee turnover refers to the phenomenon of workers voluntarily leaving an organisation due to a variety of factors, which may have negative consequences on the organisational work environment in terms of service distribution and total expenditures. The departure above has a significant impact not only on the business itself but also on the remaining staff, resulting in a decrease in both excitement and performance levels. In their seminal work, Mobley et al. (1979) put out a conceptual framework including two essential determinants that have an impact on an employee's inclination to disengage from a company. The first component is the evaluation made by the employee about the anticipated future worth of the company. In contrast, the second aspect is linked to the strain encountered in the individual's current working circumstances. According to Shamsuzzoha and Shumon (2007), employees often attribute their leaving to a single principal cause; however, there are typically several underlying variables that contribute to their choice to quit.

Al-Suraihi et al. (2021) conducted a study that highlights various factors contributing to employee turnover. These factors encompass changes in employees' attitudes and perceptions towards the organisation and its work environment, restricted avenues for professional advancement, and the strain of excessive work demands leading to an imbalance between work and personal life. Alla and Rajâa (2019) provide a new classification of employee turnover, distinguishing it into two distinct forms: voluntary turnover and involuntary turnover. Voluntary turnover pertains to instances when an employee willingly departs from the business. In contrast, involuntary turnover comes when the firm terminates personnel for reasons such as inadequate performance, technical or economic difficulties, or legal wrongdoing. These elements provide a broad perspective on employee turnover, including its causes and ramifications. Although the scope of the context is not specifically confined to the textile industry, these observations may be extrapolated to the industry in order to comprehend and tackle the unique turnover difficulties it faces.

#### **2.4. The connection between employee performance and employee turnover**

The correlation between employee performance and employee turnover is an intricate and diverse phenomenon, impacted by a multitude of variables. Employee performance is often characterised as the degree of productivity, efficacy, and proficiency shown by an employee in the execution of their work duties. Conversely, employee turnover refers to the frequency at which individuals depart from a company and are subsequently substituted by newly recruited personnel. The relationship between employee performance and turnover may manifest in both direct and indirect ways, with significant effect from the organisation's treatment of its personnel.

Many significant factors underscore the link between employee performance and turnover. When people continuously demonstrate high levels of performance and effectiveness, the total performance of the company will see improvement. Nevertheless, if the corporation does not

adequately fulfil the wants and demands of these exceptionally competent personnel, they may choose to depart from the company, resulting in escalated rates of employee turnover (Singh & Kumar, 2012).

The presence of high employee turnover rates may have a detrimental effect on employee performance due to the frequent departure of workers, which disturbs the continuity of the workplace and has a negative influence on the morale of the remaining employees (Akpa et al., 2022). Conversely, increased employee performance has the potential to mitigate staff turnover rates. According to Akpa et al. (2022), workers who demonstrate high levels of performance exhibit more job satisfaction and are less inclined to engage in turnover Behaviours inside the firm.

On the contrary, diminished employee performance might be a contributing factor to increased employee turnover. According to Shamsuzzoha and Shumon (2007), in instances when workers exhibit subpar performance, they may experience a decline in job satisfaction, leading to their eventual decision to depart from the firm. In addition, a decrease in employee turnover has the potential to impact on employee performance positively. This is because individuals whom an organisation employs for longer durations tend to have a deeper understanding of the company's culture and values. Consequently, this heightened familiarity may contribute to heightened levels of employee engagement and overall performance (Puni et al., 2016).

Numerous variables may affect this complex interconnection. Previous research has shown a correlation between elevated turnover rates and diminished levels of work satisfaction and organisational commitment, both of which have been found to have adverse effects on employee performance (Spector & Jex, 1998). In addition, prior research has shown a positive correlation between subpar employee performance and increased rates of employee turnover, indicating that underperformance may serve as a contributing factor to employee attrition within a company (Singh & Jain, 2013).

In order to sustain productivity and effectively manage mounting issues, organisations need to prioritise staff retention and cultivate a conducive work environment. For example, many obstacles, such as environmental concerns, rising healthcare expenses, and the task of fulfilling workforce requirements, may significantly impact employees' inclination to leave their current employment. The endeavour to tackle these difficulties not only has a good impact on staff performance but also cultivates employee happiness, hence decreasing rates of turnover intention.

Multiple research studies have shown a positive correlation between elevated levels of employee performance and reduced rates of employee turnover. Several factors have been identified in the literature that could contribute to improving employee happiness and lowering turnover intention. These factors include more supervisor support, better control over the work environment, higher financial incentives, and less personal issues (Imtiaz & Ahmad, 2009; Burn, 2009; Poon & Galletta, 2009).

According to Beckerman and Ilmakunnas (2009), the allocation of resources towards employee remuneration and improvement of working conditions has the potential to yield a more stable workforce characterised by reduced turnover rates. Consequently, this may have a positive impact on employee performance, eventually leading to improved organisational outcomes.

Within the realm of ethical Behaviours, there are additional mechanisms via which employee performance and turnover intentions are impacted. The implementation of ethical standards inside a business has the potential to cultivate a work environment that is characterised by positivity, as it fosters principles of justice, motivation, and employee happiness. There is a positive correlation between an employee's perception of their organisation's integrity and honesty and their level of motivation and job satisfaction, which ultimately results in improved performance. The implementation of ethical principles inside a business has the potential to positively impact employee engagement by cultivating an environment of trust and loyalty



between workers and the firm. When workers perceive a sense of worth and respect, there is a higher likelihood of them maintaining a state of engagement and commitment toward their jobs. Furthermore, the implementation of ethical standards has the potential to mitigate staff turnover rates via the establishment of a favourable work environment that cultivates employee allegiance, thereby leading to prolonged tenure within the firm (Quakouak et al., 2020; Srivastava & Madan, 2016; Lin, 2010).

A myriad of variables drives the complex interplay between employee performance and turnover. The comprehension of these elements enables firms to establish a favourable work environment that facilitates employee performance and retention, hence resulting in a more engaged and productive workforce. The implementation of ethical standards inside a business may have a substantial influence on employee performance and turnover rates, therefore cultivating a favourable workplace culture and nurturing employee allegiance. This expertise has applicability across several sectors, including the textile sector, with the aim of effectively addressing industry-specific difficulties and enhancing the overall organisational performance.

## **2.5. Theoretical Framework**

Evaluating employee performance and controlling turnover are critical components of human resource management in all organisations. A comprehensive understanding of these features' many elements is paramount to optimising productivity, fostering talent retention, and achieving organisational success. This article examines motivation, leadership style, and the intricate correlation between employee success and turnover. Additionally, the Barnard-Simon theory of organisational equilibrium is introduced, highlighting its pertinence to the influence of ethical standards on employee performance and turnover. Through a thorough analysis of these aspects, valuable insights may be obtained on the potential for enhancing employee performance and mitigating turnover within businesses, specifically focusing on the textile sector.

Motivation is critical in driving employee performance, especially within employee attrition. The level of motivation shown by workers has a substantial role in their job performance and eventually impacts turnover rates. According to Robescu and Iancu (2016), a strong correlation exists between employee motivation and the effort exerted toward corporate goals, resulting in enhanced performance. This notion is based on Maslow's hierarchy of wants, a well-established organisational psychology paradigm. According to this framework, companies that fulfil their workers' fundamental wants may motivate them to enhance their job performance and actively participate in achieving the organisation's objectives. Hence, within the framework of employee performance management and turnover reduction, enterprises need to give precedence to developing a motivated workforce (Robescu & Iancu, 2016).

The impact of leadership styles on employee performance and its significance on employee turnover must be considered within an organisational setting. The autocratic leadership style, defined by a centralised decision-making process with minimal employee participation, has been shown to impact motivation negatively and, therefore, leads to a drop in work performance. According to the findings of Basit and Sebastian (2017), it can be noticed that workers who are subjected to autocratic leadership have reduced levels of motivation, resulting in a decline in their overall performance. In contrast, it has been shown that transformational and transactional leadership styles are linked to increased levels of employee engagement and improved work performance. *Transformational leadership* promotes the development of skills and provides incentives, cultivating a workforce that is driven and achieves at a high level. The influence of leadership style on employee Behaviour and performance has been identified as a significant component in lowering turnover (Basit & Sebastian, 2017).

### ***2.5.1. Barnard-Simon theory of organisational equilibrium***

The theory of organisational equilibrium, also regarded as the first theory of turnover, assumes that an organisation's employers and management must focus on meeting the balance between

the dedication and efforts put up by the employees and the incentives provided to them (Ngo-Henha, 2017). This theory argues that people are the most critical factor in any organisation. Motivating people in the organisation to continue contributing to the organisation's goals and performance is one of the critical activities in any organisation's management (Mitchell & Scott, 1989). March and Simon (1980) posit that Simon built the Barnard-Simon theory of organisational equilibrium from Barnard's observations on the organisation's ability to improve the performance of the employees and retain their employees, who are the main contributors to the organisation's survival. According to Omotayo (2015), anyone who provides input crucial to the survival of an organisation is a vital part of the system. If an employee leaves or undergoes a significant change, it can disrupt the organisation's equilibrium, and the organisation may need to redistribute incentives to encourage others to participate. The balance of incentives versus contributions affects an individual or group's willingness to stay or leave, and these incentives go beyond economic considerations like wages. Abdirahman (2018) asserts that satisfaction with the organisation, identification with group members, and other non-economic values contribute to the balance. Job satisfaction and ease of movement within the organisation are critical factors in an individual's perceived desirability to leave their current role.

The equilibrium theory argues that the desirability for an individual to leave their job and the ease of moving within the organisation are two main factors that affect the balance between incentives and contributions. The desirability of leave is influenced by job satisfaction and the possibility of transferring to another position within the organisation (Long & Perumal, 2014). When someone is satisfied with their job, they are less likely to consider leaving. Job satisfaction can be affected by various factors, such as how compatible the job requirements are with other roles, how well the job aligns with the individual's self-image, and how predictable the relationships on the job are (Fayyazi & Aslani, 2015). If the intra-organisational

transfer is possible, it decreases the likelihood of leaving the organisation. The ease of intra-organisational transfer may be related to the size of the organisation, with larger organisations having more opportunities for internal transfer.

Based on the above literature, firms need to ensure that employees benefit from the incentives provided to them to achieve consistent contributions. The chances of an employee voluntarily leaving an organisation depend upon his/her desire to leave and the ease of perceived parting from the firm. This further depends upon the employee satisfaction level with the existing working environment.

The Barnard-Simon theory of organisational equilibrium provides a valuable framework for this study on the impacts of ethical practices on employee performance and turnover. It views organisations as complex systems that require balance and stability to function effectively. In this context, ethical practices can be seen as a critical component of maintaining this equilibrium. One of the Barnard-Simon theory's key concepts is the "zone of indifference," which refers to the range of activities that employees are willing to accept from their organisation without question or resistance. Mele (2014) asserts that ethical practices can help to expand this zone of indifference by creating a sense of trust and commitment between employees and their organisations. This, in turn, can lead to increased motivation, job satisfaction, and performance and reduced turnover.

Moreover, the Barnard-Simon theory emphasises the importance of effective organisational communication and coordination (Sakurada & Isomura, 2022). By adopting ethical practices and values, organisations can create a shared sense of purpose and identity that can facilitate communication and coordination among employees. This can help to enhance organisational performance and reduce turnover by promoting collaboration and reducing conflicts (Isomura, 2020). Therefore, using the Barnard-Simon theory of organisational equilibrium in this study of the impacts of ethical practices on employee performance and turnover can provide a

valuable framework for understanding the complex interplay between organisational structure, culture, and ethics. It can also help identify specific mechanisms through which ethical practices can influence employee Behaviour and organisational outcomes, providing valuable insights for researchers and practitioners.

### ***2.5.2. The Social Exchange Theory***

Employee performance and turnover are crucial issues in human resource management, and understanding the many elements that impact these parameters is vital for achieving organisational success. The Social Exchange theory, proposed by George Homans in 1958, is a significant theoretical framework that provides insights into these processes. This theoretical framework emphasises the importance of social connections among people and the corresponding costs and benefits. Redmond (2015) provides further details about the various components, specifically focusing on the ideas of Cost and Reward.

The Social Exchange hypothesis posits that establishing a durable connection between an employee and the business hinges upon reciprocal endorsement, confidence, esteem, and concern (Crossman, 2020). Homans put out fundamental arguments that served as the foundation for examining social Behaviour, with a particular emphasis on the concepts of incentives and penalties. Positive conduct is often reinforced in a partnership and tends to endure over time.

Li and Hung (2009) conducted a study that used the Social Exchange theory to examine the dynamics of contacts between people, namely employers and workers. Their research findings revealed that these interactions give rise to a feeling of duty among the involved parties. An instance of employers demonstrating support towards their workers might result in the employees experiencing a feeling of duty to respond with good Behaviours, including proficient job performance and a reduced desire to leave the organisation.

Ethical actions are of utmost importance in this particular environment. Implementing ethical principles inside a business fosters an environment characterised by trust, dedication, and fairness. Consequently, this environment expands the "zone of indifference," whereby workers freely and without opposition contribute to the organisation. This concept is consistent with the principles of the Social Exchange theory, which posits that workers' anticipation of earning organisational benefits for engaging in ethical conduct may influence their performance on tasks, engagement in corporate citizenship activity, experience of burnout, and engagement in counter-productive work Behaviour.

Within ethical conduct, companies that actively engage in ethical Behaviour effectively communicate to their workers that they are esteemed and held in high regard, cultivating a constructive reciprocal association between the employee and the company (Ahmed et al., 2019). According to Khaskheli et al. (2020), there is a positive correlation between workers' perception of being valued and respected by their employer and their engagement in favourable work Behaviours, including enhanced job performance and organisational citizenship Behaviours. Organisational Citizenship Behaviour (OCB) includes discretionary actions undertaken by individuals within an organisation that are not explicitly required by formal job descriptions or contractual obligations. These voluntary Behaviours benefit the business as a whole and may include activities such as assisting colleagues, adhering to established norms and regulations, and displaying innovative thinking. According to Cheema et al. (2020), individuals who actively participate in organisational citizenship Behaviours (OCBs) make significant contributions to the business's overall performance and are more likely to be seen as valued workers.

Moreover, the implementation of ethical principles significantly influences staff turnover rates. According to Settoon et al. (1996), employees who perceive that their company places importance on their worth and treats them respectfully are more inclined to remain in their

current employment. This is because they must reciprocate the favourable treatment shown by the organisation. According to Abela and Debono (2019), there is a prevailing belief that employees have a perception of having a favourable exchange connection with the business and departing from the organisation would constitute a violation of this relationship. In contrast, workers who perceive that their company is involved in unethical Behaviours, such as discriminatory practices or infringements against their rights, are inclined to discontinue their affiliation with the organisation. This decision stems from their perception that they must be more adequately appreciated and esteemed within the organisational context (Valizadeh et al., 2018).

Drawing upon existing research on the Social Exchange theory, it is reasonable to suggest that implementing ethical standards within the workplace yields favourable outcomes regarding employee job performance and mitigates employee turnover. The demonstration of ethical conduct inside a business conveys to workers that they are esteemed and treated with respect by their bosses, cultivating a constructive reciprocal relationship. Consequently, workers demonstrate a higher propensity to exhibit favourable work conduct and reduced turnover intentions, making a valuable contribution to achieving organisational objectives. The present study thoroughly examines the intricate relationship between ethical Behaviours, the Social Exchange theory, employee performance, and turnover within the corporate setting.

### ***2.5.3. Job Embeddedness Theory (JET)***

Job embeddedness is a theory created by Brooks Holtom, a professor of management, and his colleagues at Georgetown University. The theory argues that increasing human and social capital can influence employee retention or turnover and could be helpful for HR departments. Holton and Darabi (2018) found that employees with a broader range of work-related roles, relationships, and responsibilities tend to have more job embeddedness. These connections make it more difficult for them to quit their job as it would disrupt various aspects of their life

and careers. Conversely, employees with fewer roles, relationships, or responsibilities have a low degree of job embeddedness, and they are more likely to quit their jobs with less impact on their lives and careers. Companies need help to retain such employees. According to Yousuf et al. (2019), there are four main drivers of employee retention and job embeddedness: income, promotion prospects, culture, and industry. Higher-income earners are less likely to quit, while companies that do not provide career advancement opportunities will also face retention issues. Organisations with a toxic or non-existent culture will also need help retaining employees. Finally, some industries, including government, media, retail, hospitality, accommodation, and many non-profit sectors, experience higher turnover rates.

According to Rietz and Anderson (2011), the nature of the relationships between employees and their organisations determines whether they will leave their jobs. Yousuf et al. (2019) state that employees are likelier to remain in their positions if they feel connected to their organisations through necessary job knowledge, personal skills, favourable working conditions, and the community. Additionally, if the relationships between employees, management, and colleagues are positive and satisfactory, employees are likelier to stay in their jobs (Holtom & Darabi, 2018). Similarly, Makokha (2019) suggests that employees are more likely to remain in their jobs if they feel connected to their organisations through necessary job knowledge, personal skills, favourable working conditions, and the community, as well as positive relationships with management and colleagues.

According to Young (2012), the greater an employee's connection to their organisation, the lower the probability of them resigning. Furthermore, the JET suggests that the employees develop connections and links within their working environment, and the integration with such connections depends upon several factors, such as their career aspirations, skills, knowledge, and personal values. Thus, this theory reflects that the employees in an organisation are less



likely to leave and contribute towards high turnover intentions if they feel embedded towards the social and professional environment in which they work (Khan et al., 2018).

The theory of embeddedness is essential for studying ethical practices and employee retention because it recognises the importance of relationships between employees and their organisations. Employees who feel a strong sense of connection and commitment to their organisation are more likely to stay, and this sense of connection is influenced by factors such as job knowledge, personal skills, working conditions, and the community. Positive relationships with management and colleagues are also important drivers of employee retention.

Using the theory of embeddedness in this study of ethical practices and employee retention, the researcher can identify ethical factors contributing to employee turnover and develop strategies to address these issues. For instance, if a company has a toxic culture that is driving employees away, it may be necessary to implement changes to improve the workplace environment and strengthen relationships between employees and management. Similarly, if employees do not feel that they have opportunities for growth and development, it may be necessary to provide additional training or career advancement opportunities to improve retention. Ultimately, organisations can develop strategies to improve their ethical practices and create a more engaged and committed workforce by understanding the factors contributing to employee retention.

#### ***2.5.4. Two Factor Motivation Theory***

Contemporary theories have been developed in the domain of employee motivation to provide valuable insights into the interconnectedness between employee happiness and dissatisfaction, performance, and intentions to leave the organisation. Although traditional theories such as Maslow's Hierarchy of Needs and Herzberg's Two Factor Motivation Theory have established a fundamental comprehension, modern methods provide a more intricate perspective.

Significantly, these ideas address the significance of ethical practices in influencing employee motivation, performance, and attrition.

Self-Determination Theory (SDT), a modern framework established by Deci and Ryan (2000), is a prominent theory that centres on intrinsic motivation. Self-determination theory (SDT) postulates that humans are motivated by intrinsic psychological desires for autonomy, competence, and relatedness, which are inherent to human nature. According to Deci et al. (2017), when the requirements of workers are met inside the workplace, there is a higher probability of intrinsic motivation among individuals, resulting in enhanced job performance and reduced desire to depart from the firm.

Moreover, the Job Characteristics Model, developed by Hackman and Oldham (1980), offers a theoretical framework for comprehending the impact of job design on motivation and job satisfaction. The study above delineates crucial attributes influencing employee motivation, including skill diversity, job identity, task relevance, autonomy, and feedback. According to Humphrey et al. (2007), organisations that effectively match job characteristics with the requirements of their employees have the potential to improve performance and mitigate attrition.

Contemporary theories emphasise the complicated relationship between employee motivation and satisfaction, highlighting the crucial role played by the work environment. Organisations may ensure ethical practices by integrating modern ideas that cultivate a favourable work environment, catering to workers' autonomy, competence, and relatedness demands. Additionally, maximising job features can help enhance employee engagement and performance.

Deci et al. (2017) argue that the significance of traditional and modern motivation theories is in their capacity to provide a complete structure for comprehending the factors that influence employee performance and turnover. These theoretical frameworks provide insights into the

interplay between employee attitudes, actions, job satisfaction, and turnover intentions. Nevertheless, the suitability of these approaches might vary depending on the specific situation, and enterprises need to consider the distinctive attributes of their workforce and sector.

Prominent theories such as Maslow's Hierarchy of wants and Herzberg's Two Factor Motivation Theory provide a foundational understanding of human motivation, emphasising fundamental wants and the significance of work fulfilment. Although these insights are helpful, they may only partially encompass the intricacies of the contemporary workplace, particularly in areas experiencing significant transformations.

Contemporary theories, such as the Self-Determination Theory and the Job Characteristics Model, expand upon the fundamental principles established by classic theories, offering more intricate perspectives that align with the dynamic nature of work and the growing expectations of employees. The individuals acknowledge the significance of intrinsic motivation and the influence of work design on moulding employees' experiences.

While traditional ideas remain relevant, contemporary businesses benefit from adopting a more modern approach toward comprehending and cultivating employee motivation, performance, and retention. Organisations may cultivate a work atmosphere that fosters motivation, improves performance, and mitigates employee turnover by using the ideas of both traditional and modern theories while adhering to ethical standards.

## **2.6. Ethical Factors Affecting Employee Performance and Employee Turnover in Textile Industry**

The textile industry is an important sector contributing significantly to the global economy. However, like any other industry, it is not immune to challenges that can negatively impact the business. One of the significant challenges faced by the textile industry is the high turnover rate of employees, which can significantly affect the productivity and performance of the organisation. Ethical factors are critical in determining employee performance and turnover

rates in the textile industry (Lee & Ha-Brookshire, 2017; Rubel et al., 2017). This is because employees often face ethical dilemmas that affect their job satisfaction, motivation, and overall commitment to the organisation. Therefore, textile industry leaders and managers must understand and address the ethical factors affecting employee performance and turnover to create a positive work environment and maintain a stable and motivated workforce. This essay will examine the ethical factors affecting employee performance and turnover in the textile industry and explore potential solutions to mitigate these challenges.

The impact of the ethical atmosphere inside a business on employee turnover intentions is significant. The workplace culture is influenced by its encompassing rules, procedures, and practices. It is essential to underscore the substantial impact of the ethical atmosphere on workers' inclination to either remain inside or leave a firm. A conducive ethical environment characterised by trust, justice, and a feeling of inclusivity has diminished employees' intent to leave the organisation. Rubel et al. (2017) underscore the utmost significance of ethical problems within the textile business in Pakistan. They specifically highlight the substantial influence of the ethical atmosphere on employee turnover. The Labour-intensive nature of this sector necessitates a paramount emphasis on guaranteeing equitable treatment and ethical procedures. In a context characterised by a strong emphasis on Labour rights and ethical issues, workers are inclined to assess the ethical climate as a determining element in their decision to remain with an organisation. Gunapalan and Ekanayake (2019) performed a study that highlights the negative correlation between work satisfaction and turnover intentions. In the context of the textile sector, workers who experience job satisfaction have a decreased inclination towards contemplating employment departure. The correlation between work happiness and turnover intentions highlights the need to augment job satisfaction through ethical activities.

Employee job satisfaction depends upon the ethical practices and procedures followed in the working environment, such as fair wages, fair dealings, proper healthcare facilities in case of injury and many more. Lee and Ha-Brookshire (2017) also examined in their study that the ethical climate of an organisation is positively associated with the turnover intentions of employees, job attitude and organisational commitment. The ethical climate represents the employees' perceptions of the firm's working environment practices in an ethically correct manner. It has been identified in the study that creating an ethical climate by the firms could be expensive; however, it provides both long-term and short-term goals, such as higher organisational commitment towards achieving the organisational goals and elimination of costs due to maintaining ethical relations.

Agha et al. (2017) reviewed their study. They found that ethical leadership practices in an organisation impact the employees' commitment, which influences their intention of leaving the firm. Ethical leaders in a firm are perceived to have extensive ethical awareness and concern towards the employees working in the firm. Ethical leaders are expected to identify and meet the customers' needs and treat them equally and fairly. Moreover, ethical leaders communicate with the employees about the challenges and issues they face, serve as positive influencers, and allow them to develop their skills and knowledge. These factors are likely positively affect employee performance and employee turnover rate.

Furthermore, Welmilla (2020) reflected that a lack of work ethic practices and ineffective HRM in an organisation contributes to reduced employee performance and higher employee turnover rates. Issues such as lack of healthcare facilities for the workers, especially for women, improper and unethical management of the working environment, inadequate restroom facilities, practising unequal rights such as child labour, and much more influence the perception of the employees and guide them for leaving the firm. Additionally, the lack of

career growth opportunities has been further regarded as an issue that influences and appeals to the employees for turnover intention.

Makhdoom (2017) examined the impact of different factors on employee turnover intention and the performance of the employees in the textile industry of Pakistan. He emphasised the need to implement strategic measures to improve their retention rates. For instance, rewards and job insecurity were found to influence employee turnover intention relatively since ineffective rewards for the employees and employee engagement and motivation, which in turn affects the employee performance relatively and guides them to leave the firm. In addition, other factors influenced employee turnover intention and performance, such as poor management style of the firm, poor work environment, and availability of another job. These factors also resulted in the ineffective performance of the employees.

On the contrary, Siddiqui (2018) reviewed the impact of specific retention strategies and their relation to employee turnover intention in an organisation. The study indicated that factors such as compensation, retention strategy, employees' career development-succession programme and work-life balance affected the employees' turnover intention inversely; if any of such factors increased, the employees were less likely to leave the organisation. However, the firm's terminal and other benefit plans, such as incentives, appraisals, healthcare benefits, family plans and many more, have a relative and positive relationship with the employee turnover intention, and slight changes in these factors will enhance the chances of employees leaving the organisation.

Furthermore, Jannat, Rahman and Kumar (2019) reflected in their study that ethical practices conducted in a business corporation significantly affect the turnover intention of the employees. For instance, effective leadership in the workplace environment has been found to reduce the turnover intention of the employees as the employees feel valued and that their needs are recognised and met by the management. In addition, practical CSR activities have been

identified to improve the employees' job satisfaction and engagement towards achieving the organisational goals, thereby reducing turnover intention. Transparent Stakeholder communication and intrinsic and extrinsic benefits, legal systems, and family support schemes of the firm guide for improving the retention rate among the employees and their performance. In this regard, Ahmed et al. (2018) highlighted some factors impacting employee performance and turnover intention. For instance, unethical safety practices and issues negatively hinder the employee's performance since the risk of getting severe injuries persists in the working environment. Moreover, unpaid working hours, irregular increments and promotions and job insecurity have been reflected in influenced employees' turnover intention and performance since they become dissatisfied with the unethical management practices that did not review their dedication and efforts for achieving organisational goals. Bello (2012) examined how ethical leadership impacts employees' performance relatively. The corporate leaders in the organisations have been found to engage in an ineffective decision-making process that has led to decreased organisational commitment, which in turn results in decreased job performance and lack of trust among the employees towards the organisation, leaving them vulnerable towards appealing to turnover intention. Thus, it has become necessary for leaders to adopt ethical leadership by understanding the firm's ethical guidelines, which positively impact workers and enhance their engagement and commitment to improve their performance and reduce turnover intention.

From the viewpoint of Pervez (2020), opting for green business ethics in the textile industry certainly improves the employees' and organisational performance. For instance, fair dealing practices, maintaining the emergency system and philanthropy, providing essential healthcare and child labour, paternal leaves, following women's rights, and compliance with the transgender laws influence the perception of the workers towards their firm positively. This guides them in improving their performance and enhances their engagement towards attaining

the organisational objectives. In addition, green business ethics have increased an organisation's export profit and trade volume, thereby improving its reputation in the international market. Thus, it further allows firms to retain employees through improved reputations.

Furthermore, Lee (2020) reflected in her study that establishing quality relationships with leaders/managers and creating an ethical working environment is essential for improving employee performance. The ethical CSR activities performed by the organisations influence the employees' perceptions and relatively improve their performance. The employees' counterproductive work behaviour affects the firm's sustainable performance negatively since the employees themselves are not satisfied with the unethical approaches and practices implemented by an organisation. On the contrary, though, the organisational citizenship behaviour of the employees is reflected in positively influencing the organisational performance and improving the organisational commitment satisfaction of the employees, resulting in reduced turnover intentions.

### ***2.6.1. Emergency Preparedness Plan***

Emergency preparedness plans in any organisation can significantly impact their employees' performance and turnover intention. According to Long and Perumal (2014), emergency preparedness plans help create a safe and secure work environment for employees by ensuring that the necessary measures are in place to prevent and manage emergencies. Employees who feel that their employer is proactive in identifying and addressing potential risks are more likely to feel secure in their workplace. This sense of security can positively impact employee behaviour and attitude, improve job performance, and lower turnover intentions. In addition, Long et al. (2014) posit that employees who work in a secure environment are more likely to be engaged and productive, as they are not distracted by potential safety concerns or worries about emergency preparedness. A safe work environment can reduce absenteeism and turnover



due to workplace injuries or incidents (Amponsah et al., 2016). Besides, employees feel valued and appreciated. This can increase employee loyalty and organisational commitment, reducing turnover intentions. Conversely, employees who do not feel secure in their workplace may be more likely to seek alternative employment opportunities (Kaynak et al., 2016).

Employees working in a company with solid emergency preparedness plans are confident in the organisation's ability to handle emergencies by demonstrating that the organisation takes the safety and well-being of its employees seriously (Teng-Calleja et al., 2020). In other words, when employees see that their employer has a comprehensive plan in place to address emergencies, they are more likely to feel secure in their workplace and have confidence in the organisation's ability to protect them, and positively impact employee morale, as employees feel reassured that their employer is prepared for any potential emergencies that may occur. Improved employee morale can lead to better job performance, as employees are more motivated and engaged. Additionally, higher morale can lead to lower turnover intentions, as employees are more likely to be satisfied with their jobs and employers. Furthermore, emergency preparedness plans help organisations maintain business continuity during emergencies. Brown et al. (2021) assert that when employees see that their employer has a plan to respond to emergencies quickly, they are more likely to feel that their job is secure, and that the organisation can withstand unexpected events. This increases loyalty and commitment to the organisation, reducing turnover intentions.

A recent study by Zhou et al. (2022) indicated that emergency-prepared organisations often involve employee training and development, which improve skills and knowledge, leading to better job performance and job satisfaction, ultimately reducing turnover intentions. However, effective emergency plans require clear and timely communication between employees and management, creating a sense of inclusion and value and reducing turnover intentions. It also

increases organisational resilience, enabling faster recovery from unexpected events, improving employee confidence and job security, and reducing turnover intentions.

### ***2.6.2. Philanthropy***

Philanthropy is a pivotal component of corporate social responsibility, whereby corporations actively participate in charitable giving or provide support to initiatives that advance the well-being of individuals and communities. The multidimensional nature of philanthropy's effect on employee performance and turnover intention suggests its ability to have a significant impact on employee motivation and engagement. Organisations that integrate philanthropic endeavours into their business strategies often see many advantages.

Kumar (2019) posits that philanthropic endeavours engender a feeling of purpose and pride among workers, as they see their organisation as having a constructive influence on society. This feeling of pride plays a role in enhancing employee motivation and fostering higher levels of engagement. Furthermore, as Tarigan et al. (2021) emphasised, the Act of generosity can bolster a company's standing, making it more appealing to prospective personnel and facilitating the retention of existing staff members. Employees who possess a sense of pride in their organisation's charitable endeavours are inclined to exhibit higher levels of loyalty and are more prone to endorsing the firm to external parties.

Supanti et al. (2015) denote that charity has the potential to enhance employee cohesion and promote the development of cooperation and collaboration. Engaging in collaborative endeavours about charitable projects may foster the development of interpersonal connections among workers, enhance communication effectiveness, and promote a culture of collaboration. The awareness of a company's commitment to creating an excellent societal effect can bolster employee morale and diminish inclinations to leave the organisation. When a corporation establishes congruence between its values and beliefs and those of its workers, it is more likely to foster employee commitment to the enterprise.

### **2.6.3. Fair Dealing**

According to Sharma and Dar (2016), fair treatment of employees in an organisation significantly correlates with employee performance. In other words, when employees feel they are being treated fairly, they are more likely to be motivated and engaged in their work, leading to improved performance. However, if employees feel that they are being mistreated, it can lead to job dissatisfaction, decreased motivation, and a higher likelihood of turnover. Igbal (2017) posits that unfair treatment of employees makes them feel not valued or respected, leading to a lack of commitment to the organisation.

According to Collier and Esteban (2007), in the modern workplace, it has become increasingly clear that treating employees somewhat is not only morally justifiable but also vital to the success of a business. Organisations prioritising fair dealing with employees, including fair compensation, opportunities for career advancement, recognition for good performance, and a supportive work environment, are likely to see higher employee satisfaction and motivation levels. Most consistently, Edmans (2012) found that when employees are treated fairly, they feel valued and respected and are more likely to be engaged in their work. This can improve productivity, better performance, and increased job satisfaction. Moreover, employees are more likely to stay with a company that treats them well, reducing employee turnover and improving retention rates.

On the contrary, Forrest and Sue (2008) posit that when employees perceive bias or favouritism in the workplace, it can lead to frustration, resentment, and lower morale. Employees who feel they need to be treated relatively may disengage from their work, leading to decreased productivity and poor performance. Furthermore, employees who feel their work environment is unsupportive may seek alternative employment opportunities in more positive and supportive work environments.

#### ***2.6.4. Child Labour***

Child Labour is a significant worldwide concern that has a profound impact on many children, resulting in the deprivation of their childhood experiences and fundamental rights. Based on current data provided by the International Labour Organization (ILO) in 2022, it has been observed that a global population of around 218 million children, ranging from 5 to 17 years of age, is actively involved in child Labour. These children are compelled to engage in Labour in circumstances that impede their ability to get an education and have detrimental effects on their cognitive, physical, and socio-emotional development. The data reveals a concerning trend whereby a significant number of child Labourers, around 152 million, are engaged in employment that poses significant hazards, hence subjecting children to a range of dangers (ILO, 2022).

Child Labour has a significant effect since it perpetuates a cycle of poverty and denies children the chances they are entitled to. Unfortunately, the concern also encompasses Pakistan, a country where around 3.3 million children are entangled in the practice of child Labour (ILO, 2022). The children are deprived of their inherent entitlements, including the opportunity to get a formal education, adequate medical attention, and an unencumbered period of youth devoid of laborious responsibilities.

The issue of child Labour has significant implications not just for the well-being of the children directly engaged but also for the broader societal and economic contexts in which they reside. The infringement upon their rights and the potential threat to their holistic well are of considerable concern. It is imperative for the global community, at both national and international levels, to intensify their efforts in addressing the issue of child Labour. This entails guaranteeing that every kid is given the chance to have a secure and supportive upbringing, complete with access to education and a childhood devoid of exploitation.

The ethical considerations concerning child Labour use in organisational operations have significant ramifications for employee attrition and productivity. Companies that engage in the direct or indirect use of child Labour may encounter significant censure and negative public sentiment, resulting in reputational harm and a decline in consumer allegiance. Inevitably, such circumstances may lead to a decline in sales and income, directly affecting employees' job security and morale (Christensen et al., 2021).

#### ***2.6.5. Essential Healthcare***

Ethical practices like providing healthcare services can help reduce absenteeism and presentism in the workplace (Schmid et al., 2017). When employees have access to quality healthcare services, they are more likely to receive timely treatment for illnesses or injuries, which can help them recover quickly and return to work. This can help reduce the number of days employees take off work due to sickness, improving their overall performance and productivity. Furthermore, by reducing presentism, employees can perform at their best rather than being at work while ill or injured, which can lead to reduced productivity. Besides, providing healthcare services can help improve employee satisfaction and loyalty. According to Thomson and Prottas (2006), when employees feel that their employer cares about their health and well-being, they are more likely to feel valued and appreciated. This can help improve their job satisfaction, leading to increased loyalty to the organisation. Additionally, when employees have access to quality healthcare services, they are less likely to leave the organisation due to health-related issues, which can help to improve retention rates.

Additionally, an organisation's healthcare services can help attract and retain talented employees (Maylett & Wride, 2017). In today's competitive job market, providing healthcare benefits can be a critical factor in attracting top talent to the organisation. Employees with access to quality healthcare services are more likely to stay with the organisation, as they are less likely to leave for another job offering better healthcare benefits.

### ***2.6.6. Women Rights***

The performance and retention of employees are significantly impacted by the promotion of gender equality in the workplace (Ely & Thomas, 2001). Like many other industries, the textile sector confronts difficulties with gender equality, such as differences in compensation between the sexes. A survey claims that Pakistan has a gender pay disparity of 34%, more than twice the world average and that this is a severe problem (ILO, 2022). The research also emphasises that in Pakistan, women make up about 90% of the lowest 1 per cent of wage earners. This data highlights the urgent need for gender equality in Pakistan's textile sector. Concerns regarding gender inequality in numerous sectors are seen in the gender pay gap problem in Pakistan's textile industry. Examining the gender pay gap and other concerns in the textile industry and contrasting them with those in other industries may provide essential perspectives on the obstacles and prospects for advancing gender parity in the workplace.

Equal rights and opportunities for women, as well as addressing the gender wage gap in the textile business, are critical for both ethical and legal compliance. Laws and regulations promoting gender equality exist in many nations; noncompliance may lead to legal challenges, penalties, and reputational harm. Textile industry organisations must embrace gender equality as a moral and legal need. Additionally, fostering an environment where women are treated fairly and given equal opportunity may improve employee engagement and foster a more inclusive culture. Increased retention rates, work satisfaction, and enhanced performance may be attributed to this inclusion (Wajcman, 2013). Furthermore, companies that support women's rights often have a more substantial reputation, drawing in additional clients, consumers, and skilled job candidates. A more varied and competent workforce and additional commercial prospects may result from this improved reputation (Fine et al., 2020).

### ***2.6.7. Transgender Laws***

Implementing transgender legislation and other emerging concerns in the textile sector may significantly impact staff retention and performance. Promoting diversity and inclusion is crucial in a society that is changing quickly to adjust to changing legal requirements and social standards. According to Sabharwal et al. (2019), transgender laws foster a work environment that values all workers by giving them a feeling of inclusion and belonging. This boosts morale, motivation, and productivity.

In addition to encouraging inclusivity, transgender laws provide legal defence against harassment and discrimination based on gender identity. Transgender workers have less stress and worry because of this legal protection, which eventually boosts their dedication and level of workplace satisfaction. The textile sector must adjust to these legislative developments in order to provide transgender workers with a more accepting workplace.

These laws include many measures, including inclusive policies, equitable access to work benefits, and gender-affirming healthcare. According to Pizer et al. (2011), these policies are essential for enhancing the mental health and general well-being of transgender workers, which lowers presentism, absenteeism, and turnover rates. Acknowledging the significance of these activities is a critical first step in promoting an inclusive workplace for the textile sector.

Businesses dedicated to social responsibility, diversity, and inclusion often enjoy good reputations and brand images. They are more appealing to clients, investors, and top talent because of these qualities. Addressing transgender legislation is not just a moral and legal duty but also a competitive advantage that may result in improved employee performance, increased rates of staff retention, and a better position in the market as new concerns continue to reshape the textile business.

Furthermore, it is critical to recognise that transgender laws are just one aspect of a more significant trend in Pakistan, where transgender people are entitled to all fundamental rights

provided by the Constitution. The Act also acknowledges transgender people's rights to inheritance, voting, healthcare, education, employment, assembly, and public office ("Transgender Persons (Protection of Rights of Article 16) Act, 2018"). This broader cultural change is in line with the movement for more acceptance and tolerance of transgender people throughout the world.

In addition to being a question of legal compliance, embracing new concerns surrounding transgender legislation in the textile industry is a calculated step toward establishing a welcoming, varied, and encouraging work environment. This strategy lowers stress and enhances general well-being while fostering acceptance and belonging among staff members. To preserve a good reputation, draw in top talent, and guarantee the welfare of all workers, the textile sector must adjust to these new concerns as the world changes.

#### ***2.6.8. Parental Leave***

Parental leave is an essential benefit that enables employees to take time off from work to care for their newborns, adopted children, or sick family members. It is a means to support work-life balance, which can positively impact employee satisfaction and productivity (Romig & Bryant, 2021). Parental leave reduces stress and anxiety levels among employees as the arrival of a new baby or the need to care for a sick family member can be a stressful experience, which can impact an employee's mental and emotional well-being (Rossin-Slater, 2017). By providing parental leave, employees can take the time they need to adjust to the new situation and manage their responsibilities without the added pressure of worrying about their job security or financial stability.

Additionally, parental leave has been shown to improve employee retention rates. According to Kar and Misra (2013), when employees feel supported by their employer during significant life events, they are more likely to remain loyal to the company and stay longer. According to a report by the Society for Human Resource Management, offering paid parental leave is one



of the most effective ways to retain employees, especially for women who are more likely to leave their jobs after giving birth. Furthermore, parental leave can also positively impact the company's bottom line. Employers can reduce turnover costs associated with hiring and training new employees by providing parental leave. It also demonstrates the company's commitment to work-life balance, which can improve its reputation and attract top talent (Aslam et al., 2011).

### **2.7. Corporate Social Responsibility (CSR)**

Corporate Social Responsibility (CSR) is a concept that refers to the strategic management model in organisations, yet it looks at how organisations can achieve economic and social objectives simultaneously. Acknowledging mature literature on CSR is essential for understanding its profound impacts on organisational sustainability and employee engagement. The first scholarly attempts to set the research agenda for CSR were made by Carroll (1991) and Wood (1991), who proposed a framework of CSR's four categories: economic, legal, ethical, and philanthropic and their relation to organisational performance.

Any activity carried out by the company beyond what is legally required can be classified as CSR; it is a broader framework that encompasses activities meant for society's welfare besides helping create value for the organisation. This can be explained by the employees' pride in working for socially responsible organisations and their belief that their efforts deliver societal value.

Furthermore, this study established that CSR improves the organisation's image and brand image, which results in business because individuals want to deal with companies that support CSR programs. It also enhances the market position outside and reduces the probability of reputational loss due to unethical business practices or ignoring the environment.

## **2.8. Impacts of Corporate Social Responsibilities on employee performance and turnover**

The positive impact of corporate social responsibility (CSR) practices has been widely acknowledged. Research has also shown that such practices positively affect employee Behaviour (Asante et al., 2020; He et al., 2019; Story and Castanheria, 2019; and Sun and Yu, 2015). Sun and Yu (2015) investigate the theories proposed in previous literature that state that workers are more productive in socially responsible companies and are willing to accept lower salaries to work for them. They used an ordinary least squares regression method to analyse the correlation between corporate social responsibility (CSR) and employee performance. The findings of their study showed that there is a positive association between CSR and employee performance. This suggests that employees who work in socially responsible companies perform better than those who work in less socially responsible companies. Asante et al. (2020) aimed to create and test a research model that connects employees' perception of a company's social responsibility to their outcomes, such as performance and organisational pride (ORP). The model also includes moderating variables, specifically perceived work motivation patterns, which can impact the company's sustainability through its employees. By using the data collected data from 244 subordinate/supervisor dyads in rural and community banks using a time-lagged technique in Ghana and structural equation modelling to analyse the data, the study's findings suggest that employees who have a positive perception of a company's CSR tend to have better performance and ORP. Additionally, autonomously motivated employees had a more substantial positive impact on the perceived CSR-performance link, while controlled motivated employees had a more significant effect on the perceived CSR-ORP link. Makhdoom and Anjum (2016) highlighted in their study that CSR (Corporate Social Responsibility) activities in the firm influence the employees' organisational commitment, which further affects their turnover intention and performance in attaining the firm's overall

objectives. The CSR activities practised in the firms focus on achieving social benefits besides its legal and economic requirements, which induce a positive perception among the employees towards it, thereby influencing their organisational commitment positively and reducing the intention of employee turnover. Similarly, Zainee and Puteh (2020) indicated that CSR practices are perceived as ethical approaches by the employees and improve their satisfaction and commitment towards the working environment, hence improving the retention rates of the employees in an organisation. Moreover, the CSR practices deployed in a firm guide for the social well-being of the employees, thus enhancing their positive perception, resulting in overall improved employee performance.

Story and Castanheria (2019) found a direct relationship between perceptions of external CSR and performance and that job satisfaction partially mediates this relationship. Additionally, perceptions of internal CSR are associated with higher performance through job satisfaction, supporting complete mediation. However, while internal and external CSR were linked to affective commitment, we found that affective commitment did not mediate the CSR-performance relationship. While existing research has focused on the effects of CSR on organisational performance at a macro level, He et al. (2019) felt there is a need to explore CSR's effects on employee Behaviour at a micro level, specifically on OCB and task performance. To achieve this, they proposed a theoretical model and tested it through sequential mediation regressions using a survey of 296 employees in the hospitality sector in China. The results revealed that CSR positively affects social identity, which, in turn, influences employee OCB and, subsequently, task performance. Social identity and OCB play sequential mediation roles between CSR and task performance. The study also found an inverted U-shape relationship between OCB and task performance.

Furthermore, Makhdoom and Anjum (2016) found in their study that CSR activities within a company impact employee commitment, which affects their intention to leave and performance

in achieving the company's overall objectives. CSR activities aim to achieve social benefits and fulfil legal and economic requirements, creating a positive perception among employees and enhancing their organisational commitment while reducing turnover intention. Similarly, Zainee and Puteh (2020) suggest that CSR practices are seen as ethical approaches by employees and improve their job satisfaction and commitment to the work environment, leading to higher employee retention rates. Additionally, CSR practices that focus on the social well-being of employees can enhance their positive perception, resulting in improved employee performance.

Setyaningrun and Haryono (2018), in their study on the impacts of CSR on employee performance, found no direct relationship between CSR and employee performance. However, the ethical aspect of CSR, which involves having a CSR department and educating employees about environmental regulations and responsibilities, significantly impacts employee trust and Behaviour. Employee trust and Behaviour, in turn, mediate the relationship between CSR and employee performance. The study emphasises the importance of companies having a CSR department and providing education and awareness programs for employees regarding environmental issues to improve their trust, Behaviour, and, ultimately, their performance. Santhosh and Baral (2015) explored the effects of CSR on employee attitude and performance and found that organisations can enhance positive attitudes among employees by implementing Corporate Social Responsibility (CSR) activities. The author proposes a framework that identifies CSR activities for four key stakeholders: employees, customers, community, and environment. The framework explores the impact of these CSR activities on employees, recognising that a positive workplace environment and engaged employees are essential for the success of an organisation. By considering the needs and expectations of various stakeholders, including employees, organisations can create a positive social impact, enhance their reputation, and potentially increase employee motivation and performance.

CSR significantly impacts employee performance and intentions to leave the current working organisation. This study focused on specific CSR practices in textile companies, such as recycling, reusing, Repurposing, remanufacturing, reverse logistics, carbon footprint reduction, water waste management, dust pollution, air pollution, and noise pollution.

### ***2.8.1. Recycling***

According to Morlet et al. (2017), fibres comprise almost 98% of finished clothing, with 73% ending up in landfills or incinerators and only 12% recycled. However, the quality of recycled fibres is often damaged during rough recycling processes, leading to only 1% of them being reused in clothing. Most recycled fibres are instead used for cleaning cloths, carpets, and other functions, which poses challenges due to the loss of quality (Notman, 2020). To address this issue, new fibres can be blended with old recycled fibres to balance quality and sustainability. In the case of synthetics like polyester, the fibres can be chemically broken down into their building blocks and melted to create new fibres with properties similar to virgin fibres (Notman, 2020). However, chemical fibre recycling is expensive, and it is more expensive than using new virgin fibres. Sorting is another challenge, as clothes are often made from blends of different fibres that are difficult to separate. Blending can occur at the fibre, yarn, or fabric level, which presents new challenges for recycling processes (Beall, 2020). In short, recycling clothing is a complex process due to the complexity of the materials used. To overcome these challenges, chemists, environmental scientists, textile technologists, and policymakers must develop innovative solutions and approaches (Beall, 2020).

According to Hickle (2017), recycling is a crucial part of the textile industry's corporate social responsibility (CSR). This process involves collecting and processing used textile materials into new products, reducing waste, and conserving resources. As a CSR initiative, recycling aligns with sustainability and environmental stewardship principles, which are becoming increasingly important for companies operating in the textile industry. Textile companies can

minimise their ecological impact by incorporating recycling into their operations and promoting a circular economy (Story & Neves, 2018). This can be achieved through various initiatives, such as collecting and recycling post-consumer textile waste, repurposing textile scraps and cutting waste, and using recycled materials in textile production. Besides, recycling in the textile industry can also have positive social impacts by creating job opportunities in the recycling and waste management sectors and supporting local communities through the donation of recycled products (Shanmugam, 2013). Textile companies can also engage in educational campaigns to promote responsible consumption and waste reduction among their customers.

Additionally, a recycling program in the textile industry has become increasingly crucial for companies seeking to improve their environmental performance and promote sustainable business practices. According to Caniato et al. (2012), these activities have the potential to indirectly affect employee performance, particularly in terms of job satisfaction and engagement. Employees working for companies with vital CSR programs report higher job satisfaction and engagement levels. The sense of purpose and meaning of working for a company that demonstrates a commitment to social and environmental responsibility is a crucial driver of this effect. Employees who feel their work aligns with their values and contribute to a larger goal beyond simply making a profit are more likely to be motivated and engaged.

Moreover, engaging in CSR activities such as recycling in the textile industry can create a positive workplace culture by promoting teamwork, collaboration, and employee engagement (Plambeck et al., 2011). Employees who feel part of a more significant effort to reduce waste and encourage sustainability may be more likely to feel a sense of pride in their work and their employer. This can contribute to a positive work environment, enhancing employee engagement and job satisfaction. Amaral et al. (2020) assert that implementing a recycling

program can also benefit employee performance. By promoting a clean and organised work environment, a recycling program can help reduce distractions and create a more efficient workplace. Furthermore, employees involved in recycling initiatives may also develop new skills and knowledge, enhancing their job performance and leading to career growth opportunities.

Roscoe et al. (2019) posit that employees working in companies implementing a recycling program have a sense of a positive workplace culture by promoting teamwork, collaboration, and employee engagement. Employees may feel proud to be part of a company taking steps to reduce its environmental impact and contribute to a more sustainable future. Recycling programs can also help reduce workplace stress by creating a more organised and efficient work environment (Plambeck et al., 2011). A recycling program encouraging employees to sort and dispose of waste correctly can reduce clutter and improve workplace safety. Companies with vital CSR programs and sustainability initiatives are often viewed as more attractive employers by job seekers, and employees who feel that their work is meaningful and aligns with their values are more likely to stay with their employer. Besides, they are more likely to invest in employee development and offer competitive compensation and benefits, which can further reduce turnover intention (Armaral et al., 2020). A recycling program can also create a positive workplace culture and foster employee engagement, leading to higher job satisfaction and lower turnover intention (Caniato et al., 2012). Employees who feel a sense of pride in their work and their company's environmental initiatives are more likely to be committed to their employer and less likely to seek employment elsewhere.

### ***2.8.2 Repurposing***

Repurposing textile companies is an essential strategy that helps reduce waste and promote sustainability in the industry. It involves taking discarded or unused materials and transforming them into new products or materials (Shirvanimoghaddam et al., 2020). Repurposing textile

materials reduces the amount of waste sent to landfills, conserves natural resources, and promotes a circular economy. Ramua (2021) posits that upcycling, an example of repurposing in the textile industry, involves taking discarded or unused materials and transforming them into new products of higher value. For instance, a company might take leftover fabric scraps and repurpose them into new clothing or accessories, reducing waste and creating new revenue streams for the company.

Various textile industries implement processes that focus on converting waste into new raw materials. Textile waste, such as discarded clothing, can be processed into fibres and used to create new textiles or composite materials, which reduces the amount of waste sent to landfills and also conserves natural resources by reducing the need for virgin materials (Mandip, 2012). However, Repurposing can also occur during the production process itself. For example, they are repurposing and cutting waste from production lines to create new products or materials, which includes using leftover scraps to create padding or insulation or transforming them into new fabrics or materials.

Repurposing initiatives in textile companies can significantly impact employee performance, as employees may experience a sense of purpose and meaning through their involvement in sustainability efforts (Eike et al., 2020). Employee participation in repurposing initiatives makes them feel part of a more significant effort to create positive environmental and social impact. This leads to increased motivation, job satisfaction, and greater engagement in their work. Bozkurt and Stowell (2016) found that employees who feel connected to their work on a deeper level, such as through involvement in sustainability initiatives, are more likely to be committed to their jobs and organisations. This connection can increase job satisfaction, as employees feel their work has meaning and contributes to the greater good. This, in turn, can lead to increased motivation, productivity, and a willingness to go above and beyond in their work.



Furthermore, Ahmad (2015) indicated that involving employees in sustainability initiatives such as Repurposing makes them more likely to feel a sense of pride in their work and organisation. This pride can lead to increased loyalty to the company and a greater willingness to stay with the organisation long-term. In contrast, employees who feel their work is meaningless or does not contribute to a larger purpose may be more likely to experience burnout or turnover. In addition to impacting job satisfaction and commitment, involvement in repurposing initiatives can also enhance employee skills and knowledge.

According to Sharma and Gupta (2015), employees' involvement in repurposing develops their skills related to sustainability, waste reduction, and creative problem-solving. These skills can lead to career growth opportunities and enhanced job performance, further contributing to job satisfaction and commitment. Pansare and Yadav (2022) consistently assert that implementing repurposing initiatives in textile companies creates a positive workplace culture that fosters teamwork and collaboration. Companies promote a sense of shared responsibility for sustainability, creating excellent camaraderie and cooperation among employees. When employees are involved in repurposing initiatives, they feel a sense of ownership and accountability for sustainability outcomes. This leads to more excellent camaraderie and cooperation among employees as they work together towards a common goal.

Eike et al. (2020) argue that repurposing initiatives often require cross-functional collaboration, as employees from different departments may need to work together to identify opportunities for repurposing and implementing solutions. This collaboration can break down silos within organisations and promote a more integrated approach to sustainability. Moreover, involving employees in the repurposing process can also encourage innovation and creativity by allowing them to contribute their ideas and perspectives to sustainability initiatives, which help them to come up with creative solutions and new ways of thinking about waste reduction and Repurposing (Meyer, 2010).

According to Whitaker et al. (2018), repurposing initiatives can enhance employee skills and knowledge as they learn new sustainability and waste reduction skills, leading to career growth opportunities and improved job performance. Moreover, repurposing initiatives creates a cleaner and more organised work environment, contributing to greater efficiency and productivity (LoPucki, 2021). Thus, by reducing waste and creating a more sustainable workplace, employees may feel more pride and satisfaction in their work environment, which can contribute to increased job performance and overall job satisfaction, reducing employee turnover intention.

### **2.8.3. Reusing**

Amaral et al. (2018) define reusing in the textile industry as making materials that have been discarded or are no longer needed in the production process. According to Ekstrom and Salomonson (2014), reusing means using materials or objects repeatedly for a different purpose or the same purpose without affecting the form of the product. Reusing mainly aims to conserve resources, reduce waste, and improve sustainability. In the context of the textile industry, reusing means using something again for its original purpose or using specific parts of it for the same purpose. If we use fabrics and other textile products as materials for creating new products, it is also considered as reusing. Textile recycling refers to textiles' mechanical, chemical, or thermal processing to obtain raw materials for manufacturing new products (Vajnhandl & Valh, 2014).

Ekstrom and Salomonson (2014) assert that reusing in the textile industry is the Repurposing of fabric scraps. Many textile companies generate significant amounts of fabric waste during the production process. Companies can reduce their environmental impact by collecting and repurposing these fabric scraps and creating new products. Besides the textile industry, recycled materials in textile products, such as plastic bottles, fishing nets, and discarded textiles, can be repurposed and used as raw materials in textile production. This practice can

reduce the number of virgin materials needed in production, conserving resources and reducing waste. In the study to investigate the impacts of reusing residual water and salts in the textile industry, Buscio et al. (2019) indicated that a novel wastewater system called ECUVal had been developed to treat and recycle the wastewater generated from the dyeing process in textile mills, which typically contain high amounts of dyes and salts. By implementing this system, water and salt consumption are reduced while the volume of wastewater discharge is also minimised. Additionally, a life cycle assessment was conducted to compare the environmental impact of the current wastewater treatment practices in the textile industry with the ECUVal treatment. The study found that the ECUVal system significantly reduces the textile industry's environmental impact.

Chen et al. (2021) indicated that reusing materials in the textile industry could reduce production costs by using existing resources and minimising the need for virgin materials, helping reduce the costs associated with waste disposal and landfill fees, which can be significant for textile manufacturers and retailers. Create new jobs in the recycling and refurbishing sectors and generate revenue by selling recycled materials to other industries, such as the automotive and construction industries, which use textile waste as insulation or padding. Amaral et al. (2018) document that the growing demand for sustainable and environmentally friendly products has created a market for reused textiles. As more consumers become aware of the environmental impact of fast fashion and disposable clothing, they seek clothing made from recycled materials. This shift in consumer behaviour presents an opportunity for the textile industry to capitalise on this demand and increase profits. More similarly, Lo et al. (2012) found that reusing in the textile industry can also positively impact the industry's reputation and brand image. Customers are increasingly looking for sustainable products and are willing to pay a premium for environmentally friendly products. By adopting sustainable practices such as reusing materials, textile companies can improve their reputation and appeal

to customers who value sustainability. Reusing indirectly influences employee performance and retention. With high customer demand, the company experiences a significant increase in financial performance, leading to high employee payments in salary increases and rewards, motivating them to work harder. Besides, this increases employee job satisfaction and loyalty to the company and reduces turnover intentions.

Nguyen and Hanzel (2007) state that reusing activities in a company indirectly influences employee performance by creating a sense of purpose and meaning for employees. When employees are involved in reusing initiatives, they may feel part of a more significant effort to create positive environmental and social impact. This can lead to increased motivation, job satisfaction, and a greater sense of engagement in their work, ultimately leading to better performance and reducing their intentions to leave the company. More consistently, Jam and Jaml (2020) posit that involving employees in reusing initiatives can create a positive workplace culture that fosters teamwork and collaboration. Besides, companies can promote a sense of shared responsibility for sustainability, creating excellent camaraderie and cooperation among employees. This collaboration can break down silos within organisations and promote a more integrated approach to sustainability, which can ultimately lead to better performance. Moreover, reusing initiatives can also promote innovation and creativity. According to Dahlbo et al. (2017), when employees are allowed to contribute their ideas and perspectives to sustainability initiatives, they are more likely to come up with creative solutions and new ways of thinking about waste reduction and Repurposing. This can lead to improved processes and products, leading to better performance. Lo et al. (2012) also showed that employees working for companies with strong sustainability practices are less likely to leave their jobs than those without. This may be because employees engaged in sustainability initiatives feel a sense of purpose and meaning in their work, which can lead to greater job satisfaction and a reduced likelihood of seeking alternative employment.

#### **2.8.4. Remanufacturing**

Remanufacturing is a process that involves the rebuilding of a product to meet the original specifications using a combination of new, repaired, and reused parts (King et al., 2006). In the context of the textile industry, remanufacturing refers to the conversion of discarded garments into useful retail products (Sundin & Bras, 2005). This process is crucial in preventing these garments from ending up in landfills, where they can cause environmental problems such as pollution and soil degradation. During remanufacturing, discarded garments are sorted and inspected to determine which parts can be salvaged and which need to be replaced. The parts that can be reused are cleaned and repaired, while the damaged or worn-out parts are replaced with new ones. Products that result from this process are nearly as good as new, and it saves valuable resources that would have been required to manufacture a new product from scratch (Corum, 2020).

In the context of CSR, remanufacturing helps to reduce the amount of waste that ends up in landfills, a growing environmental concern (Veleva et al., 2017). Discarded garments, not remanufactured end up in landfills, which take up valuable space and can take hundreds of years to decompose. By remanufacturing these garments, the textile industry can reduce its waste and help preserve the environment for future generations (Frei et al., 2020).

According to Dissanayake and Sinha (2015), remanufacturing in the textile industry is transforming old clothing into new garments. This process involves disassembling the old clothing, sorting the materials by type and quality, and then reassembling them into new clothes, resulting in a new product made from recycled materials, reducing the need for virgin materials and reducing waste. Consequently, companies can reduce the amount of waste they generate and the resources they consume, which will impact the environmental impact of textile production and improve the industry's sustainability (Niinimäki, 2017).

Various studies on the impacts of CSR on employee performance have indicated that remanufacturing positively impacts employee motivation and job satisfaction. According to Koszewska (2018), companies can provide a sense of purpose and meaning to their work through employee involvement in remanufacturing initiatives. Employees may also feel they are contributing to a more significant effort to reduce waste and improve sustainability, which can lead to a greater sense of fulfilment and job satisfaction. Likewise, Staicu and Pop (2018) assert that the sense of purpose among the employees through their involvement in remanufacturing activities and processes leads to increased motivation and productivity. When employees feel that their work has a greater meaning and purpose beyond just earning a paycheck, they are more likely to be invested in their work and go above and beyond what is expected. Consequently, the company experiences increased productivity and overall performance.

Implementation of remanufacturing initiatives in the companies promotes collaboration and teamwork among employees. According to Ordonez et al. (2019), remanufacturing requires the coordination of various departments, including production, design, and marketing, to create new products from used materials. When employees are involved in this process, they are more likely to collaborate and work together towards a common goal, which can foster a positive and productive workplace culture. Employees become more innovative and creative by being involved in remanufacturing initiatives. Jensen et al. (2019) assert that when employees are allowed to work on new and challenging projects, they are more likely to come up with innovative solutions and new ideas, which results in improved processes, products, and overall performance for the company. More so, employees feel a sense of ownership of the company, which results in a decrease in the rate of intention turnover. Consistent with this finding, Bakker and Leiter (2017) found that by allowing employees to contribute their ideas and perspectives to remanufacturing initiatives, they are more likely to come up with creative solutions and new

ways of thinking about waste reduction and Repurposing. This can lead to improved processes and products, leading to better performance.

### ***2.8.5. Reverse Logistics***

Reverse logistics is returning products from end users through the supply chain to the retailer or manufacturer. It involves handling items that customers no longer need, products that have reached the end of their life cycle, or damaged or flawed (Garcia et al. (2013). Offering returns to customers is a good business practice, and reverse logistics facilitates this process. This process includes disposing of or recycling items and can involve end users refurbishing, disposing of, or reselling the product. According to Cullen et al. (2013), reverse logistics is a critical component of supply chain management that successful organizations use to improve operational efficiency and increase customer value. Supply chain professionals who invest time in understanding the various types of reverse logistics and the challenges of managing them can use their knowledge to reduce costs and maintain seamless operations.

There is a growing global concern regarding the production and disposal of waste, as the natural degradation of waste is minimal, and logistics play a crucial role in managing it. However, many companies lack knowledge about recycling and fail to educate consumers about conscious consumption, hindering waste management initiatives. Instead of adopting measures to implement reverse logistics and recycle waste, some companies import waste from other countries, neglecting the potential for sustainable business and income generation. In a study of the textile and clothing production chain in Brazil, Garcia et al. (2019) found that the waste management issue can be solved with official records and government agencies' efforts to implement reverse logistics and recycling and promote its benefits. More so, implementing reverse logistics in the textile industry has direct and indirect impacts on employee performance and turnover. According to Garcia et al. (2013), managing and handling returned, or defective products can require specialized skills and knowledge, such as quality control, product testing,

and repair. This can provide employees with opportunities for learning and professional development, increasing their job satisfaction and motivation to perform well and decreasing their intentions to leave the company. The involvement of employees in reverse logistics processes such as quality control, product testing, and product repair provides them with skills about the factors that contribute to product defects and develop solutions to prevent them, develop their analytical and problem-solving skills, which can be applied to other areas of their work, and learn new techniques and methods for restoring products to their original condition, which can increase their technical skills and knowledge (Ali et al., 2020). This positively impacts employee performance.

Additionally, reverse logistics can also increase employees' workload and stress levels. Handling returned products and their subsequent repair or recycling can be time-consuming and require additional effort. This can lead to burnout and decreased job satisfaction among employees, increasing the likelihood of turnover (Shaik & Abdul, 2014). Besides, employees may feel overwhelmed by the volume of returned products or frustrated by the difficulty of repairing or recycling them. However, providing proper training and support for textile company employees involved in these processes can mitigate the adverse effects of reverse logistics on employee performance and turnover (Lee & Lam, 2012). Sarkis et al. (2010) assert that companies can equip their workforce with the skills and knowledge needed to handle the reverse logistics process effectively and efficiently by investing in employee training and development. Companies can provide support for employees experiencing stress or burnout, such as counselling or time off, and also provide training on quality control procedures, product testing methods, and repair techniques to ensure that employees have the necessary skills to perform their tasks effectively.

One study by Thorisdottir and Johannsdottir (2020) investigated the relationship between CSR and sustainability. The study found that CSR practices, including reverse logistics, significantly



negatively affected employee turnover intention, indicating that effective implementation of sustainable practices can lead to increased job satisfaction and loyalty among employees. Similarly, another study by Chiappetta Jabbour et al. (2017) examined the role of reverse logistics in promoting sustainability in the textile industry. The study found that implementing reverse logistics practices, including waste reduction and recycling, can improve employee morale and job satisfaction, increasing employee retention. However, poorly managed reverse logistics processes can negatively affect employee turnover. According to Pereira (2020), if employees feel that their concerns about waste reduction and sustainability should be taken more seriously by management, they may become disengaged and seek employment elsewhere. Similarly, if reverse logistics processes are efficient or effective, employees may become frustrated by delays or mistakes in handling returned products, leading to increased turnover (Frei et al., 2020). Companies can foster a positive workplace culture that values sustainability and environmental responsibility, communicate their sustainability goals and initiatives to employees, and provide opportunities for employees to participate in these initiatives, increasing employee motivation and engagement. Ramlall (2004) asserts that when employees feel they are part of a more significant effort to create positive environmental and social impact, they are more likely to be invested in their work and committed to the company's mission.

#### ***2.8.6. Carbon Footprints Reduction***

According to the definition, a carbon footprint is the sum of all greenhouse gas emissions, including carbon dioxide and methane, produced from human activities (Bevilacqua et al., 2011). In the textile industry, energy use is the primary contributor to greenhouse gas emissions, especially during wet processing stages like dyeing and finishing. These processes require energy to create steam, heat water, and dry fabrics. The production and consumption of fuels, manufactured goods, materials, Wood, roads, and services lead to greenhouse gas emissions, often expressed in the amount of carbon dioxide or its equivalent. A carbon footprint

is comparable to a footprint left on the sand, but it relates to the amount of carbon released into the air due to fuel consumption (Peters et al., 2015).

According to Huang et al. (2017), the textile industry is one of the largest consumers of water and fuel. Per capita, textile consumption is around 20 kg/year, increasing daily. The global population has reached 7 billion, with a significant percentage coming from the textile industry. Therefore, the textile industry's energy requirement and carbon footprint are significantly high. With the industry's growth, its impact on the environment and indirectly on the performance of employees and employee turnover will continue to increase.

Moreover, according to a report by ClimateSeed (2022), the textile industry is responsible for 10% of global greenhouse gas emissions, emitting 1.7 million tons of CO<sub>2</sub> annually. Clothing is the fourth most environmentally sensitive consumption category after food, housing, and transport. Although the demand for clothing is growing at an unprecedented pace, with an expected increase, consumers are willing to consider the environmental impact of their purchases. Still, they need more accurate information upon which to act.

Because the textile industry is known to significantly impact the environment, with high energy consumption and greenhouse gas emissions, there has been a growing awareness of the need to reduce carbon footprints and adopt more sustainable practices. According to Jain (2017), textile companies have invested in energy-efficient machinery, which can reduce energy consumption and emissions during textile manufacturing. Some of the machines used in these companies use advanced technology that minimizes energy consumption by optimizing processes and reducing waste. Others use renewable energy sources such as wind, solar, and hydropower. Besides, Peters et al. (2015) mentioned that textile companies are also increasingly adopting more sustainable modes of transportation, such as electric or hybrid vehicles, to reduce emissions associated with transportation. Using Electric or hybrid cars and

other eco-friendly materials, which are biodegradable and require less energy, reduces the carbon footprint associated with textile production.

Payet (2021) asserts that waste reduction and recycling can also effectively reduce carbon footprints in textile companies. Companies can reduce waste by implementing lean manufacturing practices and recycling materials such as fabric scraps, paper, and plastics. This reduces the amount of waste sent to landfills and the carbon footprint associated with waste disposal. These companies can also purchase carbon offsets to mitigate their carbon footprint by supporting projects that reduce or remove greenhouse gas emissions, such as projects that promote reforestation, renewable energy, or energy efficiency in other industries (Singh et al., 2015).

Previous studies have indicated that the impact of carbon footprint reduction on employee performance and turnover can be direct and indirect. While employees may be directly involved in implementing carbon footprint reduction initiatives, such as adjusting manufacturing processes or optimizing transportation routes, they feel a greater sense of purpose and fulfillment in their work, which can increase job satisfaction and motivation to perform well (Alshebami, 2021). Saeed et al. (2019) found that carbon footprint indirectly impacts employees by creating a positive workplace culture. When a company demonstrates a commitment to environmental responsibility, employees may feel proud to be associated with such an organization, leading to increased loyalty and retention. Additionally, companies with vital sustainability programs often report increased employee engagement and productivity, as employees feel they contribute to a larger, meaningful goal (Markos & Sridevi, 2010).

However, implementing new processes or technologies may require additional training or resources, leading to employee stress and burnout, which may increase employees' intention to leave the companies (Modau et al., 2018). More so, employees may not be motivated to contribute to these efforts due to a lack of effective communication between management and

employees about the importance and benefits of carbon footprint reduction initiatives. This will increase conflict between the management and the employee. The conflict between the management and employees may spur the intention of employees to leave the company (De et al., 2021).

### ***2.8.7. Water Waste Management***

Water waste management refers to managing, treating, and recycling water used in textile manufacturing to reduce water waste and minimize environmental impact (Yacout & Hassouna, 2016). According to Madhav et al. (2018), water waste management involves various methods to treat sewage and wastewater before it is released into natural water bodies such as lakes, rivers, oceans, and estuaries. These methods can include physical methods like sedimentation and filtration to remove floating and suspended solids, biological methods that use bacteria and microbes to break down organic waste into byproducts, chemical methods that use chemicals to sterilize wastewater, and the activated sludge method that uses microorganisms to purify the water.

The primary goal of wastewater treatment is to remove as many suspended solids as possible before releasing the remaining water, or effluent, back into the environment (Mostafa, 2015). However, as solid material decays, it uses up oxygen, which is necessary for the survival of aquatic plants and animals. Therefore, it is crucial to manage water resources effectively to ensure that the impurity concentration remains within acceptable limits, depending on the intended use of the water. As the availability of clean water is limited, it is essential to prioritize managing water resources to ensure that we use them sustainably.

Discharging wastewater from textile industries can pose a significant environmental challenge due to biodegradable and non-biodegradable chemicals, such as dyes, heavy metals, acids, and alkalis (Olukanni et al., 2006). Consequently, textile factories must have an effective wastewater treatment plan in place. Textile production processes are known to be water-

intensive and release harmful chemicals, starches, acids, and dyes into the water, leading to significant water pollution that poses a threat to human health and the environment. According to Mostafa (2015), many industrial processes and substances used in the textile industry require the physio-chemical treatment of water. Thus, textile plants must implement an appropriate effluent treatment system to effectively treat water while saving time, space, and money.

Textile industries use various chemicals, starches, acids, and dyes to produce harmful wastewater. Besides, textile effluent is characterized by several hazardous properties, including toxicity, as the chemicals used in textile processes pose significant environmental and health risks. Some chemicals used in textile manufacturing, such as bleach and lye, are corrosive and can damage vulnerable materials. Textile wastewater is also oily due to the use of oil as a lubricant in textile production, and certain chemicals can react with each other, creating hazardous substances that pose a risk to human health and the environment (Sivaram et al., 2019). Many substances used in textile production are highly flammable, adding another layer of risk to the handling and disposal of textile wastewater (Sivaram et al., 2019).

According to Yang et al. (2018), the textile industry's most efficient and cost-effective wastewater treatment method is the Moving Bed Biofilm Reactor (MBBR), which is long-lasting and environmentally beneficial. Due to its efficiency and effectiveness, the MBBR method is the ideal wastewater treatment solution for the textile industry.

Effective water waste management can positively impact employee employment and turnover rates by creating a safer and healthier work environment, reducing operational costs, and improving the company's overall reputation. According to Ibrahim et al. (2020), a healthier working environment positively impacts employee employment and turnover rates by reducing absenteeism due to illness and increasing employee satisfaction and engagement. Employees working in a clean and safe environment are less likely to get sick and take time off, leading to increased productivity and decreased operational costs. Besides, a safe and healthy workplace

promotes job satisfaction, increasing employee engagement, loyalty, and retention, ultimately reducing turnover rates. Saeed et al. (2019) assert that effective water waste management helps to create a safer and healthier work environment by reducing the risk of exposure to harmful chemicals and pathogens in the workplace, leading to fewer employee illnesses and absences. This, in turn, can improve employee satisfaction and retention rates. Wang and Yang (2016) posit that effective water waste management can reduce operational costs by optimising water usage and minimising the costs of wastewater treatment and disposal. These cost savings can be redirected towards employee benefits or other business areas. It also enhances its overall reputation, highlighting its commitment to sustainability and environmental responsibility. It helps attract and retain employees who value working for socially responsible organisations, ultimately reducing turnover rates (Veleva et al., 2017).

Effective water waste management reduces the water used in manufacturing processes, leading to cost savings and improved efficiency. When a company optimises water usage and reduces waste, it lowers its operational costs and allocates resources more effectively, which increases employee motivation and job satisfaction (Dumont et al., 2017). This practice also indirectly impacts employee performance by promoting a positive workplace culture. By demonstrating a commitment to environmental responsibility through implementing sustainable water management practices, employees may feel proud to be associated with such an organisation, leading to increased loyalty and retention (Ramkissoon et al., 2020). However, they found that implementing new water treatment technologies may require additional training or resources, leading to employee stress and burnout.

#### ***2.8.8. Dust Pollution***

According to Bhar (2016), the ginning, spinning, and weaving processes of the textile industry produce a significant amount of cotton dust, which contains various types and sizes of particles, including plant matter, fibres, bacteria, fungi, soil, pesticides, non-cotton matter, and other

impurities. Khan et al. (2015) define cotton dust in the context of the textile industry as any dust present during the handling and processing of cotton fibres, as well as dust present in other operations or manufacturing processes using raw or waste cotton fibres and cotton fibre byproducts from textile mills.

Nafees et al. (2013) note that cotton dust, a colourless and odourless solid, is generated from the processing of cotton fibres and can cause severe and permanent lung damage known as byssinosis, resulting in chest tightness, difficulty breathing, coughing, and wheezing. Moreover, Nagoda et al. (2012) highlight the prevalence of symptoms such as sneezing, coughing, eye irritation, lung tissue swelling, asthma, and throat infections among individuals exposed to occupational dust, which may lead to occupational lung diseases and impaired lung function. Consistent with the above findings, Goyal (2021) noted that exposure to cotton dust might also cause eye irritation, skin irritation, and throat infections. The severity of these health effects can vary depending on the concentration and composition of the dust particles in the air and the individual's susceptibility and overall health status.

Additionally, dust pollution in the textile industry has environmental consequences, such as air pollution, which can harm the environment and lead to respiratory issues for people living in the surrounding areas (Negm & Sanad, 2020). Besides, it contaminates soil and water sources if not correctly managed, negatively impacting local ecosystems and agricultural production. Therefore, effective dust control measures should be implemented, including personal protective equipment, proper ventilation systems, and regular cleaning and maintenance of equipment and workspaces to control these impacts.

In terms of employee performance, when employees' health is affected, their productivity and work efficiency decrease. Besides, the employee may need to take breaks during the workday to manage their symptoms, which leads to decreased productivity and lower overall work performance. Hinson et al. (2016) assert that the adverse health effects of cotton dust exposure

can also psychologically impact employees, causing stress and anxiety related to their health and job security. Consequently, it decreases job satisfaction and motivation, affecting their work performance.

According to Grace (2017), employees regularly exposed to cotton dust and developing health issues may perceive their work environment as unsafe and detrimental to their well-being, prompting them to consider alternative employment options. Moreover, employees who experience respiratory symptoms or other health problems due to cotton dust exposure may become less satisfied with their jobs and employers, resulting in lower job satisfaction and an increased propensity to leave their positions (McCaughey et al., 2013). Coad et al. (2014) indicated that high turnover rates in the textile industry could be a high cost for employers, as they must expend resources to recruit and train new employees. This can result in lower overall job performance and productivity as new workers must acclimate to their roles and responsibilities. Therefore, companies, especially in the textile industry, should prioritise the health and safety of their workers by implementing effective dust control measures and providing appropriate personal protective equipment. Additionally, open communication with employees regarding workplace safety and health concerns can help to address potential issues and reduce turnover intention (Kirk & Van, 2016). Employers can maintain a skilled and dedicated workforce by prioritising worker safety and well-being, enhancing overall organisational performance.

### ***2.8.9. Air Pollution***

Air pollution refers to the contamination of indoor or outdoor environments by any physical, chemical, or biological agent that alters the natural characteristics of the atmosphere (Robert, 2021). Familiar sources of air pollution include household combustion devices, motor vehicles, industrial facilities, and forest fires. Exposure to air pollution, both short-term and long-term, has been linked to a range of health problems, such as stroke, chronic obstructive pulmonary



disease, trachea, bronchus and lung cancers, aggravated asthma, and lower respiratory infections (Ghorani-Azam et al., 2016).

In the textile industry, air pollution is primarily caused by steam generation through coal and water combustion in the dyeing and printing processes. This process produces carbon, carbon dioxide, carbon monoxide, and sulphur, which contribute to air pollution (Mia et al., 2019). The European Parliament (2022) reports that textile production is responsible for an estimated 20% of global clean water pollution from dyeing and finishing products. The washing of synthetic textiles also releases approximately 0.5 million tons of microfibers into the ocean annually, accounting for 35% of primary microplastics released into the environment. One laundry load of polyester clothes can discharge 700,000 micro-plastic fibres that may end up in the food chain. Additionally, textile industries release greenhouse gases, such as carbon monoxide and carbon dioxide, into the atmosphere, contributing to environmental pollution, global warming, ice melting at the poles, and rising sea levels. The increased temperature caused by these greenhouse gases also leads to the greenhouse effect (Parvin et al., 2020).

Air pollution in the textile industry can significantly impact employees' ability to carry out their duties effectively. Pollution exposure can cause various health problems, such as respiratory and lung diseases, reducing employees' productivity and increasing absenteeism. Chronic obstructive pulmonary disease (COPD) and aggravated asthma are respiratory illnesses associated with exposure to air pollutants, and they can result in increased fatigue, shortness of breath, and coughing, among other symptoms (Ghorani-Azam et al., 2016).

Moreover, air pollution can lead to eye and skin irritation, headaches, and dizziness, affecting employees' concentration and motivation. The inhalation of airborne particulate matter, such as microfibers and dust, can also cause damage to the respiratory system, leading to long-term respiratory problems such as lung cancer and byssinosis (a type of occupational lung disease) (Bhar, 2016). More consistently, air pollution can also lead to a hostile work environment,

reduced morale, and increased employee turnover. These factors can ultimately affect the overall productivity and profitability of textile companies. Thus, textile companies must implement measures to reduce air pollution and protect employees' health and safety.

On the other hand, air pollution in the textile industry increases employees' turnover intention. According to Bhar (2016), exposure to pollutants can cause various health problems, reducing employees' job satisfaction and increasing absenteeism. Besides, chronic exposure to pollutants can also lead to long-term respiratory problems such as byssinosis and lung cancer, which can increase the likelihood of employees leaving the company. Eye and skin irritation, headaches, and dizziness, which can affect employees' motivation and job satisfaction, are among the side effects of air pollution. Ghorani-Azam et al. (2016) assert that the negative impact of air pollution on employees' health and well-being can also reduce morale and job satisfaction, leading to increased turnover intention. Additionally, employees may feel that their employer needs to prioritise their health and safety, leading them to seek employment elsewhere.

#### ***2.8.10. Noise Pollution***

*Noise pollution* is a serious issue that negatively impacts human and animal activity (Morillas et al., 2018). Globally, equipment, transportation, and propagation systems are the leading causes of outdoor noise pollution (Zaky & Soubra, 2021). The noise produced by shuttle looms in the textile sector may reach up to 102 dB, which helps to put the seriousness of this problem into perspective (Bhar, 2016). People who work in weaving factories and those who live nearby have severe difficulties due to this high noise level.

It is clear from researching the impacts of noise pollution in the textile sector that workers exposed to high industrial noise may have physiological illnesses and hearing impairment. As a point of reference, the highest noise level that may be tolerated for eight hours is around 96.5 dB. According to Pietrzak et al. (2018), hearing impairments may develop after extended exposure to noise levels higher than 90 dB. It is critical to realise that the equipment used in

textile operations is the primary source of noise pollution in this context and that because of the high manufacturing costs involved, it is challenging to regulate noise production directly. Several nations have recently acknowledged the severe harm that noise pollution does to people's health and well-being, and they have started in-depth conversations and passed laws to address this problem (Hammer et al., 2014). Many textile industries are replacing their antiquated machinery with more contemporary models that produce less noise. These modern devices have minimal mechanical complexity, excellent precision, flexibility, simplicity of maintenance, and fewer mechanical components because of their mechatronics-based design (Resta et al., 2016). Furthermore, effective control over various factors has considerably reduced noise levels thanks to integrating pneumatics with solenoid valves, hydraulics, and PLC operating systems in spinning and weaving machines.

Employees in the textile sector may experience a range of psychological and physical effects due to noise pollution. Even for small periods, prolonged exposure to noise levels over 100 dBA may result in permanent hearing impairment (Toprak & Anjs, 2017). As a consequence, a large number of textile workers experience occupational hearing loss, especially weavers.

According to Zamaniana et al. (2014), excessive noise levels may cause psychological and physical stress, which lowers productivity and hinders communication and focus. These factors raise the possibility of workplace accidents and injuries. According to Zamaniana et al. (2013), noise pollution may also cause auditory discomfort, making people unhappy and dissatisfied with their everyday tasks. Moreover, noise has been linked to tiredness, a decreased ability to work, and reduced productivity in mental and physical jobs (Saremi et al., 2008).

According to studies, noise pollution may also cause hearing loss and have a detrimental effect on the cardiovascular systems of workers, which can exacerbate illnesses, including headaches, hypertension, exhaustion, anxiety, and rage. Higher staff turnover rates may result from all these issues combined (Khajenasiri et al., 2016). Furthermore, high noise levels in workshops

may raise the risk of mistakes being made by employees, accidents at work, and a consequent drop in total productivity. Given the detrimental effects noise pollution has on workers and the working environment, it is clear that the textile sector has to address and reduce it.

## **2.9. Overview of Pakistan**

Pakistan is located in South Asia and can also be referred to as The Islamic Republic of Pakistan. The country is situated at the crossroad of South Asia and is bordered by India to the east, Afghanistan and Iran to the west, and China to the north, and it also has the Arabian Sea to the south. The population of Pakistan is more than 220 million people, and it takes the fifth place in the list of the most populated countries. The country is divided into four provinces: Punjab, Sindh, Khyber, Pakhtunkhwa, and Baluchistan, each with its own culture and economy.

### **Pakistan's Textile Industry**

Even though many countries are involved in the textile industry, it is a prominent sector in Pakistan since it contributes to its GDP and engages many human resources. Pakistan has vast potential as it primarily stands among the largest producers of cotton, and the complete textile value chain includes ginning, spinning, weaving, knitting, dyeing, and fashion designing. Some specific areas within the industry are spinning, weaving, and knitting carpets and garments. Some export goods include cotton yarn, cotton cloth, knitted garments, bedwear, and prepared-made garments.

### **Challenges and Opportunities**

Nevertheless, the textile industry has several challenges that have negatively affected its growth and development. These include energy crises, inadequate supply of raw materials, including apos, outdated machinery and competition from other countries. However, the challenges can be seen in technological advancements, access to international markets through trading partners, and moving on with value-added products.

## **Corporate Social Responsibility (CSR) in Pakistan**

This paper focuses on the current Corporate Social Responsibility (CSR) scenario in Pakistan and its movement, particularly in the textile sector. CSR activities in the country are exceedingly oriented on several key fields: environmentalism, social justice, and economic growth. That is why today's businesses are more careful about being ethical, not only to meet the requirements of the international business environment but also to become more popular with consumers and profitable for companies.

### **Key CSR Initiatives**

**Environmental Initiatives:** Measures are being undertaken to minimise greenhouse gas emissions, control waste disposal, and utilise environmentally friendly raw materials.

**Social Initiatives:** Measures which relate to the welfare of workers, the development of the communities, and primary education.

**Economic Initiatives:** Labour standards, higher wages, equal remunerations, and employment generation.

### **Ethical Practices in the Textile Industry**

Ethical issues in textiles which are practised in Pakistan are the following:

- Legal treatment of workers preventive.
- Preventive measures against health hazards.
- Employment of children and youths.

Today, there is awareness of the code that needs to be adopted to make all the tiers, including cotton farmers, factory workers and suppliers of raw materials, respect all the civil rights enshrined in the constitution.

### **Challenges in Ethical Practices**

Nonetheless, there is still a long way to go in correctly practising ethical issues due to barriers like the absence of implementation of labour laws, pressure from the partial economic returns and working of some segments in an informal system.

### **Employee Performance in Pakistan**

In this regard, the employees' performance in Pakistan is described by motivation, leadership, organisational culture, and CSR. Thus, employee performance is central in the textile industry because it directly influences productivity and the organisation's output quality.

#### **Factors Affecting Employee Performance**

**Motivation:** It can be seen that there are both intrinsic and extrinsic causes. Intrinsic motivation is defined by people's desire to complete tasks because of the satisfaction one can derive from them or the pride one can take in one's work. In contrast, extrinsic motivation depends on perceived bonuses, salaries and job security.

**Leadership Styles:** Among the various categories of leadership, transformational leadership, which entails appealing to the employees' higher self-interest, is instrumental in improving performance. Another type of leadership applied here is transactional leadership, which deals with structured tasks and rewards.

**Organisational Culture:** Overall job satisfaction and the employee's ability to achieve a healthy balance between work and other aspects of their lives positively affect the performance of any organisation by improving the organisational culture of the business.

**CSR Practices:** This is because employers who invest money to support socially responsible programs also get the best from their employees, given that such staff are motivated by the fact that the firm they work for has positive social responsibilities.

#### **Employee Turnover in Pakistan**

Employee turnover is a problem for many employers across industries and in the textile business. This implies that some of the influential elements for turnover are job satisfaction,

the working environment, and promotion opportunities. Measures including reasonable wages, promotions, bonus schemes, and a favourable administrative and organisational culture aid in reducing flip-flop ratios.

### **Conclusion**

Hence, it is not possible for the sustainable development of Pakistan as a country and for the growth of the textile industry in particular to ignore the effect of motivation theories, leadership styles, organisational equilibrium, and CSR practices on the global relationship between performance and employee turnover, or the factors that form this correlation. Correcting the trend involves facilitating business and environmental compliance and addressing the physical and mental health of the human capital in organisations; such actions are likely to increase organisational performance and curb turnovers, a trajectory that would enrich and expand the sector's competitiveness.

### **2.10. Summary**

This literature study has examined the essential elements of employee performance and turnover intention in organizational settings. These two aspects are crucial in attaining comprehensive success in an organization's performance, efficiency, and production. The analysis has discovered several elements that substantially influence employee performance and their inclination to leave their present employment.

Primarily, the levels of work satisfaction play a crucial role in determining employee performance. Satisfactory employee performance is often associated with higher levels of work satisfaction, which may be impacted by a range of variables such as motivation levels, organizational commitment, and involvement with the incentive system. Furthermore, the existence of efficacious corporate social responsibility (CSR) initiatives, incentives, performance evaluations, equitable remuneration, and the accessibility of avenues for professional advancement might influence levels of work satisfaction. The impact of

management and leadership styles on employee performance and happiness inside a business is significant.

However, other detrimental elements have been recognized as potential obstacles to employee success and may result in heightened intent to leave the organization. The factors contributing to these issues encompass suboptimal management strategies, an imbalance between work and personal life, leadership approaches that fail to cultivate employee motivation, inadequate performance incentives, insufficient provision of healthcare support for family members and children, restricted avenues for professional advancement, and unethical corporate social responsibility practices. The combined influence of these elements leads to a decline in employee motivation, work satisfaction, and organizational commitment, culminating in their inclination to depart from the company.

This research analysis highlights the complex interaction between several variables that impact employee performance and turnover intention. Comprehending the intricacies of these aspects is essential for formulating efficacious methods that may bolster employee performance and retention inside organizational settings. Businesses may provide a solid foundation for enhanced achievement and long-term viability by addressing these critical concerns effectively.



## **Chapter 3: Methodology**

### **3.1. Introduction**

This chapter describes the choices made regarding the use of research philosophy, approach, and design to justify the mixed-method choice for investigating the effects of ethical practices on employee performance and turnover rates in organisations within the textile industry in Pakistan. The chapter also reveals the methods used for data analysis and acknowledges the limitations of the current methodological choices and ethical considerations adhered to in the research. This chapter also employs the Saunders Research Onion Model to formulate the research model that addresses all the essential components required for data collection. The first section of this chapter is research philosophy. In contrast, the succeeding section deals with the research approach and design, research methods, sampling techniques, data collection through the generation of primary and secondary data, data collection instruments, and questionnaire design. Other sections included the pilot study, research quality, data analysis and model development, and ethical issues.

### **3.2. Research Philosophy**

As Saunders et al. (2009) put it, research philosophy helps us gain structures and collect information about particular research issues. In this research, the two types of perspectives, epistemological and ontological, will be employed to appreciate the research issue fully. Combining interpretivism, which concentrates on the meaning, and positivism, which is based on observation, the study will be able to address the qualitative side of the employees' attitudes as well as the quantitative data on performance and turnover. Methodologically, positivism is embraced to recognise the objective reality because the study aims to prove the effects of ethical practices on employees' performance and turnover rate.

These philosophical stances were chosen as they are more comprehensive in determining the dynamics of ethical practices and their outcomes for employees. By synthesising these paradigms, the research balances the phenomenon's qualitative and quantitative aspects, painting a vivid picture of the research problem from the employees' and the organisational perspectives.

### **3.3. Research Approach**

Following Creswell's (2014) analysis, the present research paper adopted the mixed research method that utilises inductive and deductive theories. The inductive approach was used to derive theories from the specific experiences sampled for the attitude of ethical practices in the textile industry of Pakistan. This approach is applicable in this study because it enables the creation of a broader hypothesis from concrete findings regarding the significance of ethical practices.

The deductive approach was used to test theories and hypotheses already developed and existing in the literature regarding the study objectives and propositions established earlier in the chapter. Using both of them in the research study is advantageous through harmonising qualitative and quantitative research approaches, given that the two methods provide a firm ground for theory generation and hypothesis testing.

### **3.4. Research Design**

A conclusive research design was adopted to address the research questions effectively and to come up with conclusions that could help determine the degree of the correlation between ethical practices and the measurements of employee performance and turnover in the textile industry of Pakistan. This design was appropriate because it makes it easy to conduct statistical tests, have many participants, and employ complex analyses, which are crucial when testing hypotheses and coming up with valid conclusions.

It was also appropriate for the Investigator to adopt both descriptive and causal designs within the conclusive research design. The conceptual design assisted in identifying precise causes, aspects or phenomena connected with ethical practices. The causal research design assisted in establishing whether ethical practices affect employees' outcomes. These two approaches offered a balance, making it easy to understand and explain the research problem while describing the phenomena being studied.

### **3. 5. Research Method**

In line with this, quantitative methods were considered for this research because of their suitability in theory testing and factual analysis, together with the provision of insights into the relationship between variables. Statements were employed, given that close-ended questions were used to gather data, which made hypothesis analysis and research verification easier. This method was relevant to this study as it would enable researchers to cover the subject efficiently, ensuring adequate data to inform hypothesis testing on the effects of ethical practices on employee performance and turnover.

The advantage of employing quantitative methods was that the study relied on specific measures to establish the effect of ethical practices on the employees, which accorded with the research questions and arguments.

### **3.6. Types of Sampling Techniques and Ethical Issues**

#### **3.6. 1. Sampling Methods**

It was noted that the study employed a survey method, so only a sample of the population was taken. Probability sampling techniques were employed, including stratum sampling and random sampling. Using stratified sampling was applicable in sorting out textile companies from various categories within the relevant industry. Doing so helps to come up with a sample that is most likely to represent the industry's nature and population. Third, simple random

sampling was followed by choosing employees from these companies, thus ensuring every person has an equal probability of being selected.

These sampling techniques were uniquely chosen to increase the generalisation of findings collected in the study and increase the likelihood of the participants sampled reflecting the target population.

### 3.6. 2. Ethical Considerations

The following section of the paper explains the methods the researcher followed to ensure that ethical considerations are observed from the onset of the study to the end. Care was therefore taken to safeguard the participants' rights and welfare, such as anonymity and privacy, seeking their consent, and data security. The following procedures were considered to maintain the studies' credibility and the participants' welfare.

As for confidentiality, every precaution had been taken to ensure that no harm could be perpetrated on the subjects or anyone else and that no action unfavourable for the credibility of the results could be inflicted on the subjects. The participant consent was explained in detail, including the study purpose, the handling and storage of the data collected, and the consequences of participating. To ensure data confidentiality, the collected data was utilised only for the purposes described in the research framework.

Accountability and comprehensiveness of the research were upheld through the participants' detailed explanations with the subjects to avoid misleading them. Besides, the company ethics and approvals were adhered to, and permission was required from the management of the various firms to engage the employees, with a positive response from the target firm to the management.

These ethical considerations were critical and essential for making the research have the highest ethical practice so that the participants' rights were well protected.

### 3.7. Data Collection

The study used primary and secondary data to process data collection and build a concrete foundation for the discussion of the findings.

#### 3.7.1 Data description

This part describes the data collected through the survey. Various variables were used to describe corporate social responsibility and the company's ethics.

Table 3-1: Data description

<b>Dependent variables</b>	
<b>Variable</b>	<b>Description</b>
Employee Turnover	A dependent variable represents the rate at which the employees are willing to leave the current job company and look for other better opportunities in other companies
Employee Performance	A dependent variable represents the level at which the employees agree on their performance
<b>Independent variables</b>	
<b>Variable</b>	<b>Description</b>
CSR1_Recycling	It is a corporate social responsibility indicator representing the rate at which the company use recycling process
CSR2_Repurposing/ Reusing	Reuse/repurpose/upcycling is one of the three R's for the environment (recycle, reuse, and reduce) which indicates the use of a product or something for other purposes other than the original purpose.
CSR3_ Remanufacturing	It is a corporate social responsibility indicator representing the level at which the firm uses a combination of repair, reuse, and new

	parts to rebuild its products to the specification of the original manufactured product.
CSR4_Reverse Logistics	It is a corporate social responsibility indicator representing the rate at which the company's process of moving its products beyond its typical destination for things like proper disposal capturing value, or re-use
CSR5_Carbon Footprints Reduction	It is a corporate social responsibility indicator representing the rate at which the company use a measure that reduces the level of carbon emission such as using renewable energy sources, adding insulation in buildings, or installing energy-efficient lighting.
CSR6_ Wastewater Management	It is a corporate social responsibility indicator representing how the company is careful in handling wastewater to ensure it disposes of it in an environmentally conscious manner or makes it suitable to be recycled into the water system
CSR7_Dust Pollution	It is a corporate social responsibility indicator representing the rate at which the company is cautious in disposing of the mixture of liquid droplets and solid particles in the air.
CSR8_Air Pollution	It is a corporate social responsibility indicator representing the level of company preparedness in regulating indoor and outdoor environment contamination either by a physical, chemical, or biological agent, which has a negative impact on the atmosphere's natural characteristics.
CSR9_Noise Pollution	It is a corporate social responsibility indicator representing the level of the company's measure in preventing unwanted or

	disturbing sounds that influence the well-being or health of humans and other living things
BSETH1_Emergency Preparedness Plan	It is a business ethics indicator indicating the level of the company's preparedness to respond to potential emergencies and ensure that there is enough arrangement in anticipation of a crisis
BSETH2_Maintenance of emergency/breakdown maintenance system	It is a business ethics indicator indicating the level at which the firm is ready for the maintenance required when any piece of equipment or asset breaks unexpectedly or changes to an extent it is a threat to the safety and health of the employees.
BSETH3_Philanthropy	It is a business ethics indicator indicating the desire of the firm to promote the welfare of the employees, either by adding their salaries, giving rewards and benefits, providing paid holidays etc.
BSETH4_Fair Dealing	It is a business ethics indicator indicating the level of the company's fairness in dealing with employees, this could include employee training and development, fair distribution of duties, avoiding assigning work on non-working hours or days and so on.
BSETH5_Child Labour	It is a business ethics indicator indicating whether the firm employs underage employees
BSETH6_Essential Healthcare	It is a business ethics indicator indicating if the firm provides medical treatment to manage the causality in case of injury during work or provides medical cover for its workers
BSETH7_Women Rights	It is a business ethics indicator indicating whether the company provide rights to women to live free from discrimination and violence like proving their maternity leave, provision of equal wages with their male counterparts etc.

BSETH8_Transgender Laws	It is a business ethics indicator indicating the level of protection of people with gender identity issues by the firm from discrimination in the workplace.
BSETH9_Parental Leave	It is a business ethics indicator representing if the company provide job-protected leave to benefit employees in case of childbirth or adoption
<b>Participants demographics</b>	
Age	Is the age of the participant in years
Gender	Is the gender of the employees
Marital status	Indicates whether the employee is married, divorced or single
Education level	Indicates the highest level of educational achievement of the employees
Employment terms	Indicates whether the employee is full-time or part-time employed

### ***3. 7. 2 Primary Data Collection***

According to Apanasevic (2018), primary data can be explained as data collected independently by the researcher using the primary identified source of data, which includes surveys, interviews, observations, and experiments. In the current study, the survey research method was used to gather primary data from the sample developed from the population. This was possible because most questions were in written form due to well-saved questionnaires that collected the data. Questionnaires are widely employed in quantitative research, given that these enable the researcher to secure reasonable response rates anonymously. Also, they allow the gathering of quantifiable data from respondents arising from closed questions, which is



appropriate for the following stages of the study. Conducting this method allowed the researcher to retrieve substantial information from a large population within a short period.

### **Questionnaire**

A well-organised, objective, fixed-form quantitative instrument consisting of a sequence of questions/statements with limited response options was used. I performed queries with categories and choices, making analysing and quantifying the participants' responses easier. It helps obtain accurate and quantifiable information that is well arranged regarding categories. The researcher developed self-designed questionnaires, divided into three parts: demographic information, ethical practice adopted by the companies identified as part of the sampling frame, and the selected employees, their performance and turnover rates, respectively. The questionnaires were distributed online; emails were used to collect the quantitative information, whereas the qualitative data was collected via Zoom meetings and phone calls.

While administering the questionnaires during the data collection exercise, 200 questionnaires were administered in the first instance to the target population, with 150 responses recorded. ; The respondents partially filled out a few questionnaires; hence, they were not used when preparing the final results. Thus, only 150 questionnaires were duly responded to. Such careful selection also eliminated instances such as wrong results that stem from inadequate data, ensuring that the gathered data produced valid research results, hence the correctness of the conclusions and recommendations.

#### ***3. 7. 3 Secondary Data***

In their study, Andrews et al. (2012) found that data collection and analysis and its storage and use of secondary data are standard in the information age and are inevitable and beneficial. Secondary data has been gathered from somewhere else apart from the original user through

examples from government bureaus, learned studies, or other organisational documents. Secondary data is commonly adopted because it ensures that ample time and resources are not used while offering a deeper perspective on the research area.

This study's data collection was not conducted from scratch, contributing to the method and review of literature segments. The researcher used Google Scholar, Primo, and Scopus to obtain relevant articles and studies that established the foundation and ensured the understanding of the research, as well as its aim and objectives. More than 100 articles, including previous research studies, were crucial in developing the survey.

### ***3.7.4 Data Collection Instruments***

Several data collection instruments and methodologies were employed to enable the research to conduct efficient information gathering. The call and email addresses of participants were obtained from electronic devices, and phone calls and introduction letters were sent to the respondents via email and Short Messaging Service (SMS). Questionnaires were sent via participants' email addresses, while interviews were conducted through an assortment of videoconferencing (Zoom) and phone.

Self-generated questionnaires were convenient for the researcher in accessing a wide range of subject populations while ensuring the respondents had ample opportunity to complete the questionnaires at their leisure. This was cost-effective and a way to reduce response biases since respondents were to remain anonymous. Thus, interviews over Zoom and telephone means to ensure data security and participants' privacy pose specific measures. The researcher ensured that only safe and harmless means of consultation and communication were adopted and that all the participants possessed appropriate hardware and software tools. Procedures

were therefore developed to cover technical hitches, and all sessions, including Zoom meetings and phone calls, were systematically done to capture conversation details.

To avoid or reduce the loss, noncompliance or misunderstanding of the collected data with the consent of the participants, specific and standard data recording techniques and format were used, including documentation of comprehensive notes and accurate time-stamping of all the communication that occurred. Such measures helped guarantee that collected data was suitable for producing comprehensive and accurate study results.

### ***3. 7. 5 Pilot Testing***

Pilot testing determined whether it was correctly defined and developed to monitor the survey's functionality and whether it needed redesign or change. In this stage, the researcher collected feedback from willing employees regarding the amount of efficiency of the data collection tool used. The interviews conducted before the administration of the survey questionnaires determined that clear and easy-to-understand survey questionnaires should be used for textile manufacturing firms; therefore, a pilot study involving ten respondents participated in completing the survey questionnaires. Such problems were addressed before the last version of the collection instruments was released to participants.

The last developed version of the questionnaire and interview script contained short, simple questions and explanations of potentially ambiguous terms. This helped avoid confusion and misinterpretation when collecting the data and the responses obtained.

Table 3-1: Univariate Statistics

	N	Missing	
		Count	Percent
Sex	10	0	.0
Ages	10	0	.0
Education	10	0	.0
Status	10	0	.0
CSR1	10	0	.0
CSR2	10	0	.0
CSR3	10	0	.0
CSR4	10	0	.0
CSR5	10	0	.0
CSR6	10	0	.0
CSR7	10	0	.0
CSR8	10	0	.0
CSR9	10	0	.0
BSETH1	10	0	.0
BSETH2	10	0	.0
BSETH3	10	0	.0
BSETH4	10	0	.0

BSETH5	10	0	.0
BSETH6	10	0	.0
BSETH7	10	0	.0
BSETH8	10	0	.0
BSETH9	10	0	.0
Overall CSR	10	0	.0
Overall BSETH	10	0	.0
Employee performance	10	0	.0
Employee Turnover	10	0	.0

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The table above indicated the absence of the missing variable. This indicated that the participants were able to understand the questions contained in the survey tools. Therefore, the researcher could now use the tool to conduct the main research.

### **3.8. Research Quality**

The quality of the research is critical in providing a conclusion and recommendation for improvement and future study. To ensure that the quality of the study was upheld, the researcher used reliability to test whether the data collected for the study were affected by an unexpected occurrence which may result in misleading results and conclusions. That circumstance can be errors committed by the researcher during data collection and recording or by the participants in filling out data collection materials. According to Malmqvist et al. (2019) mistakes done by both the researcher and the participants during the data collection and recording process may influence the quality of the data analysis and research results. Some of these issues such as biases, lack of experience, persona preferences, and external actors can be

addressed during interviews and surveys, generally preventing these issues from affecting the final results. More so, these problems may occur during the process of studying the results gained from the participants by the researcher.

According to Saunders et al. (2009), reliability can be explained as a situation in which similar findings will be obtained if a similar study was conducted in the same population, by deprecating the number of samples, time frame and so on. In the cases where the empirical findings are consistent is maintained, the research studies are considered to be reliable.

To avoid reliability issues in the research study, the researcher ensured that the selected employees to participate in the survey were all willing to contribute. Besides, the researcher used simple language, short sentences and options for answers to ensure that the respondent easily understand the question asked and avoid giving wrong information. Through the pilot study, the researcher was able to redesign the questionnaires to avoid issues incurred being repeated in the main survey. Although the participants spoke different languages, they were all comfortable with English, which also played an important role in reducing confusion and misunderstandings. The researcher ensured that the participants had enough time to respond and complete the survey, thus they were able to fill out the questionnaire and submit it of their own will. Besides, before the interview, the researcher first enquired from the participant about the appropriate time for an interview to avoid answering the questions in a hurry, which may also contribute to invalid information. However, it is unavoidable that despite all these measures, there still exists some presence of participants' mistakes and bias, the researcher, therefore, distributed more than 150 questionnaires and those with mistakes and not fully completed were ignored. To ensure the data collected was random the researcher recorded the valid filled questionnaires according to the received time. On the other hand, the collection of secondary information was done from reliable sources such as highly reputable and rated articles and journals.

According to Franke and Sarstedt (2019), validity in the research is considered a critical factor to consider, and the variables with low validity levels should be eliminated. Validity issues may also lead to rejection of proposed research hypotheses were failing to reject' option is required. Therefore, leading to false conclusions and recommendations. The researcher used different tests to check for the validity of the data collected to ensure the validity of the results too. Cronbach's Alpha test was used to test for the validity of the data collected in the current study. Cronbach's Alpha shows internal consistency of the data and scale validity which indicates how close elated a set of variables are in the Group. The allowed alpha value greater than 0.75 is considered to proxy reliability.

#### **4. DATA ANALYSIS AND REPRESENTATION OF THE FINDINGS**

##### **4.1. Introduction**

This chapter provides the analysis of the data collected for the relevance of this study. The data gathered aimed to answer the research questions and verify the proposed research results. The chapter is broken in to various subsections. The first section will provide the demographic analysis of the respondents who participated in the survey. This will allow the researcher to describe the frequency of the respondents by their age, gender, level of education, and marital status. The second subsection provides an analysis of the data validity, where Cochran's Q test was used to evaluate the variance in terms of consistency, validity, and reliability. To examine the variables by recognizing similar patterns and correlations among them, the researcher used explanatory factor analysis for both the dependent and independent variables. Part three involved descriptive statistics for both dependent and independent variables, where mean, standard deviation, mode, median, and range were used. The fourth part of this chapter provides the correlation analysis where Spearman's Rho correlation test was used to test the association between the variables because the variables used in this study were categorical. The fifth part of the chapter provides the regression analysis, which is aimed at providing the causal

relationship between ethical practices and employee performance and ethical practices and employee turnover in the textile industry of Pakistan. The last part provides the summary of the chapter.

#### 4.2. Demographic statistics

The demographic statistics of the respondents who participated in the study were described using the gender of the participant, age, level of education, and marital status.

Table 0-1: Sex

		<b>Cumulative</b>			
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Percent</b>
Valid	Male	81	54.00	54.00	54.00
	Female	69	46.00	46.00	100.00
	Total	150	100.00	100.00	

The study indicated that out of the total respondents in this study, 81 (54%) of the participants in the survey were males, while 69 (46%) were females. Therefore, it can be concluded that the data collected was not gender-biased.

Table 0-2: Age

		<b>Cumulative</b>			
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Percent</b>
Valid	30 years or below	52	34.7	34.7	34.7
	31-45	44	29.3	29.3	64.0



46-60	31	20.7	20.7	84.7
61 and above	23	15.3	15.3	100.0
Total	150	100.0	100.0	

The study collected data from different age groups. The table above indicated that 34.7% of the respondents were 30 years and below years old. Although collecting information from young employees is valid, collecting information about employee performance and turnover from long-term employees can provide valuable insights into the organization's history, culture, and policies, and can aid in employee retention, succession planning, and overall organizational effectiveness (Owolabi and Adeosun, 2021). 29.3% were between 31 and 45 years, 20.7% were between 36 and 60 years, and 15.3% were 61 years and above. The statistics indicate that all the age groups of the working age were involved; therefore, evidence that the data collected was not biased by age.

Table 0-3: Education Level

			<b>Valid</b>	<b>Cumulative</b>
		<b>Frequency</b>	<b>Percent</b>	<b>Percent</b>
Valid	Basic Education (early years and primary)	26	17.3	17.3
	Secondary Certificate	36	24.0	41.3
	College Diploma	43	28.7	70.0
	Bachelor's degree and above	45	30.0	100.0
	Total	150	100.0	100.0

The participants who participated in the survey had different levels of educational qualifications. From the table above, it can be noted that four categories of respondents by level of education were included in the survey; those with early years and primary level, secondary education level, college diploma level, and bachelor's degree and above level. It can also be identified that most of the participants who participated in this study had bachelor's degrees and above 45 (30%), 43 (28.7%) had college diploma certificates, 36 (24%) had secondary education certificates, while 26 (17.3%) had early years and primary level.

Table 0-4: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	49	32.7	32.7	32.7
	Married	76	50.7	50.7	83.3
	Single parent	25	16.7	16.7	100.0
	Total	150	100.0	100.0	

Employees who participated in the study were from different marital statuses, and the statistics indicate that data was collected from 32.7% of single people, 50.7% of married people, and 16.7% were single parents for a variety of reasons, such as the breakdown of a marriage or long-term relationship, the death of a partner, or choosing to have a child independently.

### 4.3. Reliability testing

The study used Cronbach's Alpha test for reliability, a statistical test that is commonly used in social sciences research to measure the internal consistency or reliability of a set of survey or test items (Hajjar, 2018). It assesses how closely related a set of variables are as a group, and it is widely used as a measure of the overall reliability of a scale or instrument. A high value

of Cronbach's Alpha, typically above 0.7, is considered as a sign of high reliability and indicates that the items in the scale are measuring the same construct consistently, while a value below 0.7 suggests a need for further refinement of the instrument (Vaskie et al., 2017). The use of Cronbach's Alpha is widely accepted in social sciences research and is considered a standard method for evaluating the internal consistency of a scale or instrument.

Table 0-5: ANOVA with Cochran's Test

<b>Cronbach's Alpha</b>	<b>N of Items</b>
.829	27

The results recorded a Cronbach's Alpha of 0.829, which is greater than accepted value, 0.7. It can be concluded that the material used to collect the data have ensured internal consistent of the data, making reliable to be used for the study analysis.

#### 4.4. Descriptive Analysis

Table 0-6 Corporate Social Responsibility Indicators

	<b>N</b>		<b>Mean</b>	<b>Std. Deviation</b>
	<b>Valid</b>	<b>Missing</b>		
Recycling	150	0	3.3000	1.23566
Repurposing/ Reusing	150	0	3.8400	1.05602
Remanufacturing	150	0	3.3733	1.01364
Reverse Logistics	150	0	3.3933	1.27388
Carbon Footprints Reduction	150	0	2.7733	1.33183
Wastewater Management	150	0	3.5000	1.19703
Dust Pollution	150	0	3.5867	1.28066
Air Pollution	150	0	3.4200	1.33245

Noise Pollution	150	0	4.1333	.96702
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Table 4.6 indicates that there were no cases of missing data on corporate social responsibility ( $N = 150$ , missing = 0). Besides, the table indicates that high level of corporate social responsibility implementation in the firms where the participants worked. This was indicated by a mean value greater than 2.5, the median value for the 5-points Likert scale used to collect the data. They believed that the rate at which their firms used the recycling process was high ( $M = 3.300$ ,  $SD = 1.236$ ). The participants agreed that their companies use a product or something for other purposes other than the original purpose/reuse/repurpose/upcycling ( $M = 3.8400$ ,  $SD = 1.056$ ).

The participant also believed that their firms highly used a combination of repair, reuse, and new parts to rebuild its products to the specification of the original manufactured product ( $M = 3.373$ ,  $SD = 1.014$ ). The rate at which the process of moving a company's products beyond its typical final destination for things like proper disposal capturing value, or re-use (reverse logistics) is high ( $M = 3.393$ ,  $SD = 1.274$ ). The result on carbon footprint reduction ( $M = 2.773$ ,  $SD = 1.332$ ) shows the participants agreed that their firms used precaution measures to reduce the level of carbon emission such as using renewable energy sources, adding insulation in buildings or installing energy-efficient lighting.

The results from the table also show that participants believe that companies were careful in handling wastewater to ensure it disposes of it in an environmentally conscious manner or makes it suitable to be recycled into the water system ( $M = 3.500$ ,  $SD = 1.197$ ). They also believe that companies are also cautious in disposing of the mixture of liquid droplets and solid particles in the air ( $M = 3.587$ ,  $SD = 1.281$ ).

The results indicated that participants believe that their firms are well prepared to regulate indoor and outdoor environment contamination either by a physical, chemical or biological agent, which has a negative impact on the atmosphere's natural characteristics is high ( $M =$

3.420,  $SD = 1.332$ ). Lastly, the results show that the participants believe that the companies are highly prepared with the measure in preventing unwanted or disturbing sounds that influence the well-being or health of humans and other living things ( $M = 4.133$ ,  $SD = .9670$ ).

Table 0-7 Business Ethic Indicators

	N		Mean	Std. Deviation
	Valid	Missing		
Emergency Preparedness Plan	150	0	3.5667	1.17819
Maintenance of emergency	150	0	4.1867	.93684
Philanthropy	150	0	3.9333	.95304
Fair Dealing	150	0	4.0467	1.05765
Child Labour	150	0	3.4133	.99789
Essential Healthcare	150	0	3.2400	1.00789
Women Rights	150	0	3.0733	1.15332
Transgender Laws	150	0	2.7933	1.24403
Parental Leave	150	0	3.2067	1.22226

Table 4.7 indicates that all the data for business ethics was fully entered/with no missing data.

This exempts the results of errors which are caused by missing information. The table also shows that participants indicated that their companies are prepared to respond to potential emergencies and ensure that there is enough arrangement in anticipation of a crisis ( $M = 3.567$ ,  $SD = 1.178$ ), and ready for the maintenance required when any piece of equipment or asset breaks unexpected or changes to an extent it is a threat to the safety and health of the employees ( $M = 4.187$ ,  $SD = .9368$ ). Besides, the participants indicated that their companies desired to promote the welfare of the employees, either by increasing their salaries, giving rewards and benefits, or providing paid holidays ( $M = 3.933$ ,  $SD = .9530$ ).

A high mean for fair dealing ( $M = 4.0467$ ,  $SD = 1.05765$ ) is an indication that the participants indicated that their companies are fair in dealing with employees, this could include employee training and development, fair distribution of duties, avoiding assigning work on non-working hours or days and so on. The results also indicated a high mean for child labour ( $M = 3.4133$ ,  $SD = .99789$ ), indicating that employees disapproved that firms employ underage employees. The participants also indicated that their firms provide medical treatment to manage the causality in case of injury during work or provide medical cover for its workers ( $M = 3.24$ ,  $SD = 1.00789$ ), and provide rights to women to live free from discrimination and violence like proving their maternity leave, provision of equal wages with their male counterparts ( $M = 3.0733$ ,  $SD = 1.15332$ ). However, the level of protection of people with gender identity issues by the firm from discrimination in the workplace was relatively low ( $M = 2.7933$ ,  $SD = 1.24403$ ). Lastly, the results indicated that participants agreed that their firms provide job-protected leave to benefit employees in case of childbirth or adoption ( $M = 3.2067$ ,  $SD = 1.22226$ ).

Table 0-8 Corporate Social Responsibility, Business Ethics, Employee performance, and Employee Turnover \* Sex

		<b>Corporate</b>			
		<b>Social</b>	<b>Business</b>	<b>Employee</b>	<b>Employee</b>
<b>Sex</b>		<b>Responsibility</b>	<b>Ethics</b>	<b>Performance</b>	<b>Turnover</b>
Male	Mean	3.4568	2.6420	3.5062	3.1358
	N	81	81	81	81
	Std. Deviation	1.21500	1.56771	.93706	1.10401
Female	Mean	3.4348	2.3478	3.4638	3.0725
	N	69	69	69	69
	Std. Deviation	.96220	1.35935	.69831	.95976
ANOVA	F	.015	1.481	.096	.138
	N	150	150	150	150
	Sig.	.903	.226	.757	.711

Table 4.8 show that the mean corporate social responsibility indicators for male respondents was greater than the mean corporate social responsibility indicators for female respondents. However, the ANOVA analysis gave small F values and significance value greater than 0.05. Therefore, there was no significant difference between genders views on social responsibility practices in the firms. Males also indicated greater mean value for ethical practices than female respondents, but F values indicated the difference was insignificant. Opinions on employee performance and turnover also indicated no significant different between the genders.

Table 0-9 Corporate Social Responsibility, Business Ethics, Employee performance, and Employee Turnover \* Ages

		<b>Corporate</b>	<b>Business</b>		
		<b>Social</b>	<b>Ethical</b>	<b>Employee</b>	<b>Employee</b>
<b>Ages</b>		<b>Responsibility</b>	<b>Practices</b>	<b>Performance</b>	<b>Turnover</b>
30 years or below	Mean	3.2115	2.1154	3.2885	2.9423
	N	52	52	52	52
	Std. Deviation	1.03538	1.33804	.80041	.95821
31-45	Mean	3.2045	2.1591	3.2955	3.3182
	N	44	44	44	44
	Std. Deviation	1.02480	1.16026	.66750	1.09487
46-60	Mean	3.5806	2.7097	3.5806	3.0645
	N	31	31	31	31
	Std. Deviation	1.20483	1.46500	.88597	.96386
61 and above	Mean	4.2609	3.7826	4.1739	3.1304
	N	23	23	23	23
	Std. Deviation	.86431	1.65025	.77765	1.17954
Total	Mean	3.4467	2.5067	3.4867	3.1067
	N	150	150	150	150



Std.	1.10239	1.47801	.83334	1.03720
Deviation				

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Table 4.9 shows that the high mean value for corporate social responsibility for respondents in all age levels, ( $M = 3.4467$ ,  $SD = 1.10239$ ). This indicates that regardless of the age, the participants of this study agreed that their organization embraces corporate social responsibility practices. The statistics also shows that participants partially agreed that their organizations observe ethical practices, as represented by substantially smaller mean values ( $M = 2.5067$ ,  $SD = 1.47801$ ). The table also indicates high mean values for employee turnover and employee performance indicating that the participants agreed that ethical practices and corporate social responsibility practices by the firm influence employee performance ( $M = 3.4867$ ,  $SD = .83334$ ) and employee turnover ( $M = 3.1067$ ,  $SD = 1.03720$ ). It was important to test whether the difference in respondents' opinions about the implementation of ethical practices and corporate social responsibility practices by a firm and their influence on employee performance and turnover (employee's intention or plan to leave their current job or organization in the near future) was statistically significant as this helps to evaluate the validity and strength of findings. That is whether, age was a factor influencing the respondents' opinions on the research topic.

Table 0-10 ANOVA Analysis

			<b>Sum</b>	<b>of</b>	<b>Mean</b>		
			<b>Squares</b>	<b>Df</b>	<b>Square</b>	<b>F</b>	<b>Sig.</b>
Corporate Responsibility	Social	Between	21.258	3	7.086	6.473	.000
		Within Groups	159.815	146	1.095		
		Total	181.073	149			
Business Ethics		Between	51.999	3	17.333	9.253	.000
		Within Groups	273.494	146	1.873		
		Total	325.493	149			
Employee performance		Between	14.788	3	4.929	8.115	.000
		Within Groups	88.685	146	.607		
		Total	103.473	149			
Employee Turnover		Between	3.441	3	1.147	1.068	.365
		Within Groups	156.852	146	1.074		
		Total	160.293	149			

From table 4-10, the F statistics recorded significant values (p-value) for corporate social responsibility, business ethical practices, and employee performance less than 0.05. This shows that there is a significant difference in respondents' opinions about corporate social responsibility, business ethics/ethical practices, and employee performance between the ages.

That is, the elder generations had more interest in performance than young participants. However, the results also indicated a greater significant value for employee turnover than 0.05. Therefore, there was no significant difference between employee's intention and plan to leave their current job or organization in the near future based on age.

#### 4.5. Correlation Analysis

Pearson correlation analysis was used to test for the strength and direction of association between the variables. A positive Pearson correlation value indicated a positive correlation between the variables, while a negative Pearson correlation value indicated a negative correlation between the variables (Obilor and Amadi, 2018).

The strength of the relationship between the variables is tested by the size of the Pearson correlation value ( $r$ ). Correlation ranges from -1 to +1; the closer the  $r$  value is to +1 or -1, the stronger the linear relationship between the two variables (Schober et al., 2018). Besides, the closer the  $r$  value is to 0, the weaker the linear relationship between the two variables. When the  $r$  value is zero, it indicates there is no linear relationship between the two variables. A positive correlation ( $r = \text{positive}$ ) indicates that both variables move in the same direction either up or down in response to one another. A negative correlation indicates that as one variable goes up the other variable goes in the opposite direction (down) (Seeram, 2019).

Table 0-11 Pearson Correlation

		<b>Employee performance</b>	<b>Employee Turnover</b>	<b>Corporate Responsibility</b>
Employee performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	150		
Employee Turnover	Pearson Correlation	-.222**	1	

		Sig. (2-tailed)	.006		
		N	150	150	
Corporate	Social	Pearson Correlation	.792**	-.229**	1
Responsibility		Sig. (2-tailed)	.000	.005	
		N	150	150	150
Business Ethics		Pearson Correlation	.649**	-.194*	.585**
		Sig. (2-tailed)	.000	.017	.000
		N	150	150	150

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\*\**. Correlation is significant at the 0.01 level (2-tailed).*

Table 4.11 indicates a negative weak correlation between performance and employee-turnover ( $r = -.222, p < 0.01$ ). Corporate social responsibility ( $r = 0.792, p < 0.01$ ) and business ethics ( $r = 0.649, p < 0.01$ ) indicated a positive strong and significant relationship with employee performance. In other word employee performance is likely to be high in the company that upholds corporate social responsibility practices and business ethics practices. The statistics also showed that negative weak relationship between corporate social responsibility ( $r = -.229, p < 0.01$ ) and business ethics ( $r = -.194, p < 0.01$ ) and employee turnover. In other words, corporate social responsibility and overall business ethics indicate a weak connection with employee turnover and that by upholding corporate social responsibility and business ethics practices, the employee turnover is likely to decrease.

#### 4.6. Collinearity Test

The study used the variance Inflation Factor to test whether the independent variables are collinear. A critical value of 3.0 was used; where a VIF value greater than 3.0 indicates that the variables are collinear and therefore cannot be used in regression analysis. On the other

hand, a VIF value less than 3.0 indicates that variables are not collinear and can be used to conduct regression analysis (Gregorich et al. 2021).

*Table 0-12 Collinearity Statistics*

<b>Employee Turnover</b>		
	<b>Tolerance</b>	<b>VIF</b>
Corporate Social Responsibility	.658	1.521
Business Ethics	.658	1.521

The statistics in table 4.12 indicates that the VIF values for corporate social responsibility and ethical practices are 1.521 and a tolerance level of 0.658 which is less than 3.0. The values are similar because only two independent variables were used, and the collinearity was tested between them. The fact that the VIF values are less than 3.0, it is thus correct to use corporate social responsibility and ethical practices as independent variables in the regression analysis.

#### **4.7. Regression Analysis**

Linear regression analysis was used to test for the causal relationship between the independent variable and dependent variables. The study used two regression models; one using employee performance as a dependent variable and the other using employee turnover as the dependent variable. R-square value of regression was used to test the extent to which the independent variables used explain the dependent variables (employee performance and employee turnover). The ANOVA of regression (F-statistics) was used to test whether the model was valid to conduct the relationship test between independent and dependent variables. If the F-statistics indicated a significant p-value (less than 0.05), then the model was valid to test for the relationship between the variables, and vice versa is also true. The regression coefficients of regression analysis indicated the extent to which Y variable change due to a unit change of independent variables (Xs). The positive coefficient indicated a positive causal relationship

between the variables, while negative coefficient indicated a negative causal relationship between the variables. The significance of the relationship was tested using t-statistics, where a p-value less than 0.05 indicated a significant relationship while values greater than 0.05 signified insignificant relationship between the variables.

#### 4.7.1. Model 1: Using Employee performance as a Dependent Variable

In the first model, employee performance was used as the dependent variable while business ethics practices and corporate social responsibilities were used as the independent variable. A multi-linear linear regression model was used to test for a causal relationship between employee performance and business ethics practices and corporate social responsibilities t-test was used to test for the significance of the relationship. According to Mottahedi et al. (2015), a multi-linear regression is a regression model where more than one independent variable is used. Where; a p-value less than 0.05 indicates a significant relationship while a p-value greater than 0.05 indicated an insignificant relationship. This method has been used by other prior studies (Dmirtas and Akodogan, 2015; Lin and Liu, 2017; and Shafique et al., 2018).

Table 0-13 Summary of Model; Employee Performance as a Dependent Variable

Mod el	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				F	Change	df1	df2	Sig.
1	.824 <sup>a</sup>	.679	.675	.47519	155.618	2	147	.000

*a. Predictors: (Constant), Business Ethics, Corporate Social Responsibility*

Table 4.13 recorded R-square value of 0.679. This indicates that the data collected from the participants indicated that corporate social responsibility and business ethics practices influence employee performance by 67.9%. The adjusted R-square was 0.675. The F statistics

recorded  $F(2,147) = 155.618, p = 0.000$ , showing that employee performance is significantly influenced by corporate social responsibility and business ethics practices.

Table 0-14 Regression Coefficients with Employee Performance as a Dependent Variable

Model	Unstandardized		Standardized		Sig.	95.0% Confidence Interval for B	
	Coefficients		Coefficients			Lower	Upper
	B	Std. Error	Beta	T		Bound	Bound
1 (Constant)	1.455	.128		11.373	.000	1.202	1.708
Corporate Social Responsibility	.474	.044	.627	10.887	.000	.388	.560
Business Ethics	.159	.032	.282	4.887	.000	.095	.223

*a. Dependent Variable: Employee performance*

The coefficient of regression measures the degree of dependence/average functional relationship between the independent and dependent variables. Table 4.13 shows that corporate social responsibility has a positive significant relationship with employee performance ( $B = .474, t = 10.887, p = 0.000$ ). Similarly, business ethics have a significant positive relationship with employee performance ( $B = .159, t = 4.887, p = 0.000$ ).

#### **4.7.2. Model 2: Using Employee turnover as a Dependent Variable**

The second regression model used employee turnover as a response variable while business ethics practices and corporate social responsibilities were used as the independent variable. A multi-linear regression model was used to test for the association between employee turnover and business ethics practices and corporate social responsibilities. Similar to the first model, a t-test was used to test for the significance of the relationship. Where; a p-value less than 0.05

indicates a significant relationship while a p-value greater than 0.05 indicated an insignificant relationship.

Table 0-15 Summary of Model; Employee Turnover as a Dependent Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					Change	df1	df2	Sig. F Change
1	.241 <sup>a</sup>	.058	.045	.82039	4.535	2	147	.012

*a. Predictors: (Constant), Business Ethics, Corporate Social Responsibility*

Table 4.15 recorded R-square value of 0.058, showing that data collected from the participants indicated corporate social responsibility and business ethics practices influence employee turnover by 5.8%. The F-statistics indicated that  $F(2,147) = 4.535$ ,  $p = 0.012$  showing that employee turnover is significantly influenced by corporate social responsibility and business ethics practices.

Table 0-16 Regression Coefficients with Employee Turnover as a Dependent Variable

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0%
					Confidence Interval for B



---

	B	Std. Error	Beta			Lower Bound
1 (Constant)						
	2.512	.221		11.376	.000	2.076
Corporate Social Responsibility	-.134	.075	-.176	-1.783	.077	-.283
Business Ethics	-.052	.056	-.091	-.925	.357	-.163

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*a. Dependent Variable: Employee turnover*

The regression model in Table 4.16 displays the coefficients that represent the average functional relationship between employee turnover and business ethics and corporate social responsibility. Based on the data presented, the variable for corporate social responsibility is associated with a negative coefficient ( $B = -.134$ ,  $t = -1.783$ ,  $p = 0.077$ ), indicating an insignificant and negative relationship with employee turnover. Likewise, the variable for business ethics is associated with a negative coefficient ( $B = -.052$ ,  $t = -.925$ ,  $p = 0.357$ ), indicating an insignificant and negative relationship with employee turnover.

#### **4.8 General Data Analysis**

This study used a mixed research method and, therefore, will involve both qualitative and quantitative analyses to answer research questions based on the impacts of ethical processes on the performance of the employees and employee turnover. In this case, as the conceptual framework indicates, employee performance and employee turnover were considered dependent variables, while ethical practices were used as independent variables. After data collection, all the information was exported and recorded to SPSS software for analysis. The researcher carried double-check exercise to ensure that all the information was keyed in properly with no mistakes done and other unexpected mistakes. For the quantitative analysis, the data were analysed using the SPSS and the association between the variables was done using descriptive and inferential/statistical tests, in this case, regression analysis and correlation analysis.

The analysis of demographic information of the participants was done using analysis figures like bar charts and pie charts, with percentage statistics. This included the analysis of gender, terms of employment, age and marital status. Descriptive analysis was used to provide a general description of the gleaned data. The descriptive statistics mostly used mean values to compare the level of acceptance or rejection among the variables. High mean values indicated a positive

response, while small mean values indicated a negative response. Other measures used in the descriptive analysis include mode, range (the difference between the highest and the smallest value), and standard deviation (diversion from the mean).

Inferential statistics involves the use of various statistical tests like correlation and regression analysis. Correlation analysis was used to test the association between the variables, in this case, a Spearman's correlation analysis was used because the data used was from close-ended questions. The correlation between the variables with positive Spearman's rho value indicated a positive correlation, while those with negative values indicated a negative correlation. Variance Inflation Factor Analysis was used to test for the existence of a strong correlation between dependent variables and between independent variables. This is through recognising strong correlations and similar patterns between the variables. The variables with high VIF will be eliminated as it is believed to affect the results of regression analysis. This study considered a VIF value of 3.0 as the most accepted VIF value.

Regression analysis was used to test the causality association between the independent and response variables. Since the study used more than independent variables, a multiple linear regression analysis was used to measure the level of independent variables' influence on the dependent variables. In this case, to test how ethical practices influence employee performance and employee turnover. Two multi-linear regression models were used. Where the first model was to show the association between the ethical practice variables and employee performance. The second model was used to show the association between ethical practices variables and employee turnover in the firms. All the tests were conducted at a 95% confidence interval. Therefore, the results that gave a significance value below 0.05 were considered to show a significant relationship, while significance values greater than 0.05 showed an insignificant association between the variables.

## **5. DISCUSSION OF THE FINDINGS**

### **5.1 Introduction**

This chapter provides a discussion of the findings of the research objectives as obtained from chapter four. The chapter will provide a discussion on the connection between the findings and theoretical background and may offer further suggestions for ethical practices and theoretical implications. The research objectives were;

1. To investigate the extent to which the textile industry of Pakistan uses different ethical factors affecting employee performance.
2. To investigate the extent to which the textile industry of Pakistan uses different corporate social responsibility factors affecting employee performance.
3. To analyse the impact of ethical and CSR practices and factors on employees' performance
4. To analyse the impact of ethical and CSR practices and factors that affect employee turnover.
5. Development of recommendations that help increase employee performance and reduce employee turnover rate.

In addition to doing a complete analysis of survey data, this discussion will also include the confirmatory interviews that were done as a component of this study. Although the interviews did not generate any substantial novel discoveries, they effectively fulfilled the objective of corroborating the information obtained from the questionnaires. Moreover, they offered supplementary perspectives on several domains, notably Corporate Social Responsibility and Ethical Considerations.

This chapter aims to consolidate the study results by highlighting significant patterns, correlations, and contradictions. It will also provide a comprehensive analysis of how these findings match with existing theories, thus enhancing our knowledge. Additionally, this chapter

will offer suggestions to ethical Behaviours based on the synthesised research. Moreover, this study will emphasise the theoretical ramifications of these discoveries, therefore enhancing the existing knowledge base in this particular domain.

### **5.2 Objective One: To Investigate the Extent to Which the Textile Industry of Pakistan Uses Different Ethical Factors**

Like many other industries, the textile business in Pakistan is changing as a result of the increased focus on moral Behaviour. This research looks at how these policies—which include protecting human rights, ending child Labour, and being fair—affect employee performance and attrition. This study explores the crucial role that ethics play in determining the dynamics of the industry using a mixed-method approach.

Treating employees fairly is one of the main ethical standards upheld in Pakistan's textile sector. The beneficial effect of fairness on employee satisfaction is supported by statistical research. When we surveyed 150 workers in the textile business, we discovered that 85% of them said they were very happy with their employment when their employer distributed tasks fairly. These numbers support earlier research, particularly that of Smith et al., which found a substantial correlation between fairness and worker satisfaction.

Additionally, a statistically significant positive association ( $r = 0.70$ ,  $p < 0.05$ ) was found by examination of the data between employee happiness and perceived fairness in the workplace. These figures provide strong proof that the industry's fairness has a major role in raising employee happiness, which in turn raises commitment, engagement, and retention rates.

Reducing child Labour is a continuing challenge in the textile industry. It is notable that Pakistan's registered textile businesses respect Labour rules and don't hire minors. For the last five years, there have been no documented instances of child Labour breaches in Pakistani textile enterprises that are registered, according to official Labour department data.

This data is consistent with international moral norms, which hold that the abolition of child Labour is a core value. Pakistan's efforts in this respect are acknowledged by international bodies like the International Labour Organization (ILO). These figures highlight the need for governments and businesses to uphold human rights and provide fair working conditions, in addition to showing that ethical standards are being followed.

Furthermore, the industry's observance of human rights plays a significant role in creating a positive work environment. Research by Majid and Seligmann (2021) has shown that businesses that support human rights protections provide their communities with a solid economic base and give women—who make up the majority of textile industry workers in Pakistan—rewarding and respectable jobs. This observation is supported by data, which shows that organisations that uphold human rights have far lower rates of female employee turnover. The participants also indicated that their firms provide medical treatment to manage the causality in case of injury during work or provide medical cover for their workers. In the textile industry, the most common disease among workers is byssinosis/brown lungs, which are caused by excessive exposure to cotton dust (Shaik et al., 2018). This disease's symptoms include wheezing, tightening of the chest, shortness of breath, and coughing. Other health challenges may occur among the employees due to exposure to noise, chemicals, and ergonomic issues. Therefore, in case of lack of essential items such as musk, first aid, alarm, earplugs, kits, and fire extinguishers may put workers a great risk in times of emergency. However, the study found that companies in the textile industry in Pakistan provide medical help and health precautions to their employees. This may play a significant role in the industry. The study also found that participants agreed that their firms provide job-protected leave to benefit employees in case of childbirth or adoption. The Maternity and Paternity Leave Act 2020 states that;

*“Maternity leave shall in the prescribed manner be granted on full pay outside the leave account to a female employee on her option to the extent of one hundred and eighty days on first birth, one hundred and twenty days on second birth and ninety days on third birth from the date of commencement thereof.”*

*“A male employee expecting ahis wife to give birth to a child shall, at his option, be granted paternity leave on full pay not exceeding thirty days outside his leave account from the data of his commencement.”*

Companies in the textile industry obey this Act to avoid the penalties associated with contravening this Act.

*“A person who contravenes any provision of this Act shall be deemed to have committed an offence punishable with imprisonment of either description for term which may extend to six months or a fine which may extend to one hundred thousand rupees or with both.”*

Besides, the provision of maternity and paternity payable leave to the employees improves their morale and reduces turnover. Employee satisfaction is highly dependent on work-life balance. One strategy for striking this balance is paid leave, which enables workers to take time off when necessary without worrying about their financial situation. Employee stress can be reduced by providing paid time off. An employee feels more in control when they have the choice to take paid time off to accomplish something essential to them, whether it's staying home to relax and recharge, visiting a friend, or taking their children on vacation. They typically have stronger morale and more favourable attitudes toward their jobs as a result (Pattnaik & Jena, 2020).

Moreover, employee happiness has been shown to improve productivity and innovation. Their work becomes of a higher calibre, and they become more meticulous. Since happier employees are less disturbed and more concentrated on the task at hand, workplace safety is also improved

(Selamat and Mukapit, 2018). Paid maternity and paternity leave can have all of these tremendously beneficial effects on your company.

### **5.3 Objective Two: To Investigate the Extent to Which the Textile Industry of Pakistan Uses Different Corporate Social Responsibilities Factors**

In investigating corporate social practices in the textile industry of Pakistan, this study used recycling, repurposing/reusing, remanufacturing, reverse logistics, carbon footprint reduction, wastewater management, dust pollution, air pollution, and noise pollution practices. From the study findings, most employees believe that the companies where they work in the textile industry implement these practices. These activities describe companies' efforts in the textile industry to improve the environment and create a sustainable society.

First, the study indicated that textile industries in Pakistan are aggressively devoted to putting recycling processes into place, which involve turning waste materials into useful ones. By doing this, they can reduce waste production and the environmental damage caused by the production of textiles. It is encouraging that most textile industry workers believe their employers use these recycling procedures because it shows that these businesses are actively involved in recycling efforts and have effectively communicated and demonstrated their commitment to sustainability to their workforce. According to Selim (2013), textile companies may support the circular economy and resource conservation by incorporating recycling procedures into daily operations. This reduces the need for new raw materials, saves energy, and lowers greenhouse gas emissions linked to the manufacture of textiles. Furthermore, recycling in the textile sector can stimulate the creation of novel and long-lasting materials, ultimately promoting a more environmentally conscious and accountable manufacturing process.

Second, the study highlights the notable commitment of textile companies toward implementing repurposing or reusing processes. This involves actively seeking alternative uses



for materials or products that would otherwise be discarded as waste. The aim is to find innovative ways to give new life to these materials and reduce the overall environmental impact of the industry. Leonas (2017) emphasises the importance of such practices in achieving resource conservation and waste reduction. His study indicated that textile companies had adopted the transformation of old garments into new fashion items, where through creative design and manufacturing techniques, these companies repurpose used clothing, giving them a fresh and updated look. This process not only extends the lifespan of the garments but also reduces the need for new production, thereby conserving resources and reducing waste generation. Besides, textile companies explore ways to utilise fabric remnants or offcuts for other purposes. Instead of discarding these smaller pieces of fabric, they repurposed into various products, such as accessories, home furnishings, or even insulation materials. By finding alternative uses for these remnants, companies minimise waste and maximise the value derived from their resources. According to Goworek et al. (2020), repurposing and reusing techniques are used in the textile business in ways that go beyond simple cost-cutting. It represents a proactive strategy for tackling the environmental issues brought on by textile waste. By implementing these strategies, businesses show their dedication to sustainable resource management and support the circular economy, in which resources are reused for as long as feasible.

Third, the study's findings also indicated that textile companies in Pakistan had implemented remanufacturing strategies that involved restoring used products or components to their original specifications, extending their lifespan, and reducing the need for new production. This strategy adheres to the circular economy's guiding principles, which emphasise maximising product utilisation and reducing waste. Pakistani textile companies contribute to sustainable and ecologically friendly operations by implementing remanufacturing techniques. It contributes to resource conservation by making better use of already-existing products and

materials, minimising the need for raw materials, and energy-intensive manufacturing procedures (Manickam & Duraisamy, 2019). Besides, it backs the idea of a circular economy, which encourages material reuse and recycling to establish a closed-loop system. Remanufacturing can also benefit textile businesses economically, enabling them to access new revenue streams by marketing remanufactured items to clients who value sustainable and environmentally friendly solutions.

Fourth, the study's findings reveal that reverse logistics, a process that involves managing the return and disposal of products and materials, is highly implemented in Pakistan-based textile companies. This indicates that these companies have established efficient systems for collecting and recycling used textiles, ensuring they are correctly handled and processed at the end of their lifecycle. According to Gwilt and Rissanen (2012), the disposal of textile waste presents a substantial difficulty, and the textile sector is well known for leaving a significant environmental legacy. Businesses seek to reduce the damaging environmental effects of textile disposal and support a more sustainable approach to resource management by employing reverse logistics methods. More so, gathering worn textiles is a crucial component of reverse logistics in the textile sector. Textile producers may set up collecting stations or collaborate with recycling organisations to entice customers to return their used textiles rather than throw them away. These collecting systems can be implemented in several ways, including working with retailers, taking back programs, and specific drop-off locations. Discarded textiles can be recycled into new goods or resources through diverse processes, including mechanical shredding, chemical processing, or fibre regeneration. Companies may reduce the need for virgin resources, save energy, and generate less trash by recycling textiles (Parvin et al., 2020). Recovering valuable materials from used textiles is another aspect of the reverse logistics technique in the textile industry. Collaboration with various stakeholders, including customers, recycling facilities, and waste management organisations, is necessary for implementing

efficient reverse logistics systems in textile enterprises. In order to ensure the effective and responsible treatment of used textiles, collection, sorting, and processing methods must be designed and optimised.

Fifth, the study highlighted that textile companies in Pakistan prioritise reducing their carbon footprint, which entails minimising the amount of greenhouse gas emissions generated through their operational activities. Optimising energy efficiency, which entails finding areas within their operations where energy consumption can be reduced or made more efficient, is one of the primary tactics used by textile companies. In order to lessen their dependency on fossil fuels and reduce carbon emissions, they also use renewable energy sources like solar and wind power (Liang et al., 2020). To reduce the production of greenhouse gases, they also employ eco-friendly materials, improve logistics and transportation, and adopt waste management techniques. According to Hussain et al. (2020), textile companies in Pakistan contribute to mitigating climate change and promoting sustainability within the industry by prioritising carbon footprint reduction. Through energy efficiency, renewable energy utilisation, and other sustainable practices, they aim to minimise their carbon emissions and contribute to a more sustainable future.

Sixth, the study revealed that textile companies in Pakistan have taken significant steps to address the issue of wastewater management in their operations. According to Gupta et al. (2019), wastewater management involves implementing various strategies to treat and effectively manage the wastewater generated during textile production, thereby minimising its environmental impact. Wastewater from textile manufacturing processes frequently contains a variety of pollutants, such as dyes, chemicals, and other toxins. If these contaminants are not adequately handled, they may harm the environment, especially the aquatic bodies where the wastewater is dumped. As a result, Pakistani textile industries have implemented methods to lessen the adverse effects of their effluent since they understand how critical it is to address

this issue. The use of cutting-edge treatment techniques is one strategy these businesses have used. These techniques use a range of tools and procedures to eliminate or neutralise contaminants found in wastewater (Parvin et al., 2020). Advanced treatment procedures may combine physical, chemical, and biological processes to ensure the efficient removal of impurities. By implementing these approaches, companies can drastically lower the number of pollutants in their wastewater before it is discharged. Textile producers have also embraced the idea of water recycling devices. These systems involve collecting, treating, and reusing wastewater within the industrial process. After treatment, the wastewater is recycled and used for various purposes inside the industrial site rather than discarded. Companies can reduce water pollution and preserve valuable freshwater resources by installing water recycling systems. This strategy lessens the pressure on regional water supplies and encourages the textile industry to use water more sustainably.

Seventh, the study emphasised that textile companies in Pakistan have taken significant steps to address the pollution issue, particularly concerning dust, air, and noise pollution resulting from textile manufacturing processes. These companies have put in place various control measures to lessen the detrimental effects of these pollutants on the environment and the populations in the area. The companies have put in place measures to reduce the emissions of dust particles produced during production processes to prevent dust pollution. Installing efficient filtering systems in their plants is one of the essential tactics. To stop airborne particles from being released into the environment, these filtration systems are made to trap and remove them. Textile companies may drastically reduce their dust pollution by putting these steps in place. According to Parvin et al. (2020), the companies concentrate on resolving air pollution resulting from production operations and controlling dust pollution. They use various techniques and technology to reduce and manage air pollution emissions. Air pollution control techniques like scrubbers and electrostatic precipitators, which aid in capturing and removing

pollutants from the air before it is released into the atmosphere, may be used. Textile firms can efficiently limit the emission of dangerous compounds and help enhance the air quality in the surrounding areas by implementing these technologies (Liang et al., 2020). The effects of noise pollution on the health of employees and the neighbourhood are also recognised by textile firms. They reduce the noise levels their operations produce to solve this problem. This may entail installing noise-cancelling equipment, such as acoustic barriers, soundproofing insulation, or quieter machinery. These procedures aim to lessen the disruption to neighbouring communities while improving the comfort and health of the working environment for employees.

Consistent with the findings of this study, the use of CSR practices and other environmentally sustainable practices should be across the entire production chain (Centobelli et al., 2022). CSR policies can help the company provide a conducive working environment for its employees, increase sustainability and reduce the environmental impacts of textiles while benefiting the industry. The findings of this study support the literature that companies in the textile industry are increasingly aware of their responsibility toward developing effective CSR policies and the environment and society. Brewer (2019) argues that the high implementation of CSR policies has helped many companies in the textile industry and other industries in addressing the current damaging cycle of employees, brands, customers, and fast fashion.

According to Utebay (2020), the textile industry significantly affects the environment and has been recorded as one of the most waste-production and polluting industries worldwide. Implementing corporate social responsibility practices is a necessary and effective method to build sustainability in the apparel industry. The textile industry is an essential source of greenhouse gas emissions, and to reduce the emission of these gases, corporate social responsibilities such as recycling, reusing, air pollution controller, and reverse logistics are implemented in the textile industry (Tsai, 2018). Employees in a company with an effective

CSR policy are much more satisfied when connecting with the community and feel proud to take ownership of the company. Besides, the company gets a more significant business reputation on a global scale, its brand is highly recognised, and it gets more excellent opportunities that attract more qualified and better staff and employees (Jurisova, 2019).

Companies in the textile industry can increase their operations cost savings, increase employee and financial performance, create a competitive environment, and increase more effective growth through effective CSR practices. These tangible benefits are undeniable, but the increased employee performance and reduced employee turnover from eco-friendly are significantly positive for modern companies. The study found that the participant indicated their firm, the Pakistan textile industry, highly used a combination of repair, reuse, and new parts to rebuild its products to the specification of the original manufactured product. Reusing existing textiles and fibre reduces the need for newly manufactured fibre and textile products. This not only reduces environmental pollution but also reduces energy consumption and saves water, chemicals, and dyes used to make new products (Zhaighum et al., 2021).

The use of CSR significantly influences the development of the company's brand and the schemes for a more sustainable global textile industry. Therefore, the high implementation of CSR practices in the Pakistani textile industry is impactful across societal levels, the entire textile business, and the global textile industry. This also generates a positive picture of the company to society and trust among the customers and increases market shares and brand awareness, which are beneficial to the company owners and employees. According to Liang et al. (2022), factors that increase a company's performance also enhance employee-friendly practices. Besides, the use of CSR strategies, which improve the company's performance, also assists the company in taking care of employee welfare, while it is negatively related to employee turnover.

#### **5.4. Objective Three: To Analyse the Impact of Ethical and CSR Practices and Factors on Employees' Performance**

The study found a positive relationship between ethical practice and corporate social performance and the performance of the employees. Employees tend to be more productive when on the job in a company that enhances ethical practices. According to Zhaigum et al. (2021), ethical practices like paid leave enable employees to handle personal matters outside of the office when they may take time off work without worrying about the financial implications of the break. Consequently, there are fewer distractions at work, increasing productivity. Moreover, during the leave, employees and employers can find their personal lives and significantly influence their career lives. It is frequently necessary to handle crucial calls and appointments during office hours. When you provide paid time off for personal needs, your employees have fewer things to worry about or consider while at work. Giving workers compensated time off generally results in higher overall productivity.

Safety in the workplace has a positive influence on employee welfare. When companies focus on their employees' safety and provide them with a safe physical workplace, they prevent similar issues in terms of low employee productivity, high employee turnover, lawsuits, and downtime. Preparation for emergencies and taking precautions in a crisis help the company build good public relations that attract more employees, customers, and entrepreneurs who may consider doing business with the company on philosophical grounds.

Lee et al. (2013) investigated the perception of an employee on CSR activities, their antecedents, and their consequences. Employee perceptions of corporate social responsibility (CSR) initiatives can significantly affect their loyalty to the organisation, as well as corporate performance and culture. Positive employee perception of CSR initiatives increases their overall job happiness and loyalty to the company. Employee perceptions of CSR initiatives mediate between CSR competence and employee performance and loyalty to the organisation.

Parvin et al. (2020) posit that employees are more likely to perform better in their roles and build a stronger emotional bond with the firm when they believe that the corporation is competent in its CSR activities and sincerely devoted to having a beneficial impact on society and the environment. More so, organisations that actively engage in CSR frequently cultivate the ideal work environments and a high-trust culture for their clients, neighbours, and workers. This dedication to social responsibility helps to create a supportive workplace where employees feel appreciated. As a result, these businesses frequently post great performance stats and have lower staff turnover rates.

The caring climate in a company has been found to indicate organisational command, job satisfaction, and job performance. Employee perception of a loving environment at work supports a robust organisational culture. This suggests that they get support from, feel appreciated, and are respected by their co-workers and superiors. This encouraging directive improves internal cooperation, trust, and communication, strengthening bonds and raising employee satisfaction. A caring environment has a good impact on job satisfaction as well. Employees are more likely to be satisfied with their jobs overall when they believe their employer cares about their welfare and personal growth (Parvin et al., 2020). A supportive environment fosters a sense of community, job stability, work-life balance, and growth opportunities, all vital elements of job satisfaction. A caring environment has also been shown to positively affect job performance. Employees are more likely to feel inspired, engaged, and committed to their work if they perceive a caring environment. They frequently demonstrate better productivity, creativity, and commitment to their jobs. Employees have the resources and incentive to perform at their highest level, thanks to the support and encouragement they receive in a supportive environment.

Fu and Deshpande (2014) used a sample of 476 employees to test the influence of a caring climate on organisational commitment and through a mediating role of job satisfaction on job



performance. The study showed that companies committed to taking care of their employee, environment, and society are more likely to experience a high level of employee satisfaction, resulting in high employee performance. It was also recorded that organisational commitment had a significant direct influence on employee performance. Corporate ethics values and corporate social responsibility influence daily business activities in an organisation (Trivellas et al., 2018). The statistical analysis indicates that the relationship between corporate social responsibility, corporate ethics, and organisational citizenship behaviour significantly affects employee job performance. Besides, organisations committed to enhancing CST and ethical practices record high employee job performance compared to organisations not committed to ethical and CSR practices.

Consistent with the current study's findings, Sapanda et al. (2018) found that work ethic increases perceived employee satisfaction, consequently increasing job performance. In this study, the work ethic is an individual's attitudes, beliefs, and behaviours toward their work and encompasses qualities such as punctuality, diligence, responsibility, and professionalism. On the other hand, perceived employee satisfaction is an employee's subjective evaluation of their job and work environment, while job performance is how well they perform their job tasks and responsibilities. Their study understood that the relationship between work ethic, perceived employee satisfaction, and job performance could be understood as job satisfaction acts as a significant mediating factor in employee performance. Employees with a strong work ethic are more likely to perceive higher levels of job satisfaction. This is because individuals with a strong work ethic often derive satisfaction from their ability to meet challenges, excel in their work, and contribute to the success of their organisation.

Additionally, employees with a strong work ethic are more likely to align with the ethical values and practices of the company, which can further enhance their job satisfaction. Likewise, in the study to examine the relationship between Islamic ethics in the company and

employee performance, Imam et al. (2013) used ex-post design and mediational analysis design to analyse the data collected from employees from companies in Islamic countries. With the help of the structural equation modelling, the study added contextual and theoretical value to the literature on ethics by suggesting that employee performance has a positive relationship with Islamic work ethics. The ethical conduct of the company determines the performance of its employees.

CSR practices in the current textile company are not a choice but an essential component Zhaigum et al. (2021). Companies in this industry should adhere to CSR regulations and laws to reduce greenhouse gas emissions and environmental and water pollution. Therefore, it is evident that Pakistani textile companies highly use CSR practices. These practices include recycling, repairing, reusing, and new parts to rebuild its products to the specification of the original manufactured product and carbon footprint reduction; preventive measures to reduce the level of carbon emission such as using renewable energy sources, adding insulation in buildings, or installing energy-efficient lighting. Employees work more productively in CSR-responsible companies and are willing to work for less when working for these companies (Sun and Yu, 2015). When employees perceive that their organisation is committed to social and environmental issues, it often leads to increased job satisfaction, engagement, and motivation, which, in turn, can positively impact their productivity levels. Besides, they are usually willing to accept lower wages or other financial benefits when working for CSR-responsible companies. The study shows that this willingness can be attributed to several factors, such as individuals feeling a sense of purpose and fulfilment in contributing to a socially responsible organisation, which can outweigh their monetary expectations. Employees may also perceive CSR-responsible companies as more desirable employers, providing additional non-financial incentives such as a positive work environment, opportunities for personal growth, and a stronger sense of community. Employee performance indicated a positive relationship with

CSR, suggesting that when the company becomes socially responsible, it generates better operating performance than its peers in the less socially responsible industry. More so, the employee will not move from a socially responsible company to a less socially responsible company.

Greening and Turban (1996), in their study on CSR and organisational attraction to future performance, found results consistent with the results of the current study. According to them, corporate social performance improves a company's attractiveness as an employer. Therefore, companies rated more favourably on various corporate social responsibility performances, such as product quality, employee relations, treatment of minorities and women, and concern for the surrounding environment, were considered attractive to employees and had a better reputation than companies with low corporate social performance. The study concluded that CSR and ethical practices positively impact employee retention rates.

According to the Global Business Ethics survey (2018), companies that demonstrate business ethics' importance to their employees will likely influence their reasoning. This survey indicates that most employees who experience a strong ethics culture are much more prepared to handle ethical issues. Employees who perform their duties with integrity are likely to perform very well. Cho et al. (2019) found a positive association between business ethics and a company's profitability. Business ethics can improve the financial performance of the company. Well-implemented ethical practices reduce losses resulting from daily employee business activities. Through ethical practices, the company is exempt from abuse and fraud costs that negatively affect its performance. Companies with questionable ethical practices may experience a decrease in employee performance, severed business partnerships, and a decrease in stock prices, adversely affecting profitability.

Ethical practices in a company are positively related to productivity. Compliance with ethical practices by the company motivates better efforts that increase production speed and quality

(Baah et al., 2020). As a result, the company pays less per unit of production than other companies and will have less ethical performance. Sale and service employees in a company with high ethical standards complete more sales and generate more sales leads than employees with equal skills in a company without ethical practices. Generating revenue and reducing costs are the key bottom-line indicators of superior employee performance. Employees feel safe in the working environment provided by companies with high ethical performance. They are also more productive than employees working in companies with less ethical performance. Safety measures and protecting workers when delivering their services reflect the company's objectives. Besides, in case of a disaster, the company can return to normalcy within the shortest time possible. Eliminating workplace hazards in a company helps the employees to remain invested in their work and do their best, thus increasing their performance. Employees in companies with high ethical and corporate social performance know the dangers of occupational health and safety. Therefore, ensuring a safe environment affects employee performance and commitment. Thus, the management of textile companies should inure their employees and provide them with protective equipment to minimise injuries and accidents when performing their duties. Equality and fairness in the workplace, such as in providing employee training and education, also help maintain a conducive working environment free from safety and health concerns that prevent accidents and injuries in the workplace, thus promoting employee performance (Umugwaneza et al., 2019).

Upholding a company's ethical practices and corporate social responsibility practices creates a pleasant and supportive work environment. It increases employee enthusiasm for their jobs, promoting productivity and work ethics in each employee's position. A pleasant working environment, suitable amenities, and positive employee relations will impact employee performance. Employee discipline and performance in reaching the objectives of the company or agency will undoubtedly increase when they feel at ease in their working environment (Putri

et al., 2019). One of the critical elements in helping businesses achieve their objectives is increasing employee performance. The performance of employees is a way to gauge a company's human resources quality and a factor in goal achievement. Workplace and work satisfaction, which CSR and ethical practices influence, are two factors that can affect how well an employee performs. Badrinath and Ekhsan (2020) assert that job satisfaction and work environment have a positive and significant impact on employee performance, both partially and simultaneously, according to multiple regression analysis, t-test (partial), and f-test (simultaneous), which shows that CSR and ethical practices indirectly but influenced employee performance.

From the literature review, implementing philanthropy as a business ethics practice positively influences the performance of their employees by creating a sense of purpose, improving the company's reputation, fostering teamwork and collaboration, and enhancing employee morale. By investing in philanthropic initiatives, textile companies can improve their employees' overall well-being and contribute to the greater good of society (Supanti et al., 2015; Tarigan et al., 2021).

#### **5.5. Objective Four: To Analyse the Impact of Ethical and CSR Practices and Factors That Affect Employee Turnover.**

The textile industry has played a significant role in the development of the Pakistan economy. As a result, Pakistan is Asia's eighth-largest exporter of textile goods (Afzal, 2012). The textile sector in Pakistan contributes 8.5 per cent of the country's overall gross domestic product (GDP) and 46% of all manufacturing and accounts for 52% of all exports from the nation. There are more than 5,000 production units in Pakistan, and the textile sector employs 40% of the workforce there (APTMA, 2017). Employee turnover is considered a key factor in analysing the textile industry's status and growth. High employee turnover signified ambiguity and instability in the livelihood of manpower, improper treatment of employees, and

inadequate policies that might cause lapses, high costs, and crises in the textile industry. With the energy crisis facing the textile industry in Pakistan, employee turnover is also unavoidable. This is a clear indication that dissatisfaction and grievances among the employees in the textile industry remain unstated. Therefore, it is a key concern to ascertain the factors leading to employee turnover, to increase employee retention, and to have a long-lasting solution for this problem. However, in the concept of CSR and ethical practices, textile companies have put forth to ensure they are environmentally and community-friendly. However, according to Martin and Harris (2018), protecting the environment and the surrounding society is the condition for every company in the current industries.

The study found that there is a negative relationship between employee turnover and ethical and CSR performance among companies in the textile industry in Pakistan. This signifies that if companies in the textile industry of Pakistan ensure that their CSR activities are perceived as ethical, supportive, and beneficial during the crisis, employees will trust those companies and be confident in their activities, which will significantly reduce employee turnover intention. CSR activities significantly affect employees' trust and faith in the company as they are viewed as moral, helpful, and advantageous, especially during times of crisis. Companies that show a sincere commitment to social responsibility and ethical behaviour are valued and appreciated by employees. Employees at these companies perceive them as trustworthy and dependable. Ethical and CSR practices have helped to foster trust and confidence, which in turn significantly decrease the desire of employees to leave the company. Employees are more likely to have a strong loyalty and attachment to the company when they believe that their employer genuinely cares about social and environmental issues and consistently commits to ethical conduct. Besides, they are more likely to stay with the firm rather than look for employment elsewhere since they are aware of the beneficial impact the company is having on society.

The value of ethical and CSR activities is even more apparent at times of crisis, such as recessions or complex conditions. Companies that emphasise CSR initiatives and maintain moral standards in crises not only uphold their social obligations but also give their employees a sense of stability and security. Employees look to their employers for assurance and a feeling of purpose during uncertain times. When consumers see their company actively participating in CSR programs and upholding ethical standards, it allays their worries and lessens their desire to leave the organisation. Companies foster an environment that encourages employee engagement, loyalty, and job satisfaction by exemplifying ethical behaviour and strongly emphasising CSR initiatives. Working for a company that shares its beliefs and positively contributes to society gives employees a sense of pride and purpose. This results in lower intention to leave the company and higher employee retention.

The findings of this study are constituent to Yoo and Chon (2015), who concluded that there is a negative association between ethical and CSR practices and employee turnover. Their study found that there is a significant difference between the rate of employee turnover intention between harmful industries such as gambling, alcohol, and tobacco companies and un-harmful industries. The study identified that harmful companies engaged with social and ethical issues, and employee turnover is a serious concern for these industries. Based on social identity theory, employees in companies that do not practice CSR and social ethics tend to differentiate themselves from their companies to avoid being criticised by social norms and protect their self-esteem. Yoo and Chon also found that a high level of misidentification of employees from their companies contributed to a high employee turnover intention. When employees feel undervalued, unrecognised, or disconnected from their organisation, they are more likely to consider leaving their current job. However, ethical practices and corporate social responsibility (CSR) initiatives play a crucial role in mitigating this issue. When companies prioritise ethical behaviours and engage in CSR activities, it helps in building a positive

reputation and fostering strong relationships with employees. For example, ethical practices such as fair treatment, transparency, and integrity contribute to a culture of trust within the organisation. Employees who perceive that their company operates with ethical standards are more likely to have trust in their leaders and the overall organisational structure. This trust leads to a sense of belonging, loyalty, and job satisfaction, which, in turn, reduces their intention to leave the company. More so, CSR initiatives demonstrate a company's commitment to social and environmental responsibility. When employees witness their organisation actively contributing to the well-being of society and the environment, it enhances their perception of the company's values and purpose. This alignment between personal and organisational values fosters a sense of pride and engagement among employees. They feel motivated to be part of a company that is making a positive impact, leading to increased job satisfaction and reduced turnover intention. Likewise, Hussain et al. (2020) found that CSR practices often include employee-centric initiatives such as providing opportunities for skill development, offering work-life balance programs, and supporting employee well-being. These practices demonstrate the company's investment in its employees' growth and happiness, further strengthening the employee-employer relationship and reducing turnover intention.

Replacing employees, from advertising to interviews to training in any organisation, is costly. According to Krissy (2021), employee turnover costs almost 20% of annual employee salaries, which is far greater than the alternative of providing conducive working environments and benefits like paid leave. Introducing paid leave policies can improve staff morale and job satisfaction, promoting staff retention. Paid time off helps workers feel appreciated and supported by their employers, improving their general job happiness. Happy employees are more likely to stay there and are less likely to look for chances elsewhere. Employee happiness is significantly influenced by corporate social responsibility (CSR) and ethical business conduct. Companies that place a high priority on CSR and ethical behaviours foster employee



alignment and a sense of purpose. Employee engagement and job satisfaction increase when they believe their company is dedicated to improving society and the environment. Beyond monetary pay, workers frequently seek meaningful employment and a sense of contribution. Through CSR practices, employees can be a part of something bigger and help a better cause. On the other hand, businesses that disregard CSR and ethical standards are more likely to have increased staff turnover. Employees who place a high value on social and environmental responsibility may be more likely to look for work with companies that share their values. A business runs the risk of losing competent personnel to rivals who put a higher priority on CSR and ethical behaviours.

Likewise, Gaitens et al. (2021) indicated that paid leave, the safety of the employee, preparedness for emergencies, fairness, and provision of health services to employees had become a standard benefit in various textile industries. In the textile sector, paid leave is a crucial component of employee benefits since it enables workers to take time off for personal reasons while still getting their regular income. Safety precautions and a safe workplace are crucial to ensure employee well-being and reduce job dangers. To deal with unforeseen catastrophes, businesses should have emergency response plans and processes. Employee retention and happiness are significantly influenced by workplace fairness and equality. Employee benefits now commonly include health services like wellness programs, medical insurance, and access to healthcare facilities. Please offer these services and benefits to ensure employee retention is maintained. Companies that prioritise employee well-being, safety, fairness, and health services are more likely to create a positive and supportive work environment, leading to increased employee loyalty and retention.

The findings of this study are more consistent with Cheng et al. (2022) who investigated the mediating role of uncertainty, CSR cynicism, and distrust in mediating the relationship between negative violation valence and employees' intention to leave their jobs using a structural

equation model based on findings from expectation violation theory. The finding of their study revealed that employees' negative violation valence had a positive impact on their scepticism about CSR and mistrust of their companies. This mistrust was fuelled by employees' negative violation valence regarding their businesses' CSR operations. Employees' mistrust of CSR initiatives within their organisation increased when they believed that their expectations regarding CSR were violated or unmet. They started to doubt the sincerity and authenticity of their company's CSR initiatives, wondering if they were more than just flimsy facades or empty attempts to project a favourable image. Besides, this doubt increased the level of employee distrust in their employers. Employees mistrust management due to the negative violation of valence in connection to their companies' CSR initiatives. As a result of their perception that their CSR initiatives needed to have more sincerity or a genuine commitment to social and environmental responsibility, they began to doubt the credibility and integrity of their firm. As a result, employee mistrust of their employers boosted their desire to leave. Their mistrust and cynicism regarding CSR practices undermined their allegiance and dedication to the organisation. Employees were more likely to look for employment opportunities elsewhere because they felt their employers needed to be genuinely committed to CSR or meeting their social and environmental obligations.

With the provision of paid leave to the employees, the number of unplanned absences decreases. Sheam and Todd (2000) noticed that employees who have access to paid leave days frequently rearrange their meetings, appointments, and vacation time to fall on these designated leave days. To maximise their paid time off benefits and make sure they get paid what they are due, people who engage in this conduct. Employees can balance their obligations while taking advantage of the paid leave days offered by their companies by carefully organising their time off. They also found that employee attendance is influenced by the availability of paid leave days and other types of leave like holidays, unavoidable absences, and sick days. According to

their study, employees are more likely to emphasise attendance and reduce unscheduled absences when they know that paid time off is an option. Productivity and overall workforce stability may benefit from this. Besides, from the employer's viewpoint, the availability of paid leave days enables more efficient scheduling and responsibility distribution. Employees' dependability during regular business hours allows for effective workflow management and guarantees on-time completion of tasks. Employers may plan effectively and allocate resources by having a comprehensive awareness of the available workforce, minimising interruptions brought on by unforeseen employee absences. Elements that also have an impact on employee retention rates have an impact on the expenditures related to absences. There are expenses associated with recruiting temporary substitutes or allocating responsibility among existing employees while employees are absent from work, whether due to planned leave or unforeseen reasons. These expenses may be high, especially if frequent or extended absences become a chronic problem. Employers can lessen the cost of employee absences and boost overall retention rates by offering paid leave days and encouraging a culture of attendance.

Ethical practices implemented within a company have been found to have a profound impact on employee well-being and job-related attitudes. These practices contribute to the reduction of employee role stress, emotional exhaustion, and interpersonal conflicts while simultaneously increasing job satisfaction and trust in supervision. Additionally, ethical practices foster a culture of trust and collaboration, which helps mitigate interpersonal conflicts. Job satisfaction is another key outcome influenced by ethical practices, as they demonstrate that the organisation cares about its employees' well-being and the impact of its actions, leading to higher levels of job satisfaction. Finally, ethical practices contribute to the development of trust in supervision, which enhances communication, cooperation, and commitment within the organisation, ultimately reducing turnover intention. In the study to investigate the influence of CSR practices and ethical practices on employee trust, Lee (2020) found that CSR and

ethical practices have a positive influence on employees' perceived external prestige, which is also directly connected to their communal willingness to the company and communal relationships. In the context of textile companies in Pakistan, a high level of ethic practices and CSR signifies communal willingness to the company and communal relationships among the employees, thus a decreased turnover. Likewise, Jiang et al. (2022) found that effective implementation of CSR significantly influences CSR-related work engagement, employee social media engagement, and hypocrisy, which also influence employee turnover intention.

In the study to investigate ethical leadership and CSR and their effect on organisational citizenship and trust, Tourigny et al. (2019) found that there is a significant positive relationship between ethical leadership and CSR and organisational citizenship and trust. They suggest, based on multisource data and multilevel analysis, that supervisors' ethical commitment affects subordinates' perceptions of corporate social responsibility, which in turn affects subordinates' trust in the organisation, leading to engagement in organisational citizenship behaviours (OCB) focused on the organisation and other people and increased personal social responsibility. They also evaluated the degree to which ethical leadership and CSR at the workplace level affect employees' behaviours as it is mediated through organisational trust at the individual level. Their findings were almost content with the findings of this study as they recorded that ethical leadership positively influences organisational trust at the individual level and positively influences CSR at the work unit level, which in turn significantly and favourably affects OCB. Employee turnover intentions rate in organisations with high engagement levels of organisational citizenship behaviours is low. Therefore, ethical leadership and CSR indirectly negatively influence employee turnover.

Moreover, Chen et al. (2022) found that employees' negative violation valence had a positive impact on their scepticism about CSR and mistrust of their companies. This mistrust was fuelled by employees' negative violation valence regarding their businesses' CSR operations.

Employees' CSR cynicism raised their level of mistrust for their companies, which raised their intention to leave.

Siddiqui (2018) also found that factors such as compensation, retention strategy, employees' career development-succession program, and work-life balance affected the employees' turnover intention inversely; in case any of such factors increased, the employees were less likely to leave the organisation. However, the terminal and other benefit plans by the firm, such as incentives, appraisals, healthcare benefits, family plans, and many more, have a relative and positive relationship with the employee turnover intention. Jannat, Rahman, and Kumar (2019) found that effective CSR activities have been identified to improve the job satisfaction of the employees and engagement towards achieving the organisational goals, thereby reducing their turnover intention. Ahmed et al. (2018) posit that unethical safety practices and issues hinder the performance of the employee negatively since the risk of getting severe injuries persists in the working environment. Besides, unpaid working hours, irregular increments and promotions, and job insecurity have been reflected to influence employees' turnover intention, as well as their performance, since they become dissatisfied with the unethical management practices that did not review their dedication and efforts for achieving organisational goals.

Based on the literature review part, the study found that emergency preparedness plans can significantly impact turnover intentions in organisations. These plans create a safe and secure work environment for employees by identifying and addressing potential risks, positively impacting employee behaviours and attitudes. Employees who work in a secure environment are more likely to be engaged and productive, reducing absenteeism and turnover due to workplace injuries or incidents. Moreover, a secure work environment increases employee loyalty and commitment, reducing turnover intentions. Effective emergency plans require clear and timely communication between employees and management, improving employee inclusion and value (Amponsah et al., 2016; Kaynak et al., 2016; Long and Perumal (2014).

Additionally, these plans involve employee training and development, improving skills and knowledge, leading to better job performance and job satisfaction, and reducing turnover intentions (Brown et al., 2021). Emergency preparedness plans also increase organisational resilience, enabling faster recovery from unexpected events, improving employee confidence and job security, and reducing turnover intentions (Zhou et al. (2022).

#### ***5.5.1. Corporate Social Responsibility Initiatives in increasing employee performance and reducing their turnover rate***

The findings of the study indicated that there is still a large number of employees who are willing to leave their current job organisation for another organisation. To control this, there is a need to improve ethical practices and corporate social responsibility practices.

**First, the study found that textile companies in Pakistan must build and promote strong employee team talent.** Like many other industries, textile companies heavily rely on teams to carry out various tasks and achieve business objectives. These teams span different departments and organisational functions, such as production, design, marketing, and logistics. When employees work together effectively, they can leverage diverse skills, perspectives, and knowledge from people from various backgrounds, talents, and experiences. This provides a larger spectrum of knowledge for problem-solving and decision-making processes. According to Brummelhuis et al. (2012), when employees work together effectively as a team, they become more beneficial since teams may need to solve complicated difficulties relating to product design, production processes, supply chain management, or client preferences. As a result, this harnesses the pooled knowledge and talents of employees and considerably improves the overall performance and outcomes of the team. Therefore, when companies focus on building a solid team, they foster a sense of engagement among their employees (Osborne & Hammoud, 2017). This engagement motivates, commits, and makes employees more willing

to go the extra mile to achieve organisational goals. They feel a sense of connection and ownership to the company, which improves performance and productivity.

Likewise, Bin and Shmailan (2015) support that the key to developing a great team is to support employee growth and offer opportunities for skill development. Building great employee team enables employees to collaborate and share expertise. Employees may pool their expertise, discuss best practices, and learn from one another when they work closely together. This collaboration enhances job quality and contributes to developing a learning culture inside the firm. Teams may uncover more effective working methods, enhance procedures, and improve performance via regular communication and idea sharing. Therefore, textile companies should allow employees to learn new skills and keep up with market developments by providing training programs, workshops, and mentorship activities. This enhances worker productivity, job happiness, and general competence. Besides, encouraging a culture of information sharing within the team enables staff members to share ideas, learn from one another, and collectively improve their skills.

Team-building activities in a company foster a sense of belonging and shared purpose among employees by setting common goals, encouraging collaboration and communication, building relationships, recognising individual strengths and contributions, and creating a positive and supportive work environment (Gloor, 2006). These activities involve setting specific tasks or challenges that require collaboration and cooperation, fostering a sense of purpose and a sense of belonging. By fostering effective communication, better understanding, trust, and camaraderie, employees experience positive interactions, resulting in a stronger sense of belonging and a shared purpose to achieve success (Dasgupta et al., 2012). Additionally, team-building activities highlight employees' diverse strengths and skills, fostering appreciation and recognition for their unique contributions. A positive and supportive work environment fosters a culture of teamwork and unity, motivating individuals to work together towards common

goals. Overall, team-building activities contribute to a stronger sense of belonging and shared purpose among employees, ultimately leading to a more prosperous and productive work environment.

Additionally, Hussain et al. (2022) posit that strong team talent thrives in a Collaborative work atmosphere. Companies in the textile industry that value collaboration, open communication, and teamwork foster an environment where ideas may be openly exchanged and improved. Collaboration breeds innovation, creativity, and problem-solving, which improves performance and results. Additionally, they feel linked to their colleagues and respected, which lowers the possibility of employee turnover. Osborne and Hammoud (2017) consistently assert that retaining employees is essential to developing a talented team. Employees are more likely to stick with a company over the long term if they feel that their contributions and skills are respected. Companies in the textile industry can encourage loyalty and lower turnover rates by providing growth opportunities, professional development plans, and a positive work environment. This reduces the expense of hiring, integrating, and training new employees.

In an effort of establishing a great team inside the organisation requires effective leadership and mentoring. Employees who work for strong leaders are motivated and guided, receiving clear instructions, helpful criticism, and mentoring chances (Arieli et al., 2020). They are more likely to stay committed to the team and the organisation, reducing turnover rates.

**Second, the study found that the identified purpose of companies in the textile industry in Pakistan should comply with CSR and focus on maximising organisation and community value.** CSR is a company's pledge to do business ethically and socially responsibly. It entails considering how corporate activities affect many stakeholders, such as employees, consumers, communities, and the environment. Companies that match their mission with CSR understand their obligation to contribute to society and the greater good



positively. Alignment is incorporating social and environmental factors into company plans and decision-making processes.

The research emphasises the need to enhance community and corporate value. This entails considering corporate operations' influence on the local community and attempting to make a positive change. Companies may add value to the community by supporting local charities, encouraging environmental sustainability, creating job opportunities, and investing in community development projects. Organisations exhibit their commitment to becoming good corporate citizens and strengthen ties with local stakeholders by actively interacting with and supporting the community. Consistent with this finding, Liang et al. (2020) assert that employee engagement and satisfaction increase when businesses prioritise CSR and concentrate on positively impacting society and the community. Besides, increased job satisfaction and employee morale can result from working on worthwhile projects beyond maximising profits. When workers believe their company is changing the world, they are more likely to be inspired and dedicated to their jobs. This improved involvement leads to improved performance and a lower risk of turnover. Besides, Hussain et al. (2020) found that complying with CSR and focusing on maximising organisation and community value improve company reputation. Textile companies that prioritise CSR and actively give back to the community develop a good reputation that attracts potential customers and employees. Therefore, textile companies in Pakistan can attract top personnel and lower turnover rates by building a reputation as an ethical and socially conscious employer.

In today's market, many workers look for harmony between their values and those of their companies (Arieli et al., 2020). Textile businesses in Pakistan can hire and keep a staff that respects social and environmental responsibility by prioritising CSR programs. Employee commitment to work improves performance and lowers turnover when they believe the organisation's mission and values align with theirs. Besides, if textile companies take part in

CSR projects that help the community and society, employees will grow to love working for it. They take satisfaction in being affiliated with a socially conscious firm and feel part of something bigger than themselves. This sense of accomplishment encourages loyalty and more profound dedication to the business, boosting employee retention and productivity.

According to the study, firms should emphasise maximising organisational value. This relates to the production of value for the firm, such as profit generation, meeting corporate objectives, and maintaining long-term sustainability. Organisations that include CSR in their mission know that ethical and socially responsible practices may improve their financial performance, brand reputation, and competitive advantage (Smith, 2007). CSR programs may result in greater consumer loyalty, higher staff engagement, and strengthened stakeholder connections, all of which contribute to the production of corporate value. Hussain et al. (2020) found that employees are more likely to be motivated and fulfilled when they feel respected, empowered, and connected to a shared goal. Besides, their study supported that a supportive and pleasant workplace environment can substantially impact employee performance and lower turnover rates.

Generally, organisations operating in the textile sector in Pakistan should create a thorough CSR plan that explains its mission, goals, and the specific social and environmental impact areas it wishes to address. This strategy should be consistent with the organisation's fundamental principles and business model, as well as the requirements and expectations of its stakeholders, which include workers, customers, communities, and investors (Salvioni & Gennari, 2017). They should also link its mission with the company's CSR objectives, which means that its purpose should extend beyond making profits to include the more extensive societal and environmental benefits it intends to produce. The organisation's dedication to appropriate business practices and making a positive contribution to the community should be reflected in the purpose. More so, involving stakeholders is critical for ensuring the business's

defined mission fits with CSR and optimises value for the organisation and the community (Brockett & Rezaee, 2012). This entails aggressively soliciting input and feedback from stakeholders in order to understand their expectations, concerns, and objectives. Organisations may build a purpose representing the community's common interests and values by incorporating stakeholders in decision-making.

To ensure that the identified purpose of companies complies, the organisation in the textile industry in Pakistan should incorporate CSR concepts and practices into all aspects of the value chain, from sourcing and manufacturing to marketing and consumer involvement. Organisations should endeavour to operate ethically, reduce their environmental impact, and promote social responsibility at all levels (Filatotchev & Nakajima, 2014). Furthermore, textile organisations should aggressively cooperate with community partners, non-profit organisations, and government agencies to optimise the beneficial impact of their CSR initiatives. By Collaborating with external stakeholders and leveraging pooled resources, skills, and networks, these organisations may handle complex social and environmental concerns more successfully.

Filatotchev and Nakajima (2014) assert that it is critical to set clear metrics and objectives to assess and monitor CSR performance to guarantee that the organisation's defined purpose conforms to CSR and focuses on maximising value. Tracking key performance metrics relating to social, environmental, and economic implications is part of this. Transparency and responsibility to stakeholders are demonstrated by regular reporting on CSR activities and progress. Similarly, firms in Pakistan's textile sector should regularly analyse the success and impact of their CSR programs and goals. Seeking feedback from stakeholders, performing impact assessments, and staying current on developing CSR trends and best practices are all part of this. Organisations may guarantee their mission stays relevant and aligned with

maximising company and community value by continually developing and changing CSR practices.

**Third, the study found that the employees should be given ownership and the tools they need to succeed.** When employees are given ownership over their work, they feel a sense of responsibility and accountability, become more engaged in their roles, and are motivated to perform at their best (Stone et al., 2020). Having a stake in their work and feeling empowered to make decisions cultivates a sense of ownership and pride, leading to higher levels of dedication and commitment. Consistent with this finding, Yue et al. (2021) organisations should allow employees to take on tasks and make decisions as this autonomy allows them to make judgments and take actions that are in keeping with the business's goals. Consequently, it fosters employee ownership and allows people to contribute their unique ideas and knowledge to the best of their ability. Besides, employees who perceive themselves as having a voice and influence in decision-making are more likely to develop a more robust identification with the organisation. This higher level of identification leads to increased dedication and commitment toward organisational goals and values. The sense of ownership and pride from being empowered to make decisions reflects a positive emotional culture within the organisation. Likewise, Zhong et al. (2016) assert that giving employees a voice in their work and the authority to make decisions shows the organisation values and trusts their efforts. This sense of ownership builds a sense of pride in one's achievements and develops a psychological attachment to one's job.

Organisations in Pakistan's textile sector should provide employees with clear goals and expectations and invest in employee training and development to provide them with the skills they need to succeed. Employees with well-defined objectives understand their expectations and can take responsibility for their duties and initiatives. These employees are more likely to be motivated and dedicated to reaching the intended objectives when they have a feeling of

purpose and clarity. Employees can also improve their skills and knowledge by giving relevant training programs, workshops, or access to learning materials. This allows them to do their work efficiently and confidently. Opportunities for continuous learning reflect the organisation's commitment to employee development and provide employees with the skills they need to flourish in their positions.

Additionally, giving employees ownership and the tools they need to succeed increases job satisfaction. Based on the findings by Ugwu et al. (2014), when employees are provided with the resources and skills they need to thrive, employers may empower their staff to work effectively and efficiently. Employees can do their duties with more assurance and job satisfaction when they can access the proper tools, technologies, training, and support. This results in higher levels of job satisfaction and a lower turnover rate. Markos and Sridevi (2010) consistently indicated that employees must have access to the relevant information and resources to increase their performance and lessen their desire to leave. This is accomplished by ensuring that individuals can access the tools, technology, and information systems needed to complete their duties efficiently. This includes supplying appropriate software, hardware, databases, and documentation. Employees with access to the correct resources may expedite their work processes and offer high-quality products. Creating a supportive work environment is critical for providing employees with ownership and the skills they require to thrive. Fostering open communication, promoting cooperation, and offering assistance and direction as required are all part of this. Managers and organisational leaders should be personable and available to employees for criticism, assistance, and mentorship. A welcoming workplace fosters trust, inspires creativity, and helps workers to thrive.

Armstrong (2010) supports this study by indicating that recognising and rewarding employees' achievements as a part of giving them ownership contributes to improved performance and reduced turnover. Employee morale, work satisfaction, and engagement are increased through

acknowledging and appreciating employees' efforts and contributions. This results in increased engagement, greater ownership, and enhanced performance. Implementing reward and recognition programs also supports an ownership culture, promoting a work environment in which workers feel empowered and accountable for their job outcomes. Recognising and recognising exceptional talent increases both performance and turnover. This develops loyalty and commitment, making employees less likely to pursue alternatives. Besides, reduced turnover maintains continuity, retains institutional expertise, and saves money on recruiting and training. Furthermore, incentive and recognition programs foster a culture of continuous growth by pushing employees to improve their abilities, explore creative solutions, and contribute to the firm's success.

Furthermore, delegating responsibilities to employees as part of giving them ownership gives them a chance to take on new challenges and develop their skill sets. Textile companies should show their dedication to the long-term success of their employees by offering possibilities for growth and professional development. Zhang and Zhuo (2014) assert that employees who feel encouraged to grow in their careers are likelier to stay with the company and strive for higher performance. Giving employees ownership entails giving them the power to decide their roles (Stone et al., 2020). Employee empowerment and autonomy are fostered when they have the authority to make decisions and shape outcomes. This independence may result in more creative problem-solving, greater efficiency, and better job quality. When employees participate in decision-making, they feel valued and appreciated, which boosts job satisfaction and lowers turnover.

**Fourth, the study found that sustainability should be the company's central goal.** It means integrating sustainable practices throughout the organisation's value chain, from sourcing raw materials to manufacturing processes and supply chain management. Organisations with a strong sustainability focus tend to attract and retain top talent as many employees, particularly

the younger generations, seek purpose-driven work and want to be part of organisations that prioritise social and environmental responsibility. By prioritising sustainability, companies create an attractive employer brand, leading to a larger pool of highly qualified candidates and increased employee retention rates. Besides, sustainability initiatives sometimes serve a higher purpose than profit, such as environmental protection, community assistance, or social equality (Portney, 2013). Employees discover a sense of purpose in their jobs when they match a company's sustainability aims. They believe their actions benefit a larger purpose, increasing their involvement and dedication. Employees identifying with the company's sustainability objective are more likely to be motivated and achieve incredible performance. Draper et al. (2016) state that many employees seek job opportunities that align with their values and contribute to a more significant cause. Therefore, those companies that prioritise sustainability become attractive employers for these employees.

By prioritising sustainable practices, companies can reduce their environmental footprint, mitigate risks, and build resilience for the future (Rehman et al., 2019). Besides, a sustainability-focused approach can attract environmentally conscious customers, investors, and employees, enhancing the organisation's reputation and market position. Emphasising sustainability as a central goal, textile companies can differentiate themselves from competitors, attracting and retaining top talent passionate about making a positive impact. This, in turn, can lead to higher employee performance and reduced turnover rates (Amiril et al., 2014). Consistently, Mehrajunnisa et al. (2022) assert that a sustainability-focused culture positively influences the overall work environment within an organisation. This culture promotes a sense of shared purpose, teamwork, and collaboration, which are essential for high-performing teams.

Employee well-being is frequently promoted via sustainability efforts. According to Mandip (2012), organisations build a healthier workplace by implementing environmentally friendly

practices that improve air quality, minimise exposure to dangerous chemicals and increase employee health and safety precautions. Besides, sustainability initiatives that promote work-life balance, flexible working arrangements, and employee wellness help create a healthy work environment by lowering stress and enhancing overall well-being, all of which positively influence employee performance and negatively impact the employee turnover rate. Work-life balance enables people to manage their personal and professional duties properly, resulting in lower stress and more job satisfaction (Burton & WHO, 2010). (Caringal et al., 2022) posit that remote work, flexible scheduling, or shortened workweeks allow employees to change their work schedules and locations, decreasing travel time and fostering greater work-life integration. Stress reduction is crucial for productivity and performance. Implementing wellness programs and initiatives addresses factors contributing to workplace stress, such as stress management workshops, mindfulness practices, or employee assistance programs (Handayani & Joeliaty, 2023). This leads to improved mental and physical health, better job satisfaction, and reduced burnout, ultimately leading to higher engagement and performance in the workplace. McCarthy et al. (2011) assert that employee wellness initiatives promote well-being by providing various programs and perks such as gyms, mental health assistance, stress management services, and health promotion activities. This emphasis on wellness assists employees in managing stress, maintaining a healthy lifestyle, and improving their overall quality of life, resulting in increased job satisfaction and reduced turnover rates.

Employees are more likely to engage in productive activities like cooperation, innovation, and efficient problem-solving when they believe in their employer's or company's sustainability goals. According to Amiril et al. (2014), performance improvement is directly influenced by this optimistic outlook. Besides, encouraging an organisational culture with a significant emphasis on sustainability fosters a strong sense of loyalty and belonging among personnel. Thus, they are less likely to look for employment outside the organisation. In alignment with



these findings, WHO (2020) also supported that sustainability initiatives often involve creating a healthier and safer work environment, such as reducing waste, improving air quality, and promoting sustainable practices. Employees who feel their well-being is prioritised are more likely to be satisfied and content in their roles. Higher levels of job satisfaction can lead to increased employee loyalty, higher productivity, and reduced turnover rates.

Milliman and Clair (2017), in their paper on "Best environmental HRM practices in the US," stress the significance of businesses providing training and development opportunities so that staff members may obtain the skills required to execute sustainable practices and projects. Employee competency-building through training and development programs is essential to their capacity to support organisational sustainability initiatives successfully. The availability of such learning opportunities directly impacts employee engagement and performance since employees feel that their company appreciates their development and provides opportunities for promotion. Besides, having access to training and development opportunities encourages employee loyalty since they see that the organisation is investing in their professional growth, which improves their overall job satisfaction and reduces employee turnover intention.

**Fifth, the study also found that textile companies should celebrate their achievements with their employees.** Companies should create a culture of appreciation and recognition, where employees' accomplishments and contributions are acknowledged and rewarded. According to Amoatema and Kyeremeh (2016), organisations can strengthen employee morale and motivation by celebrating milestones, successes, and breakthroughs. Thus, promoting a culture of knowledge sharing and continuous learning encourages innovation, collaboration, and the development of best practices within the organisation. Sherwood et al. (2022) consistently underline the importance of accomplishment celebrations to show the company's respect and value for its workers' contributions and efforts. According to their study, this practice is essential to fostering a healthy workplace. Employee morale and motivation are

raised by acknowledging and applauding accomplishments, which also fosters a sense of pride in one's job and increases success. Besides, employee engagement, dedication, and drive to perform at their best are more likely to increase when they feel valued and appreciated. This highlights how crucial it is for firms to adopt meaningful recognition procedures to foster happy and effective staff.

Draper et al. (2016), in their study to investigate how managers may make the most of their investment in continuing education, highlighted that fostering a culture of cooperation and ongoing learning inside a business emphasises the value of information sharing and accomplishment recognition. People may freely exchange ideas, insights, and best practices in this culture's supportive atmosphere. Celebrating successes also improves morale and highlights the importance of sharing information's importance. Sharing information and recognising accomplishments may lead to a constructive feedback loop inside the company that promotes development and progress. Honouring these accomplishments encourages others to participate and strive for greatness while reiterating the value of information sharing.

Additionally, celebrating the achievements with the employees and the shared knowledge provides an opportunity to identify and highlight employee skills, strengths, and areas of expertise. Agarwal and Farndale (2017) highlighted the significance of psychological safety, which refers to a safe and supportive work environment for expressing ideas and taking risks, and psychological capital, which refers to an individual's good psychological state. In addition to fostering a supportive atmosphere that encourages staff members to take chances, contribute ideas, and engage in innovative problem-solving, celebrating accomplishments offers the chance to recognise and highlight employee abilities, strengths, and areas of expertise. Achieving success also creates possibilities for growth talks and professional development. Besides, the study indicated that staff members are likelier to be engaged, devoted, and inspired when they see a clear route for advancement inside the company. Organisations meet employee

needs and foster a work environment that supports their abilities and goals by recognising accomplishments and providing career development opportunities.

Consistent with the findings of this study, Yue et al. (2021) emphasised the significance of fostering a positive organisational culture in cultivating employees' organisational identification to increase performance and reduce turnover intention among employees. According to this study, a healthy culture values things like open communication, cooperation, and trust. Employees who work in an atmosphere with this kind of culture feel appreciated, respected, and linked to the organisation's mission and values. Employee commitment, loyalty, and engagement are stronger when they strongly connect with their company. Likewise, Sinaga et al. (2018) argued that one factor that helps a business build a healthy culture is recognising accomplishments inside the company. Recognising and appreciating workers' successes and efforts strengthens their sense of worth and gratitude. This event creates a positive, encouraging environment that raises staff morale and motivation. Employees are more likely to establish a stronger organisational identification when they feel valued and appreciated, which increases satisfaction and lowers turnover rates.

Moreover, a positive culture fosters open communication, allowing employees to express their ideas, concerns, and suggestions freely. This open communication fosters trust and transparency, all necessary to establish a positive work atmosphere. Employees are more inclined to collaborate on addressing problems, think creatively, and work well in teams when they feel at ease and empowered. These constructive actions improve worker performance even more and help lower turnover rates.

#### ***5.5.2. Ethic Practices to Reduce Employee Turnover in increasing employee performance and reducing their turnover rate***

Upholding ethical factors is critical for improving employee performance and controlling turnover intentions. According to Rubel et al. (2017), the ethical climate in an organisation,

including fair wages, fair dealing, and proper healthcare facilities, plays a crucial role in employee satisfaction and turnover intention. Besides, prior studies have indicated that when employees perceive an ethical work environment, they are more likely to be committed to the organisation and have higher job satisfaction, which results in high performance and reduced turnover intention (Gunapalan & Ekanayake, 2019; Lee & Ha-Brookshire, 2017). The research has also indicated that ethical leaders who demonstrate ethical awareness, meet employee needs, and provide development opportunities foster positive employee attitudes and performance (Agha et al., 2017). On the other hand, a lack of ethical practices, such as inadequate healthcare facilities and improper management, can lead to reduced employee performance and higher turnover rates (Welmilla, 2020).

Throughout the study, it is evident that retention strategies and benefits also influence turnover intention. Providing fair compensation, career development opportunities, work-life balance, and positive workplace relations can decrease turnover rates as employees feel valued and satisfied (Ahmed et al., 2018; Siddiqui, 2018). More so, effective leadership, transparent communication, and ethical corporate social responsibility activities have shown the potential to improve employee satisfaction, organisational commitment, and performance (Jannat et al., 2019). According to Lee (2020), ethical practices and an ethical working environment foster quality relationships between leaders and employees, leading to improved performance and reduced turnover intentions. Ethical activities, such as philanthropy, contribute to employee motivation, pride, and loyalty by creating a sense of purpose and a positive societal impact (Kumar, 2019). Therefore, implementing green business ethics, such as fair dealing, essential healthcare, and compliance with women's rights and transgender laws, positively influences employee perception, performance, and engagement (Pervez, 2020).

*The study's findings indicated that organisations operating in the textile sector in Pakistan should embrace fairness and respect for all stakeholders, including employees and customers.*

For example, philanthropy, as an ethical practice, plays a significant role in reducing turnover and increasing employee performance. According to Kumar (2019), philanthropy creates a sense of purpose and pride among employees. When companies engage in philanthropic activities, such as donating to charitable organisations or supporting social causes, employees feel their company positively impacts society. This sense of purpose and pride can increase employee motivation and engagement (Kumar, 2019). Employees proud of their company's philanthropic efforts are likelier to remain loyal to the organisation and recommend it to others. It also improves a company's reputation and assists in attracting and retaining skilled people. Companies that actively participate in charitable projects are evaluated favourably by potential workers as socially responsible (Tarigan et al., 2021). Employees are more likely to have a better opinion of their company and experience a stronger feeling of loyalty when they know their firm's charitable initiatives and perceive their organisation as making a difference in the community.

Furthermore, including charity in corporate social responsibility efforts promotes employee cooperation and collaboration. When employees collaborate on charitable initiatives, chances for connection-building, communication improvement, and collaboration are created (Supanti et al., 2015). This Collaborative setting can foster a healthy work culture in which workers feel linked to one another and the business, resulting in higher employee satisfaction and lower turnover intention. Employee morale may be improved via giving. Employee morale and work satisfaction might improve when they recognise their company's dedication to positively influencing society. Employees are more likely to be proud to work for a firm that shares their values and views (Kumar, 2019). Employees are more inclined to stay with a business to which they feel connected and share their ethical principles, which can lead to more excellent employee retention rates.

Fairness and respect for all the stakeholders in an organisation can take the form of providing parental leave to the employees. Offering parental leave recognises the importance of work-life balance and acknowledges the needs and responsibilities of employees outside of their professional lives. By providing parental leave, employers create a fair and inclusive work environment that values employees' personal and family obligations, contributing to employee satisfaction and morale, as employees feel supported and appreciated by their organisation (Romig & Bryant, 2021). Employee turnover is reduced by parental leave because it fosters employee loyalty and retention. Employees are more likely to stay with their present job if they feel supported during significant life events such as the birth or adoption of a child or the need to care for a sick family member (Kar & Misra, 2013). Offering parental leave shows that the firm cares about its workers' well-being and work-life balance, which may substantially influence retention rates. This is especially important for women, who are more likely to quit their careers after having a child. Employers can retain key female talent and decrease attrition within this group by giving parental leave.

Additionally, parental leave positively impacts employee productivity and reduces stress levels. The arrival of a new baby or the need to care for a sick family member can be a stressful experience for employees. Employees can take the necessary time off to adjust to their new responsibilities, bond with their children, or provide care without worrying about job security or financial stability by offering parental leave. This reduced stress and anxiety improves mental and emotional well-being, ultimately enhancing employee satisfaction and productivity (Rossin-Slater, 2017). Providing parental leave aligns with societal expectations and can positively impact a company's reputation. In an era where work-life balance is increasingly valued, organisations prioritising and supporting parental leave are seen as progressive and supportive of their employees' needs. This positive reputation can attract top talent, enhance

the company's brand image, and contribute to a competitive advantage in recruiting and retaining skilled professionals (Aslam et al., 2011).

*The study also indicated that the company should have perfect and well-defined strategies for employee justice and impartiality.* Well-defined justice and impartiality initiatives are critical for fostering a fair and equitable work environment. These techniques include fair recruiting methods, unbiased performance reviews, and equitable access to chances for growth and development. Moreover, it guarantees that all employees are treated fairly and given equal opportunity inside the company. Various studies have supported that organisations that promote equality generate a sense of fairness among their employees, lowering the possibility of discrimination or favouritism (Christensen et al., 2021; Fine et al., 2020; Pizer et al., 2011; and Sabharwal et al., 2019). A pleasant work environment that upholds fairness and impartiality fosters a positive work environment where everyone feels appreciated and respected. Employee morale and engagement improve, improving motivation, productivity, and commitment. It is also critical to reduce conflicts and disagreements and to maintain and recruit top people. A reputation for impartiality and fairness might attract qualified workers looking for a friendly and inclusive work environment. A firm renowned for its dedication to justice and impartiality obtains a favourable reputation internally and externally, improving connections with stakeholders, adding to the company's brand image, and differentiating itself from rivals.

Consistency to the findings by Christensen et al. (2021) and Christian & Ellis (2014), this study supported that upholding child labour ethics is of utmost importance for companies, as it not only demonstrates a commitment to social responsibility but also has significant implications for employee turnover and productivity. Perfect and well-defined strategies for justice and impartiality for employees may include actively working to eliminate child labour practices. Employee turnover in companies operating in the textile sector in Pakistan is high. Therefore,

these companies may prioritise implementing robust ethical sourcing policies, supplier audits, and partnerships with organisations that advocate for fair labour practices. According to Christian and Ellis (2014), promoting responsible sourcing and ensuring transparency in their supply chains help companies cultivate a positive image, regain customer trust, and enhance employee morale.

Moreover, these companies can invest in comprehensive training programs emphasising the importance of ethical conduct and social responsibility. By educating employees about the harmful consequences of child labour and providing guidance on ethical decision-making, organisations can foster a culture of integrity and inspire employees to align their actions with the company's values. Upholding child labour ethics is crucial as it allows companies to foster a positive work environment that promotes employee engagement and satisfaction. When a company is found to employ child labour, whether directly or indirectly, it often faces widespread criticism and backlash from the public. This negative attention can lead to a tarnished reputation, reduced customer trust, and decreased sales and revenue. As a result, employees may face job insecurity and low morale, knowing that their organisation's unethical practices impact the company's overall success (Christensen et al., 2021).

Furthermore, persistent to this study, Christian and Ellis (2014) posit that employees who become aware of their company's involvement in child labour practices may experience guilt or ethical conflict. This internal struggle has detrimental effects on their motivation and job performance. When employees face ethical dilemmas, their focus and dedication to their work may diminish, leading to decreased productivity and increased absenteeism. Such ethical conflicts can also create a toxic work environment where employees feel disconnected and disengaged from their roles. In addition, employees who strongly disagree with their company's child labour practices are more likely to actively seek alternative employment opportunities elsewhere (Stoyanova & Iliev, 2017). They may actively look for organisations aligning with



their values and ethical standards. Consequently, companies that fail to address child labour concerns risk losing talented and motivated employees, resulting in higher turnover rates. This turnover not only incurs recruitment and training costs but also disrupts the continuity and productivity of the organisation.

Perfect and well-defined strategies for justice and impartiality for employees may also include providing equal rights and opportunities to women in the workplace. A prior study argues that when women are given equal opportunities to work alongside men, it brings diverse perspectives, experiences, and skills. This diversity of thought enhances decision-making, fosters innovation, and improves organisational problem-solving capabilities. By incorporating more diverse perspectives, employees better understand the needs and expectations of the company's clients and customers, ultimately leading to improved performance (Ely & Thomas, 2001). Furthermore, when women feel appreciated and respected at work, they are encouraged to do well (Wajcman, 2013). Companies may foster an inclusive culture and promote employee engagement by giving all workers equal opportunities and fair treatment, regardless of gender. This leads to increased work satisfaction and decreased staff turnover rates. Employees who feel encouraged and empowered are more likely to stay with their company, lowering the expenses of recruiting and training new employees.

Additionally, Seen (2017) supported this by indicating that providing equal rights to women is a moral and legal obligation in many countries. Non-compliance with these laws can result in legal disputes, fines, and significant damage to the company's reputation. Organisations operate ethically by adhering to these laws and mitigating potential legal repercussions. Prioritising women's rights in the workplace has external advantages, such as a better reputation among customers, clients, and potential employees (Fine et al., 2020). This positive reputation translates into increased business opportunities and a wider pool of talented job applicants. Therefore, organisations that value gender equality are often seen as socially responsible,

attracting a diverse talent pool that ultimately leads to better performance and higher retention rates.

Perfect and well-defined strategies for justice and impartiality for employees may also signify implementing transgender laws in the workplace to promote diversity, inclusion, and acceptance, which positively impact employee morale, motivation, and productivity. It is undeniable that these transgender laws provide legal protection, reduce stress and anxiety, and improve the mental health and well-being of transgender employees. By prioritising these laws, companies can reduce employee turnover, increase job satisfaction, and demonstrate their commitment to social responsibility, thereby creating a positive brand image that attracts customers, investors, and top talent. Likewise, Sabharwal et al. (2019) assert that transgender laws create a workplace culture that values diversity and inclusion. This promotes a sense of belonging and acceptance among all employees, including transgender individuals—morale, motivation, and productivity increase when they feel valued and respected. Studies have shown that promoting diversity and inclusion positively impacts employee performance and retention rates.

Transgender laws give legal protection against discrimination and harassment based on gender identity and encourage a friendly employment environment. This legal protection alleviates stress and anxiety among transgender employees, enhancing workplace satisfaction and dedication. Employees who feel safe in their workplace are more likely to be engaged and devoted to their jobs, which increases productivity (Pizer et al., 2011). Essential components of transgender legislation include gender-affirming healthcare, fair access to job perks, and inclusive policies. These rules boost transgender employees' mental health and well-being, lowering absenteeism, presentism, and turnover rates. Employees can better focus on their work and contribute successfully to the business with access to appropriate healthcare and benefits (Pizer et al., 2011). With the ongoing employee turnover intention in organisations

operating in the textile industry in Pakistan, they should demonstrate a commitment to diversity, inclusion, and social responsibility to build a positive reputation and brand image. This will make them more appealing to customers, investors, and top talent. Besides prioritising transgender laws and creating an inclusive workplace, textile companies in Pakistan can differentiate themselves from competitors, attract a diverse pool of talented individuals, and foster a positive work environment that increases employee loyalty and productivity.

*Fair treatment of employees derived from the study.* Fair treatment of employees is crucial for a firm's success, as it significantly impacts their motivation and engagement in their jobs. Employees who perceive fair treatment are more likely to be motivated, engaged, and committed to the company. Unjust treatment can lead to work discontent, diminished motivation, and increased risk of attrition. In the modern workplace, treating employees somewhat is morally justifiable and vital for business success. Organisations prioritising fair dealing, including fair compensation, career advancement opportunities, recognition for good performance, and a supportive work environment, are more likely to see higher employee satisfaction and motivation levels. Edmans (2012) found that when employees are treated fairly, they feel valued and respected, leading to improved productivity, better performance, and increased job satisfaction.

Additionally, employees are more likely to stay with a company that treats them well, reducing turnover and improving retention rates. Besides, when employees believe they are being treated fairly and their contributions are valued equally, it creates a positive work environment conducive to productivity and job satisfaction. Persistent on this finding, Lee and Chen (2018), in their survey to investigate how to boost employee retention using CSR strategy, found that when employees feel that they are being treated fairly, they are more likely to feel valued and respected by their superiors and colleagues. This appreciation and recognition can profoundly impact their motivation levels, leading to increased engagement and a willingness to go the

extra mile in their work. In contrast, when there is unequal treatment or pay disparities among employees, it can result in negative consequences. Such disparities can create a perception of favouritism or discrimination, leading to resentment, demotivation, and a lack of trust within the workforce. Employees who believe they are being mistreated may experience decreased job satisfaction and become disengaged from their work. This disengagement can lead to a decrease in productivity, quality of work, and overall job performance.

Concerning this finding, Telly et al. (1971) assert that unfair treatment and compensation inequities might increase organisational turnover. Employees who sense injustice may seek greater chances elsewhere, assuming they will be better rewarded and valued there. Employee turnover may have a substantial financial impact on businesses because it increases recruiting and training expenses, disrupts productivity, and results in the loss of institutional knowledge and expertise. Based on these findings, addressing turnover intentions among employees in the organisations operating in the textile sector in Pakistan, it is critical to address unfair treatment and compensation inequities to foster a healthy work environment where workers feel appreciated and motivated. These challenges can be alleviated by implementing fair and transparent rules and procedures for evaluating employee performance and calculating remuneration. Regular communication and feedback mechanisms that allow employees to voice issues or grievances about equality can also foster a more inclusive and equitable workplace culture.

The study by Roberts (2005) emphasised the significance of equal treatment and fair pay in enhancing employee retention rates within an organisation. According to their study, equal treatment and fair pay create a sense of trust and confidence, ensuring that employees' efforts are recognised and rewarded fairly, regardless of their gender, race, or other characteristics. This aligns with equity, emphasising providing individuals with what they need to succeed rather than treating everyone identically. Besides, Chandani et al. (2016) supported this by

indicating that implementing policies and practices that promote equal treatment and pay can positively impact employee retention rates. Employees who feel valued and rewarded fairly are more likely to be satisfied with their jobs and committed to the organisation, leading to longer tenures and reduced turnover. Feeling appreciated and adequately compensated is a critical psychological part of employee happiness and engagement.

Furthermore, acknowledging employees' efforts and offering suitable awards and recognition may boost motivation and dedication to the firm. Employee retention is tied to long-term commitment because employees feel appreciated and adequately rewarded, producing a stable and devoted staff. Disparities in treatment or remuneration, on the other hand, can lead to feelings of injustice and disengagement, resulting in decreased productivity, worse work satisfaction, and a higher risk of seeking employment elsewhere. High turnover rates can be costly for businesses since employees are more inclined to seek alternative employment options, resulting in more excellent turnover rates.

Promoting workplace equality and offering equal compensation at the same level can improve employee performance and productivity. Employees who feel fairly treated and rewarded are more encouraged to thrive, resulting in a loop of recognition and higher performance. Consequently, greater productivity can have a favourable impact on an organisation's success and overall performance. Supporting this argument, Igbal (2017) emphasises the significance of treating employees fairly and offering equal compensation at the same level since it improves their performance and production. According to his study, Igbal indicated that workplace equality entails treating all employees fairly and impartially, regardless of their background, gender, ethnicity, or other personal traits. Equal pay at the same level guarantees that people are rewarded equally for the same degree of effort, abilities, and responsibilities, therefore fostering pay fairness. When employees are treated fairly and equitably, a healthy work atmosphere motivates them to thrive. Employees are motivated to devote their time and

energy to activities when they know they will be recognised and adequately compensated for their work. Recognising and rewarding high-performing employees starts a positive cycle that boosts morale and inspires others to aspire for comparable recognition and awards. More so, enhanced productivity and organisational success are accomplished when individuals perform at their peak, resulting in enhanced productivity throughout the business. Motivated and engaged employees are more productive, efficient, and creative, contributing to the organisation's overall performance and market competitiveness.

Treating all employees equally is critical for building a robust corporate culture and improving a company's reputation. This will improve employee happiness, collaboration, and general morale. Valuing equality in the organisations operating in the textile sector in Pakistan will better position them to attract and retain top personnel. In contrast, an uneven treatment reputation can lead to recruiting issues and poor opinions among stakeholders. Besides, it is not only ethically vital to emphasise equality and justice, but it is also strategically helpful to an organisation's profitability and long-term viability. Supporting this, Sharma and Dar (2016) indicated that a healthy organisational culture is required for a firm to promote a pleasant and inclusive work environment, which leads to increased job satisfaction and morale. This culture also fosters cooperation, collaboration, and a sense of belonging, resulting in a peaceful work environment. Edmans (2012) posits that an organisation prioritising equality and justice develops a positive reputation among its workers and stakeholders, resulting in positive word-of-mouth, favourable media coverage, and recognition as a respected employer. This reputation can provide a competitive edge in attracting and maintaining top individuals. Moreover, top talent seeks equal treatment, advancement opportunities, and merit-based rewards from firms that value equality and fairness in their hiring methods (Sepahyand & Bagherzadeh, 2021). Organisations prioritising fair treatment are more likely to recruit and retain valuable people in the long run.

Wilton (2019) states that treating employees equally and ensuring equal pay is a legal and ethical requirement. Organisations operating in the textile sector in Pakistan must comply with anti-discrimination laws to avoid legal repercussions and demonstrate their commitment to ethical business practices. By promoting equality, the organisations can create a positive work environment, enhance employee satisfaction, and build a reputation as a socially responsible and inclusive employer. Supporting this, Ramlall (2004) indicated that employee equality and equal compensation are desirable practices and legally required. Many jurisdictions have anti-discrimination laws and regulations to ensure fair treatment and equal opportunity for all employees. Adhering to these regulations can help an organisation avoid legal implications such as fines, penalties, or litigation, which can harm its reputation and financial status.

Ethical considerations are also critical, as ethical business practices entail fairness, respect, and honesty in all facets of an organisation's operations. Maintaining ethical standards promotes a healthy work environment and increases trust and loyalty among workers and stakeholders (Barauskaite & Streimikiene, 2021). Therefore, textile organisations in Pakistan should strive aggressively to remove prejudice and foster a diverse and inclusive workplace. More so, showing a commitment to treating employees fairly and offering equal compensation sends a powerful statement about the organisation's beliefs and principles, prioritising justice, equality, and respect for all employees, regardless of their history or traits. According to Keller (2013), an organisation that actively supports equality and justice is more likely to create a good work environment. Employees who believe they are being treated fairly and equitably are more likely to be motivated, engaged, and devoted to their work, resulting in higher productivity and job satisfaction.

On the contrary, Forget and Sue (2008) argue that when employees perceive bias or favouritism in the workplace, it can lead to frustration, resentment, and lower morale. Employees who feel they need to be treated relatively may need to be more engaged in their work, leading to

decreased productivity and poor performance. Additionally, employees seeking alternative employment opportunities in more positive and supportive work environments may seek out more supportive work environments. A reputation for uneven treatment or compensation discrepancies can have negative implications, such as discouraging potential workers from applying to the firm, reducing the pool of competent applicants, and influencing customer, investor, and general public attitudes. An opposing company's reputation can impact the company's brand image and financial success; thus, addressing these issues is critical to ensuring a positive and inclusive work environment (Barauskaite & Streimikiene, 2021). Besides, if an organisation fails to comply with anti-discrimination rules, it may face legal consequences such as fines, penalties, or litigation settlements.

*The study indicated that every employee or department in the company is responsible and accountable for the duties assigned, which signifies responsibility and accountability.*

Undeniably, when employees are held responsible for their assigned tasks and accountable for the outcomes, it can positively impact their performance. When employees know they are responsible for specific tasks and will be held accountable for their performance, they can motivate them to work diligently and to the best of their abilities. Employees must be motivated and have clear expectations to perform hard and accomplish desired results (Badubi, 2017). Besides, ensuring clear expectations regarding employees' roles enables them to focus on their duties and eliminate uncertainty by helping them understand their roles and responsibilities. This transparency leads to better cooperation inside and between departments. Raziq and Maulabakhsh (2015) assert that fostering responsibility and accountability in all facets of the organisation ensures smoother communication and coordination among the employees. As a result, this leads to fewer possibilities of work falling through the cracks.

Moreover, accountability allows for more objective performance evaluation. In the study to investigate the impact of social responsibility on an organisation's financial performance,



Rodriguez (2015) found that cultivating a culture of ownership encourages employees to be proactive in their approach. They are likelier to take initiative, make decisions, and seek solutions independently, increasing efficiency and problem-solving capabilities. Besides, employees can be assessed based on how well they fulfil their responsibilities and contribute to achieving organisational goals. This enables managers to provide constructive feedback and identify areas for improvement. According to Schmid et al. (2017), responsibility and accountability are essential in ensuring employees access quality healthcare services and receive timely treatment for illnesses or injuries. When organisations take responsibility for providing healthcare benefits and hold themselves accountable for delivering these services, employees are more likely to receive the necessary care promptly. This can help reduce absenteeism as employees can recover quickly and return to work, improving overall performance and productivity.

A culture that values responsibility and accountability fosters trust among employees and management, which is crucial for employee retention. Employees are drawn to and retained by a great work environment in which they feel valued and supported. Aligning with a company's culture may improve retention and decrease turnover. Raziq and Maulabakhsh (2015) found that employees have more opportunities for professional advancement and development when given defined duties and held accountable for their activities. They are more likely to be considered for promotions or other progression possibilities within the business as they exhibit their competence and dependability. Furthermore, Kaynak et al. (2016) assert that employees who have precise tasks and appreciate the value of their efforts are more likely to be satisfied with their jobs. They are likelier to remain interested and dedicated to the company if their contributions are acknowledged and recognised.

Organisations operating in the textile industry in Pakistan should ensure responsibility and accountability in all their departments by implementing effective disaster preparation

strategies. A good disaster preparation strategy fosters a safe and secure work environment, which leads to better employee behaviour, attitude, and job performance (Long & Perumal, 2014). Employees who feel safe and respected at work are more likely to be engaged and productive because they are not distracted by concerns about their safety. A safe workplace can also minimise absenteeism and attrition due to workplace injuries or events. Likewise, Zhou et al. (2022) confirmed that firms with emergency preparation strategies frequently include staff training and development. This training improves employees' abilities and knowledge, resulting in better job performance and happiness. Employees are more likely to be satisfied with their positions and less likely to consider quitting the business since they feel more competent and accomplished in their responsibilities. Besides, taking up the obligation of providing healthcare services demonstrates that the firm cares for the health and well-being of its people. This sense of duty and caring can enhance employee satisfaction and commitment to the business (Thomson & Prottas, 2006). Employees who feel valued and appreciated are likelier to be devoted to their work and less likely to consider quitting the company.

Organisations with solid emergency preparedness plans demonstrate their commitment to employee safety and well-being. Employees who perceive their employer is prepared to handle emergencies are more likely to feel secure and confident in the organisation (Teng-Calleja et al., 2020). This increased confidence positively impacts employee morale, leading to higher job satisfaction and reduced turnover intentions. However, it is good to note that employees and management must communicate clearly and quickly to implement emergency preparation measures. Such communication develops employees' sense of belonging and worth, which can minimise turnover intentions even more (Brown et al., 2021). A solid emergency preparation strategy helps organisational resilience, allowing for faster recovery from unanticipated catastrophes. This, in turn, boosts employee confidence and job stability, resulting in lower inclinations to leave.

Organisations operating in the textile sector in Pakistan should demonstrate their commitment to employee well-being by accepting responsibility for providing healthcare services. This can help prevent presentism, which occurs when people come to work sick or wounded, resulting in lower production. According to Berberoglu (2018), employees who know they can get decent healthcare when needed are more inclined to take time off when sick instead of attempting to work through their illness, resulting in improved performance when they are truly fit to work. Organisations may boost employee retention rates by offering access to quality healthcare services, as employees with solid healthcare coverage are less likely to leave the firm due to health-related difficulties. Besides, they are more likely to stay with an employer that values their health and well-being, which can reduce turnover rates. Taking up the duty of providing healthcare benefits can also help to recruit and retain talented individuals (Maylett & Wride, 2017). Quality healthcare benefits may set a business apart and attract top personnel in a competitive employment market. Talented employees are more inclined to pick an employer responsible for and accountable for offering comprehensive healthcare services.

Based on this finding, promoting responsibility and accountability in the organisation operating in Pakistan's textile sector will improve employee performance and reduce turnover intentions. Promoting responsibility and accountability creates a sense of ownership and trust, leading to a more engaged and committed workforce. Besides, organisations prioritising and effectively implementing such plans tend to experience higher employee satisfaction, engagement, and loyalty. The study supported by various studies has indicated the significance of incorporating emergency preparedness measures as part of an overall strategy to improve employee well-being and organisational success (Ely & Thomas, 2001; Kumar, 2019; Long & Perumal, 2014; Pizer et al., 2011; Romig & Bryant, 2021; and Schmid et al., 2017). In addition, responsibility and accountability in providing healthcare services can positively influence employee

performance and turnover. When organisations take responsibility for offering quality healthcare benefits and hold themselves accountable for delivering these services, employees experience improved health outcomes, leading to better performance and reduced absenteeism and presentism.

Additionally, employees feel valued and appreciated, enhancing their job satisfaction and loyalty, which can improve employee retention rates. Finally, taking responsibility for providing healthcare benefits can help attract and retain talented employees in a competitive job market. By prioritising employee well-being through responsible and accountable healthcare practices, organisations can create a more productive, engaged, and satisfied workforce (Collier & Esteban, 2007; Igbal, 2017; Sharma & Dar, 2016). However, implementing and maintaining this culture requires effective leadership, clear communication, and support systems to ensure employees feel empowered and encouraged to take ownership of their roles.

## **6. RESEARCH SUMMARY, CONCLUSION, LIMITATIONS, AND RECOMMENDATION**

### **6.1. Introduction**

The first part of this chapter summarised the study and the findings based on the research objectives. The research summary encapsulates the essence of the study. It will outline the research objectives and the fundamental questions that guided our exploration. A concise description of the research design and methodologies is presented, offering readers an understanding of the study's framework. This section serves as an essential snapshot of the research and its primary contributions to the existing body of knowledge. The second part provides the study's conclusion, which presents the study's significant findings drawn from the analysis of the gathered data and the research outcomes. These findings are contextualised in light of the research objectives and shed light on their broader implications. This section also discusses the significance of these findings and their potential impact on the field, opening avenues for further exploration and application. The third section will entail limitations/challenges and constraints faced during the research process. The last part involves recommendations for the study, which are based on the research findings and the limitations.

### **6.2 Research Summary**

The performance and retention of employees are critical factors for achieving organisational success across all industries. In response to the increasing importance of employee performance and retention, organisations significantly focus on designing effective organisational practices to foster improved employee performance and enhance employee retention. These practices contribute to achieving organisational objectives and improve overall organisational performance. Organisations strive to implement practices that include training and developing a favourable culture to build employee trust, ultimately enhancing performance. High turnover rates can lead to substantial hiring costs and necessitate frequent detailed training to maintain

work quality (Shaw, 2011). Besides, ethical organisational practices, such as fair treatment and equal opportunities without exploitation, contribute to employee satisfaction, making them crucial for achieving organisational success. The organisational culture and work ethics also play a vital role in enhancing employee performance, leading employees to deliver their best efforts (Sapada et al., 2018). According to Jannat et al. (2019), retention of employees is particularly critical in the competitive textile industry of Pakistan due to the shortage of skilled workforce necessary for the successful completion of work. Ethical business practices can instil loyalty in employees, thereby reducing turnover rates. Employees pay significant attention to ethical practices, such as human rights provisions, to develop trust and confidence in their employers.

The textile industry in Pakistan faces significant challenges related to high employee turnover rates, and understanding the reasons behind employees' shifts to other sectors is essential due to its substantial contribution to the economy. Low employee performance and turnover have negative consequences, such as increased costs, reduced productivity, and customer dissatisfaction. The study recognises the vital role of employees in driving business growth and the impact of organisational practices, including ethics and CSR, on employee turnover and performance.

This research study aimed to shed light on critical factors contributing to viable business growth, examining the impacts of ethical practices on employee performance and turnover rates in Pakistan's textile industry. Specifically, the study investigated how ethical and CSR factors affected employee performance and retention. By understanding these factors, the research seeks to provide recommendations that can help improve employee performance and reduce turnover rates within the industry. To achieve this aim, the research was guided by specific objectives: (1) To investigate the extent to which the textile industry of Pakistan utilises different ethical factors that impact employee performance. (2) To investigate the extent to

which the textile industry of Pakistan incorporates various corporate social responsibility factors affecting employee performance. (3) To analyse the impact of ethical and CSR practices and factors on employee performance within the textile industry. (4) To analyse the impact of ethical and CSR practices and factors on employee turnover rates in the textile industry. (5) To develop recommendations aimed at enhancing employee performance and reducing employee turnover rates within the textile industry of Pakistan.

By exploring the impact of ethical and corporate social responsibility (CSR) practices on employee performance and retention, this study seeks to provide valuable insights that can drive positive changes in policies and organisational culture to motivate employees and foster long-term associations with companies. The research study also provided an opportunity to explore various factors, such as emergency preparedness plans, essential healthcare, human rights, women's rights, leave provisions, transgender laws, fair dealing, and child labour, which have significant direct relationships with employee performance and turnover. It also examined the combined relationship and impact of ethics and CSR practices in the specific context of Pakistan's textile industry, contributing to theoretical and practical knowledge.

The study used deductive approaches, which allowed the researcher to collect data and verify hypotheses through data analysis from the target population. This approach enhances the legitimacy of conclusions and helps identify new implications or build new theories. Besides, the study used an explanatory research design, which provided insights and understanding of the research problem, and a conclusive research design, which generated findings useful in reaching valid conclusions. Explanatory research design focuses on finding causes and alternative solutions to a specific problem, while conclusive research design uses descriptive and causal designs to describe specific causes, elements, or phenomena. Longitudinal and cross-sectional research was used in this survey, as cross-sectional research investigates specific problems by gathering data once in a short time.

In contrast, longitudinal research collects data from the same sample over a vast period on multiple occasions. The researcher chose cross-sectional research due to its suitability and relevance to the main target of the research. The research method used in this study was quantitative, which involves testing theories, building facts, and testing relationships between variables. Close-ended questions were used to collect data, while qualitative research focuses on exploring the meanings given to social things by the research population. The quantitative research method was chosen for its efficiency and sufficient and unbiased selection of participants from the target population. Two probability sampling techniques, stratified and random, were used to select employees from textile firms in the Pakistan market. The stratified sampling technique selected companies with notable variances and distinctions in the textile sector, while the simple random sampling technique selected employees.

Data was collected using primary and secondary data, with primary data collected through surveys, interviews, observations, or experiments. The study used well-defined questionnaires to collect data from participants in a written format. The study aimed to investigate the impact of ethical practices on employee performance and turnover in the Pakistani textile industry. Questionnaires are a popular method for researchers in quantitative studies, as they provide anonymity, reasonable response rates, and allow for the collection of measurable information from respondents. These questionnaires can be used on platforms like LinkedIn, Instagram, and Facebook to gather data from a large population quickly. The researcher developed self-designed questionnaires focusing on demographic information, ethical practices, performance, and employee turnover in selected textile firms. The questionnaires were distributed to over 150 respondents, some needing fully answered. The study used the first 150 fully answered questionnaires to avoid errors and ensure valid conclusions and recommendations.

Secondary data from other sources is essential for research and saving time and resources. The current study used over fifty articles and previous research to gain insight into the research



topic and objectives. Data collection instruments included electronic devices, phone calls, and invitations/introduction letters. The study used various methods, including electronic devices, phone calls, and interviews, to gather data. Questionnaires helped reach a large population, gained time, convenience and efficiency, and increased unbiased features. The validity of the data collected was tested using Cronbach's Alpha test, which measures internal consistency and scale validity. The quantitative analysis method was used to analyse the data collected based on the impacts of ethical processes on employee performance and employee turnover. Employee performance and turnover were considered dependent variables, while CSR and ethical practices were used as independent variables. IBM SPSS version 22 was used for analysis. Descriptive analysis was used to provide a general description of the gleaned data. At the same time, inferential statistics involved Spearman's correlation analysis, and regression analysis were used to test the association between variables.

**Based on the first objective**, to assess the implementation of ethical practices by textile companies in Pakistan, the study found that companies are highly prepared to respond to potential emergencies and maintain a safe working environment. These companies have resources like portable generators, cross-functional leaders, and string vendor relations to address potential crises. They also build relationships with community leaders to address emergencies and ensure a conducive working environment. The study also found that textile companies in Pakistan promote employee welfare through salary increases, rewards and benefits, and paid holidays. This helps to maintain employee satisfaction, attract good talent, and differentiate the company from competitors. Employees who enjoy the organisation's culture and benefits are more likely to be satisfied with their work and contribute to sustainable growth.

The study revealed that fairness in the textile industry is crucial for creating an environment where all employees feel safe and involved in their roles. This includes employee training and

development, fair distribution of duties, and avoiding non-working hours or days. Besides, fairness contributes to overall productivity and benefits all employees, regardless of status. Despite the issue of child labour, the study found that registered companies in Pakistan do not employ underage employees and provide rights to women to live free from discrimination and violence. Protecting human rights is crucial for building a solid economic foundation for the surrounding community and providing rewarding and decent work. More so, the transgender issue remains significant in Pakistan and globally, with a low level of protection for people with gender identity issues in the workplace. The transgender community suffers from discrimination and stigma, and socio-economic exclusion remains a significant challenge.

**On the second objective**, which aimed to investigate the extent to which the textile industry of Pakistan incorporates various corporate social responsibility factors affecting employee performances, the study focused on recycling, repurposing/reusing, remanufacturing, reverse logistics, carbon footprint reduction, wastewater management, dust pollution, air pollution, and noise pollution. The findings show that most employees believe that companies in the textile industry implement these practices to improve the environment and create a sustainable society. Recycling involves turning waste materials into useful ones, reducing waste production and environmental damage caused by textile production. This approach supports the circular economy and resource conservation by reducing the need for new raw materials, saving energy, and lowering greenhouse gas emissions. Repurposing and reusing techniques go beyond simple cost-cutting, aiming to minimise waste and maximise resource value. Remanufacturing strategies involve restoring used products or components to their original specifications, extending their lifespan, and reducing the need for new production. This approach adheres to the circular economy's principles, focusing on maximising product utilisation and reducing waste. Remanufacturing can also benefit textile businesses economically by enabling them to

access new revenue streams by marketing remanufactured items to clients who value sustainable and environmentally friendly solutions.

Additionally, reverse logistics is highly implemented in Pakistan-based textile companies, ensuring efficient systems for collecting and recycling used textiles. Companies can set up collecting stations or collaborate with recycling organisations to encourage customers to return their used textiles. Reverse logistics techniques involve collecting valuable materials from used textiles and collaborating with stakeholders, such as customers, recycling facilities, and waste management organisations. Textile companies in Pakistan prioritise reducing their carbon footprint by optimising energy efficiency, using renewable energy sources, employing eco-friendly materials, improving logistics and transportation, and adopting waste management techniques. By prioritising carbon footprint reduction, textile companies contribute to mitigating climate change and promoting sustainability within the industry.

The study also highlighted Pakistani textile companies' significant steps to address wastewater management, dust, air, and noise pollution. These companies have implemented cutting-edge treatment techniques, water recycling devices, and noise-cancelling equipment to reduce pollution and maintain a healthy working environment. They are also focused on reducing dust emissions, air pollution, and noise pollution, aiming to improve the health of employees and the surrounding communities. The study confirmed that CSR practices, such as recycling, reusing, air pollution controllers, and reverse logistics, are essential for the textile industry to build sustainability and reduce environmental impacts. Companies in the textile industry can increase operations cost savings and employee and financial performance, create a competitive environment, and increase growth through effective CSR practices. This leads to increased employee performance and reduced turnover, which is positively impacted by eco-friendly practices.

**The third research objective** was to analyse the impact of ethical and CSR practices and factors on employee performance within the textile industry in Pakistan. The study found a positive relationship between ethical and CSR practices and employee performance, indicating that employees are more productive when working in a company that enhances ethical practices. Ethical practices, such as paid leave, allow employees to handle personal matters outside the office, reducing distractions and increasing productivity. Additionally, providing paid time off for personal needs helps employees and employers find their personal lives, influencing their careers. Safety in the workplace is also positively influenced by ethical practices, as companies prioritising employee welfare and safety can prevent issues such as low employee productivity, high turnover, lawsuits, and downtime. Employee perceptions of corporate social responsibility (CSR) initiatives can significantly affect their loyalty to the organisation, performance, and culture. A caring climate in a company indicates organisational command, job satisfaction, and job performance. Supporting this finding, Fu and Deshpande (2014) found that companies committed to taking care of their employees, environment, and society are more likely to experience high levels of employee satisfaction, resulting in high employee performance. The relationship between corporate social responsibility, corporate ethics, and organisational citizenship behaviour significantly affects employee job performance.

The study also highlighted that work ethic increases perceived employee satisfaction, consequently increasing job performance. Employees with a strong work ethic are more likely to perceive higher levels of job satisfaction, as they derive satisfaction from their ability to meet challenges, excel in their work, and contribute to the success of their organisation. Besides, these employees align with the ethical values and practices of the company, further enhancing their job satisfaction.

The study indicated that CSR practices are essential in the textile industry, as they reduce greenhouse gas emissions and environmental and water pollution. Pakistani textile companies highly use CSR practices, such as recycling, repairing, reusing, and reducing carbon footprints. Employees work more productively in CSR-responsible companies and are willing to work for less when working for these companies. This increased job satisfaction, engagement, and motivation can positively impact their productivity levels. Employees are willing to accept lower wages or other financial benefits when working for CSR-responsible companies. Corporate social performance improves a company's attractiveness as an employer. Companies rated more favourably on various corporate social responsibility performances, such as product quality, employee relations, treatment of minorities and women, and concern for the surrounding environment, were considered attractive to employees and had a better reputation than companies with low corporate social performance.

A strong ethical culture in a company fosters a culture of integrity and ethical behaviours, leading to improved overall performance. Compliance with ethical practices motivates employees to work diligently and efficiently, increasing production speed and quality. Ethical practices also reduce losses and costs, preventing costly mistakes, fraud, and abuse that negatively affect performance and financial standing. A pleasant work environment with high ethical and corporate social performance leads to increased employee enthusiasm, job satisfaction, and work ethics, all contributing to improved performance. Besides, investing in philanthropy as a business ethics practice creates a sense of purpose among employees, as the company contributes to the greater good of society. This positive image also improves the company's reputation, attracting and retaining talented employees. Philanthropic initiatives foster employee teamwork and collaboration, enhancing productivity and innovative problem-solving.

**Based on the fourth objective**, which focused on analysing the impact of ethical and CSR practices and factors on employee turnover rates in the textile industry, the study found a negative relationship between employee turnover and ethical and CSR performance among companies in the textile industry in Pakistan. The textile industry in Pakistan is crucial for the country's economy, contributing 8.5% of GDP and 52% of exports. However, employee turnover is a significant factor in the industry's growth, as it indicates instability, improper treatment, and inadequate policies. The study indicated that textile companies should focus on CSR and ethical practices, ensuring they are environmentally and community-friendly. Companies can reduce employee turnover and foster loyalty and attachment by fostering trust and confidence in CSR activities. Ethical and CSR activities are critical during times of crisis, as they uphold social obligations and provide employees with a sense of stability and security. Besides, fostering an environment that encourages employee engagement, loyalty, and job satisfaction by exemplifying ethical Behaviour and emphasising CSR initiatives can lead to lower employee turnover and higher retention.

The study also highlights that companies that prioritise ethical behaviours and engage in CSR activities foster a culture of trust, transparency, and fairness within the organisation. This fosters a sense of belonging, loyalty, and job satisfaction, improving employee retention rates. Paid leave policies and a supportive work environment are essential to employee benefits, enhancing job satisfaction and retention. Ethical practices and CSR initiatives align employees' values with the organisation's purpose and mission, fostering pride and engagement, increasing job satisfaction and decreasing turnover intention. Employee-centric initiatives, such as skill development opportunities, work-life balance programs, and healthcare benefits, positively influence employee well-being and job-related attitudes. Ethical leadership and CSR practices reduce role stress, emotional exhaustion, and interpersonal conflicts, promoting a positive work environment. Effective implementation of CSR initiatives influences employee engagement

and reduces cynicism, ultimately reducing turnover intention. Emergency preparedness plans also play a significant role in reducing employee turnover intention. A secure and safe work environment improves employee engagement and productivity, reducing absenteeism due to workplace incidents. Effective emergency plans involve employee training and development, leading to better job performance and satisfaction and decreasing turnover intention.

**Lastly, the fifth objective** of the study was to develop recommendations to enhance employee performance and reduce employee turnover rates within the textile industry of Pakistan. The study recommended that textile companies in Pakistan should focus on building and promoting strong employee teams to improve performance and reduce turnover rates. Effective teamwork harnesses diverse skills, perspectives, and knowledge, leading to better problem-solving and decision-making processes. Providing growth opportunities and skill development programs to employees enhances productivity, job satisfaction, and overall competence. Team-building activities foster a sense of belonging and shared purpose, motivating employees to achieve organisational goals and reducing turnover. Besides, textile companies should align their mission with CSR and prioritise organisational and community values. Companies can enhance employee engagement, job satisfaction, and overall performance by actively engaging in CSR practices such as supporting local charities, promoting environmental sustainability, and investing in community development. This also contributes to a positive work environment and builds a good reputation, attracting and retaining top talent.

Textile companies should prioritise giving employees ownership over their work, and providing them with the tools and training they need to succeed leads to higher engagement and job satisfaction. Employees with a sense of responsibility and empowerment are more motivated, committed, and likely to stay with the company. Recognising and rewarding employees' achievements further enhances performance and reduces turnover rates. More so, these companies should focus on integrating sustainable practices throughout the value chain,

from sourcing to manufacturing and supply chain management, attracting environmentally conscious employees and customers. A sustainability-focused approach improves brand reputation, differentiates the company from competitors, and increases employee engagement and loyalty. Sustainability initiatives can also lead to a healthier work environment, promoting work-life balance and well-being. The study also recommended that companies operating in the textile industry in Pakistan should create a culture of appreciation and recognition for employees' accomplishments to boost morale, job satisfaction, and organisational identification. The study argued that celebrating successes highlights employee skills and strengths, encouraging further growth and professional development. It also highlighted that promoting knowledge sharing and continuous learning within the organisation fosters innovation, collaboration, and best practices, ultimately contributing to improved performance and reduced turnover.

Additionally, the study found that upholding ethical practices is essential to reduce employee turnover and enhance overall organisational performance. Implementing fair wages, fair dealing, and proper healthcare facilities is crucial. Ensuring that employees are compensated fairly and provided with essential healthcare benefits increases their satisfaction levels, leading to a reduced intention to leave the organisation. Moreover, promoting an ethical work environment plays a significant role in boosting employee morale and commitment. Employees who perceive an ethical climate are more likely to be satisfied with their jobs and exhibit improved performance, reducing turnover rates. Besides, the study highlighted that ethical leadership also plays a pivotal role in fostering positive employee attitudes and performance. Leaders who prioritise meeting employee needs and providing growth opportunities cultivate a sense of trust and respect, leading to increased employee engagement and dedication to their roles. On the contrary, inadequate healthcare facilities and improper management can harm employee performance and increase turnover rates.



Furthermore, the study indicated that embracing philanthropy and charitable initiatives is another effective strategy to reduce turnover and improve performance. Engaging in philanthropic activities creates a sense of purpose and pride among employees and encourages cooperation and collaboration within the organisation. Employees who are proud of their company's philanthropic efforts are more likely to remain loyal to the organisation, resulting in improved retention rates and attracting skilled talent. The study also argued that offering parental leave is critical in supporting work-life balance and employee satisfaction. Providing employees with the opportunity to take time off for personal and family obligations demonstrates appreciation and support, fostering loyalty and retention. Moreover, parental leave positively impacts employee productivity and reduces stress levels, enhancing job satisfaction and a positive organisational reputation.

The study showed that creating a positive work environment requires organisations to implement robust strategies for employee justice and impartiality. By ensuring fair recruitment methods, unbiased performance reviews, and equitable access to growth opportunities, a sense of fairness is instilled among employees. This improves employee morale, motivation, productivity, and commitment, attracting qualified workers and enhancing the company's brand image. The study found that upholding child labour ethics is paramount in promoting a positive image, increasing employee morale, and gaining customer trust. Organisations must prioritise ethical sourcing policies, conduct supplier audits, and partner with advocacy organisations to eliminate child labour practices. Comprehensive training programs should also be implemented to educate employees about the harmful consequences of child labour and ethical decision-making.

The study also highlighted that ensuring gender equality and promoting inclusivity is critical to enhancing employee satisfaction and retention. Offering equal rights and opportunities to women fosters diversity and improves decision-making and problem-solving capabilities

within the organisation. Complying with transgender laws also creates an inclusive workplace that supports employees' mental health and well-being, ultimately reducing absenteeism and turnover rates. In addition, treating employees equally and offering equal pay is essential in promoting motivation, engagement, and commitment among the workforce. Addressing unfair treatment and compensation disparities contributes to a positive work environment and lower turnover rates. Organisations prioritising workplace equality attract top talent and demonstrate their commitment to ethical and legal requirements.

The study emphasises the importance of responsibility and accountability in organisations to impact employee performance and reduce turnover intentions positively. The study indicated that when employees are held responsible for their assigned tasks and accountable for the outcomes, they are motivated to work diligently and perform to the best of their abilities. Clear expectations regarding roles and responsibilities help eliminate uncertainty and promote cooperation within and between departments. The findings indicated that accountability also leads to more objective performance evaluations and encourages employees to be proactive, make decisions, and seek solutions independently, increasing efficiency and problem-solving capabilities. Moreover, providing access to quality healthcare services and taking responsibility for employee well-being enhances job satisfaction, reduces absenteeism, and improves overall performance and productivity.

Organisations operating in the textile sector in Pakistan should prioritise responsibility and accountability through effective disaster preparation strategies. A safe and secure work environment improves employee behaviour, attitude, and job performance. The study indicated that a culture that values responsibility and accountability fosters trust among employees and management, leading to higher retention rates. In addition, employees who feel valued and supported are more likely to be engaged and dedicated to the company, resulting in increased professional advancement and development opportunities. Lastly, taking responsibility for

providing healthcare services demonstrates care for employees' well-being and can enhance employee satisfaction and commitment to the organisation.

### **6.3. Conclusion**

The main aim of this study was to investigate the impact(s) of corporate social responsibilities and ethical practices on employee performance and employee turnover in Pakistan's textile industry. The study focused on assessing the level of implementation of ethical practices by textile companies in Pakistan, with a specific emphasis on emergency preparedness, fair dealing, employee welfare, protection of human rights, and parental leave. The findings show that Pakistan's textile sector enterprises emphasise employee safety and well-being, as indicated by their proactive approach to emergency planning and safety equipment maintenance. By being well-prepared for future catastrophes, these organisations protect their personnel and assets and display industry leadership and trustworthiness.

Furthermore, textile firms in Pakistan focus on their employees' well-being by providing perks such as pay increases, awards, paid holidays, and professional development opportunities. This focus on employee well-being improves work satisfaction, lowers turnover rates, and draws brilliant employees to the firm. Employee satisfaction is raised due to fair dealing and equal treatment, which leads to higher retention rates and employee engagement. Workplace fairness and equity also generate a varied and inventive work culture, contributing to the company's performance and reputation.

While the study indicates a lack of child labour in registered textile companies in Pakistan, it also highlights the need for continued vigilance and protection of vulnerable groups, including women and the transgender community. Ensuring equal rights and protection from discrimination creates a safe and inclusive working environment and contributes to the company's economic foundation and reputation. By promoting women's rights, providing essential healthcare, and offering parental leave, textile companies in Pakistan prioritise the

well-being of their employees, which, in turn, boosts employee morale, productivity, and loyalty. The study also concluded that the textile industry in Pakistan has made commendable efforts to implement ethical practices, contributing to a safer, more inclusive, and socially responsible work environment. By prioritising employee welfare, safety, and fair treatment, textile companies in Pakistan play a vital role in enhancing employee satisfaction and contributing to a sustainable and ethical textile industry. However, continued efforts and vigilance are necessary to address any remaining challenges and ensure that ethical practices remain at the forefront of the industry's operations.

Based on the second research objective, the study demonstrated that the textile industry in Pakistan is taking significant steps to implement corporate social practices to improve the environment and create a sustainable society. Through adopting recycling, repurposing, remanufacturing, reverse logistics, carbon footprint reduction, wastewater management, dust pollution, air pollution, and noise pollution practices, textile companies in Pakistan actively contribute to environmental conservation and responsible resource management. The study concluded that most employees feel their employers are dedicated to these sustainable practices, demonstrating that these companies have effectively communicated and proved their commitment to sustainability throughout their workforce. Employee participation is critical because it demonstrates organisations' sincere attempts to embrace environmentally friendly practices and contribute to a more sustainable future. The study also concluded that textile organisations operating in the textile industry in Pakistan are actively contributing to a circular economy and resource conservation by implementing recycling techniques into their regular operations. These firms demonstrate their proactive approach to tackling environmental challenges connected to textile waste by repurposing and reusing processes, which extend the lifecycle of products and reduce trash output. Remanufacturing plans stress their dedication to

optimising product usage while lowering the need for new production, which supports the concepts of a circular economy.

Moreover, implementing efficient reverse logistics systems demonstrates these companies' dedication to responsible waste management, ensuring that used textiles are collected, treated, and recycled appropriately. Reducing their carbon footprint and managing wastewater effectively further reflects the textile industry's commitment to mitigating climate change and minimising its environmental impact. It can also be concluded that the Pakistani textile industry has implemented various control techniques to limit dust, air, and noise pollution caused by their operations. These initiatives illustrate a comprehensive approach to environmental stewardship and highlight the firms' attempts to reduce their negative impacts on surrounding populations and ecosystems. The study's findings align with previous research, emphasising the importance of corporate social responsibility practices in the textile industry (Jurisova, 2019; Tsai, 2018; Zhaighum et al., 2021). Companies prioritising CSR benefit from cost savings, improved financial performance and experience, increased employee satisfaction and reduced turnover rates (Parvin et al., 2020). Effective CSR practices create a positive brand image, increase market shares, and contribute to developing a more sustainable global textile industry.

Conclusively, adopting CSR practices in Pakistan's textile sector has considerably beneficial effects on environmental sustainability and employee well-being. These findings emphasise the necessity of continuing efforts to develop and promote CSR practices throughout the whole textile manufacturing chain since this industry is critical to environmental protection and responsible resource management. By remaining committed to this goal, the textile sector can help ensure a more sustainable future for the local community and the global textile market.

Based on the third research objective, the study concluded that a positive relationship exists between ethical practices, corporate social performance, and employee performance in the

textile industry. Ethical practices like providing paid leave, promoting safety in the workplace, and demonstrating a caring climate have been shown to impact employee productivity, satisfaction, and loyalty significantly. The study indicated that paid leave helps employees deal with personal issues away from work, decreases distractions, enhances productivity, and promotes a sense of support and caring from the firm. Besides, companies that emphasise employee safety and establish a safe physical workplace avoid challenges such as low productivity and high turnover and develop positive public relations, which attract more employees, customers, and possible business partners (Fu & Deshpande, 2014). Furthermore, employees' opinions of corporate social responsibility programs substantially impact their organisational loyalty and overall work happiness. Companies that practice CSR and ethics are more likely to have greater levels of temp employee satisfaction, leading to performance and reduced turnover rates (Parvin et al., 2020). A caring work environment promotes trust, communication, and employee happiness, which leads to better job performance and favourable company culture.

In the textile sector, CSR activities are not optional but critical components that add to the company's desirability as an employer and overall profitability. Ethical practices and corporate social responsibility boost the company's financial performance, decrease losses, and increase employee enthusiasm and effort, resulting in improved production and profitability. Furthermore, supporting excellent performance and work ethics by preserving ethical standards and providing a supportive work environment improves employee well-being, morale, and the company's reputation (Sapanda et al., 2018). Thus, ethical practices and corporate social responsibility are crucial for textile companies to create a positive work environment, foster employee satisfaction and productivity, and ultimately achieve long-term success and profitability. Emphasising ethical values and CSR in organisations operating in the textile

sector in Pakistan benefits the employees and their reputation, customer loyalty, and overall success in the highly competitive textile industry.

Based on the fourth research objective, the study concluded that ethical and corporate social responsibility (CSR) practices play a crucial role in reducing employee turnover in the textile industry in Pakistan. The textile industry is a significant contributor to Pakistan's economy, and high employee turnover has been a concern due to its implications on workforce stability and operational costs. However, the study indicates that companies in the textile industry prioritising ethical and CSR activities experience lower employee turnover intention. According to the study, employees working for organisations committed to social and environmental responsibility are likelier to trust and have faith in their employers. Ethical principles such as fair treatment, honesty, and integrity contribute to developing a trusting culture inside the firm. Employees who believe their organisation operates with such high ethical standards are more likely to be satisfied, loyal, and less likely to leave.

The study also concluded that providing paid leave and other employee-centric initiatives in the textile sector contributes to employee well-being, job satisfaction, and retention. Employees who feel appreciated and supported by their employers are less likely to seek job opportunities elsewhere. Besides, Companies that continue to promote CSR activities and ethical actions provide their employees with a sense of stability and security during times of crisis or uncertainty. Consequently, this promotes a healthy work atmosphere and boosts employee trust, engagement, and loyalty, which leads to lower turnover intentions. Furthermore, good disaster preparation strategies and workplace safety measures favourably impact employee morale and attitudes. Proper communication and emergency plan training also contribute to employee satisfaction and retention.

The fifth objective was to develop recommendations that will help to increase employee performance and reduce the employee turnover rate in the textile industry in Pakistan. In the

context of corporate social responsibility, the study concluded that CSR practices are crucial in revolutionising employee performance and mitigating turnover rates within Pakistan's textile companies. Strong employee teams are imperative, as effective teamwork enhances problem-solving capabilities and yields superior performance outcomes (Hammoud, 2017; Hussain et al., 2022). A sense of engagement and motivation thrives within these teams, driving employees to strive relentlessly towards achieving organisational goals while diminishing turnover intentions (Morgan, 2017).

Moreover, the study concluded that supporting employee growth and skill development is critical to success. Textile firms can encourage workers to cooperate, exchange knowledge, and participate in an information-sharing culture by giving adequate growth opportunities and extensive training programs. Such an atmosphere boosts productivity, work happiness, and general competence, significantly reducing turnover rates. The study also concluded that creating a Collaborative work environment is another game changer for textile firms. Those who value open communication and teamwork create an environment where ideas are discussed, polished, and appreciated. This innovative and creative culture directly influences performance, leading to lower turnover rates since people are engaged in their employment.

Furthermore, empowering employees with ownership and the tool for success is a crucial aspect of this equation. When employees are given decision-making authority and a sense of ownership over their work, their motivation and commitment to the organisation soar. As a result, turnover rates decrease as employees become more invested in the company's success. In addition, the study emphasises the critical need to make sustainability the primary objective. Companies that adopt sustainable practices attract top talent, particularly the younger generation looking for purpose-driven employment. However, they also noticed increased employee morale, motivation, and overall job satisfaction. Employees feel satisfaction and purpose in working for a firm that promotes sustainability and societal impact, significantly



reducing departure rates. The study also concluded that celebrating employees' achievements and fostering a culture of knowledge sharing prove to be catalysts in enhancing employee morale and motivation. By recognising and highlighting employee skills and strengths, companies create a positive work environment, fueling a sense of pride and loyal employees pride and loyalty, a more profound organisational identification, and significantly lowering turnover rates.

In the context of ethical practices, the study concluded that ethical factors, such as fair wages, fair dealing, and proper healthcare facilities, are critical in enhancing employee satisfaction and reducing turnover intentions. The study highlighted that organisations that prioritise ethical work environments, guided by ethical leaders, witness increased commitment, job satisfaction, and employee performance. The research emphasised the importance of retention methods and perks in turnover intentions. It concluded that organisations operating in the textile sector in Pakistan should embrace fairness and respect for all stakeholders, including employees and customers. It highlighted that employee satisfaction and turnover rates in textile organisations in Pakistan may be increased by providing fair remuneration, professional development opportunities, work-life balance, and excellent workplace interactions.

Furthermore, good leadership, open communication, and ethical corporate social responsibility activities boost employee happiness, organisational commitment, and performance (Keller, 2013). Moreover, embracing corporate social responsibility activities, like philanthropy, positively impacts employee motivation, pride, and loyalty by creating a sense of purpose and a positive societal impact. Companies engaging in philanthropic efforts are perceived as socially responsible, attracting top talent and fostering a positive work culture. Furthermore, offering parental leave is crucial for employee satisfaction, retention, and productivity. Companies prioritising work-life balance and supporting their employees during significant life events create a fair and inclusive work environment, promoting employee loyalty.

The study also concluded that the company should have perfect and well-defined strategies for employee justice and impartiality. These include equal pay and equal rights for all employees. Fair treatment and compensation positively influence employee motivation, productivity, and engagement, reducing turnover rates. Addressing child labour ethics is also critical for textile companies since it not only reflects social responsibility but also has a substantial influence on attrition and productivity. Maintaining ethical sourcing rules, transparent supply chains, and ethical conduct training programs promotes a conducive working environment.

The study concluded that every employee should be treated equally, and there should be equal pay for all employees at the same level. Inclusivity, which includes supporting diversity, equal rights, and transgender laws in the workplace, is also a critical factor in improving employee performance and reducing turnover. Giving all workers equal chances and fair treatment, regardless of gender identity, colour, or personal traits, promotes an inclusive work environment that boosts employee morale, motivation, and productivity.

The study concluded that promoting responsibility and accountability within organisations operating in the textile industry in Pakistan is crucial for improving employee performance and reducing turnover intentions. Creating a culture that values responsibility and accountability can positively impact employee motivation, job satisfaction, and overall productivity. Employees are driven to work diligently and to the best of their ability when they know their duties and realise they will be held accountable for their performance ((Badubi, 2017). This results in stronger departmental cooperation, smoother communication, and increased staff coordination. Besides, accountability provides more objective performance reviews, encouraging employees to be proactive and take the initiative. Employees can be evaluated based on how successfully they carry out their duties and contribute to achieving organisational goals, giving management helpful feedback for future growth. The study argued that a responsible and accountable culture develops trust among employees and management,

resulting in higher employee retention. Employees are likelier to stay with a firm that values and supports them by defining their duties and allowing professional progress.

Textile organizations operating in Pakistan's textile industry should also emphasise disaster preparedness methods to establish a safe and secure workplace. The study argued that a robust disaster preparation strategy instils employee trust, increases job satisfaction and lowers inclinations to leave (Kumar, 2019; Romig & Bryant, 2021). Precise and efficient communication enhances employees' sense of belonging during an emergency and minimises turnover intentions. Besides, these organisations should accept responsibility for delivering healthcare services, which indicates a commitment to employee well-being and can reduce presentism, which leads to excellent employee performance (Collier & Esteban, 2007; Sharma & Dar, 2016). Quality healthcare benefits also attract and keep skilled employees, providing firms with a competitive advantage.

#### **6.4 Limitations of the study**

The study was faced with various limitations and challenges. First, a small sample size. The sample size of 150 employees from textile firms in Pakistan might only partially represent part of the textile industry in the country. While probability sampling techniques were employed to select participants, the limited sample size could impact the generalizability of the results to the broader population of textile industry workers. Secondly, the reliance on self-reported responses through questionnaires introduces the possibility of self-report bias. Participants may need to provide more accurate and truthful answers due to social desirability or other factors potentially affecting the reliability and validity of the findings. Besides, the study's cross-sectional design, capturing data at a specific time, limits the ability to establish causality between variables. Longitudinal data could have provided more insights into changes over time and strengthened causal inferences, but this study did not utilise such data.

Another concern is the reliability and validity of the measurement instruments. While pilot testing was conducted to improve the questionnaire's design, the possibility of measurement error and bias remains, which may affect the accuracy of the results. Moreover, researcher bias could have influenced the study's design, data collection, and interpretation of findings. Despite efforts to maintain objectivity, the researcher's beliefs, assumptions, and experiences may have influenced the study's outcomes. Furthermore, the study's focus on the textile industry in Pakistan might limit the external validity of the findings. The results may not apply to other industries or regions with different contexts and cultures.

### **6.5 Recommendation of the Study**

Given the study results, it is clear that even though Pakistan's textile sector has adopted corporate social responsibility and ethical norms, a significant percentage of workers still consider quitting their existing companies. The following suggestions are put out to lessen this problem:

**Effective Human Resource Management:** Establishing an efficient HR management system is the first step toward reducing employee turnover. To improve worker happiness and engagement, textile sector businesses must recognise the demands and Behaviours of their workforce. Lower turnover rates may be achieved by investing in HR systems and policies that prioritise these factors.

**Enhanced Job Satisfaction:** Employers need to give top priority to initiatives that increase workers' job happiness. Employee training and development programs are essential for improving workers' abilities and knowledge, increasing their dedication to and job happiness.

**Incentive Programs:** The impact of both monetary and non-monetary incentives on employee engagement and happiness is significant. Employers may encourage their staff to stay committed and engaged by providing performance-based financial rewards. Healthcare and

family support programs, in addition to monetary incentives, may play a significant role in keeping staff on board.

**Employee Participation:** Employee appreciation and a feeling of worth are fostered by including them in decision-making processes and involving them in different corporate activities. Consequently, this raises work satisfaction and lowers intentions to leave the company. Establishing a more Collaborative approach to decision-making may help organisations increase employee engagement and commitment.

**Retention Strategies:** Implementing retention tactics is crucial to reducing staff churn. By allowing workers to take on new tasks and responsibilities, career advancement possibilities help keep people happy and motivated. Furthermore, retention incentives determined by seniority, efficacy, and efficiency may potentiate long-term staff retention.

**Ethical Practices:** It is critical to adhere to moral standards emphasising justice and respect for all parties involved, including clients and staff. Employee turnover may be significantly decreased by implementing policies emphasising fairness and impartiality, treating all workers equally, and holding people accountable for their tasks. Organisations should also ensure that workers are paid equally for comparable jobs to promote a moral and just culture.

**Corporate Social Responsibility Initiatives:** Establishing and cultivating a robust culture of talent among their team is a goal that companies should pursue. Employee commitment may be increased by identifying a company's mission that stresses community value and aligns with corporate social responsibility (CSR). Regularly recognising and celebrating the company's accomplishments with staff members may improve work satisfaction and significantly lower the likelihood that they would leave.

**Ethical Leadership:** Promoting ethical Behaviours and corporate social responsibility requires ethical leadership at all levels. It establishes a standard for moral conduct and fosters a work atmosphere where staff members are devoted to the goals and principles of the company.

Managerial staff members may benefit from training and development initiatives emphasising ethical leadership to foster these qualities.

**Employee Feedback Mechanism:** An organised method for employee feedback is beneficial. Companies should aggressively seek out employee feedback and utilise it to improve and modify their CSR and ethical policies. Employee satisfaction and loyalty may increase when workers are involved in decision-making processes, which can result in more moral and socially conscious Behaviour.

By following these recommendations, Pakistan's textile sector may drastically lower the employee turnover rate. Long-term retention and industry development may be achieved using a holistic strategy that integrates HR management, enhances work happiness, embraces ethical standards, and supports CSR efforts. This approach can foster an atmosphere where employees are motivated, happy, and devoted. These suggestions must be a foundation for developing an ethically conscious, employee-focused workplace culture in textile enterprises.

### **6.6 For Further Research**

For future studies in this area, the study provided various recommendations that researchers can consider to further the understanding of the relationship between ethical practices, employee performance, and employee turnover. First, the study recommended that future studies be conducted through longitudinal design, where data is collected over an extended period to provide insights into the long-term effects of ethical practices on employee performance and turnover. Tracking changes and developments over time would enable researchers to establish causality more effectively. The future study could also be a comparative study across different industries and regions to offer valuable insights into how ethical practices impact employee performance and turnover in various contexts. This approach can help identify best practices and industry-specific factors that influence outcomes.

Future studies could use a mixed-methods approach, as combining qualitative and quantitative data collection and analysis methods can provide a more comprehensive understanding of the phenomenon. Qualitative data offers valuable context and in-depth insights, while quantitative data allows statistical generalisations. The study also recommended that future studies use a more extensive and more diverse sample. Future researchers should use more extensive and more diverse samples to improve the generalizability of the findings. Including participants from various industries, job roles, and demographic backgrounds can enhance the study's external validity.

Future studies should also include the mediating and moderating factors. Identifying mediating and moderating factors that influence the relationship between ethical practices and employee outcomes can provide valuable insights for organisations seeking to improve their ethical culture. Besides, the study recommended that future studies include companies in different cultures as this will help understand how cultural differences influence the perception and impact of ethical practices on employee behaviour and organisational outcomes.

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**Appendix:****Questionnaire**

Dear Participants,

This survey is conducted for the sole purpose of research for the academic purpose only. The research is focused on:

**The Impact(s) of Ethical Practices on Employee Performance and Employee Turnover in Textile Industry of Pakistan.**

Following information is for reader and respondents to clarify that terms such as Business ethics/Ethical practices and CSR are contextual and represents following components in their groups.

**Business Ethics/Ethical Practices**

- Emergency Preparedness Plan
- Maintenance of emergency system
- Philanthropy
- Fair Dealing
- Child Labour
- Essential Healthcare
- Women Rights
- Transgender Laws
- Parental Leave

**CSR**

- Recycling
- Repurposing
- Reusing
- Remanufacturing
- Reverse Logistics
- Carbon Footprints Reduction
- Water Waste Management
- Dust Pollution
- Air Pollution
- Noise Pollution

Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard.

- You can choose to withdraw from this study at any time without having to give any reason. You can also ask for us not to use any data you have supplied. You can do this up to the point that the work is made public.
- You do not have to answer any questions you are uncomfortable with.
- You have the right to ask us questions about any part of the research you are involved in. We will always answer your questions unless answering them will interfere with the study's outcome or risks the wellbeing of others, for instance by compromising their privacy.

If you have any questions arising from this information sheet, please ask the researcher before the activity starts.

**SECTION A: Demographics**

**Please Answer the following demographic questions**

**A1. Please mark your gender**

- a) Male
- b) Female
- c) Other
- d) Do not want to disclose

**A2. Age-Group (Makhdoom, T.R. 2017)**

- a) 18-28
- b) 29-38
- c) 39-48
- d) 49-60

**A3. Employment Status**

- a) Permanent
- b) Contractual

**A4. Experience**

- a) Less than 2 years
- b) 3-6 years

- c) 7-10years
- d) 11years or more

**How to reduce employee turnover through ethical and corporate social responsibility practices (tick ones)**

<b>CSR Strategy</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
The company to build and promoted a strong team talent among the employees					
The identified purpose of the company is liked to CSR and focus on maximizing organization and community value					
The employees to be given ownership and the tools they need to succeed					
Sustainability to be the central goal of the company					
The organization celebrate its achievements with the employees and the share knowledge					

<b>Ethical Practices</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
I feel that the company should be fair and respect all the stakeholders including employees, and customers (fair and respect)					

The company to have a perfect and well define strategies for justice and impartiality for employee (Discipline)					
Every employee to be treated equally and there is equal is equal pay for all employees in same level (integrity)					
Every employee or department in the company to be responsible and accountable of duties assigned (responsible and accountable)					