

## Empirical analysis of Transformational Leadership on CSR: A Moderating Model in Banking Sector

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### ABSTRACT

#### Keywords:

*Transformational Leadership, Corporate Social Responsibility towards the customers and employees, Abusive Supervision and Servant Leadership.*

The aim of the study is to observe the relationship between transformational leadership and corporate social responsibility toward employees and customers through moderating effect of abusive supervision and servant leadership. This study builds a comprehensive framework to answer the research question on whether transformational leadership affects corporate social responsibility toward the customers and employees. Data is conducted from the employees of Dubai Islamic Bank who are taking part to deal the customers. For this purpose, Dubai Islamic Bank Pakistan limited has been selected through simple random sampling. Dubai Islamic Bank has 36 branches working in Lahore and overall has 250 branches in all over the world. We used multiple regressions analysis to analyze the relation between the transformational leadership and corporate social responsibility towards the customer and employees. We used primary data for data analyses and data has been collected through a questionnaire which consists of 40 close ended questions. From a theoretical perspective, this study not only explains the effect of abusive supervision and servant leadership but also covers the importance of transformational leadership and corporate social responsibility toward employees and customers.

## INTRODUCTION

Financial sector in Pakistan has been ruled by the state possessed organization. Particularly in the historical of nationalization in 1970, all in private owned institutes stood transformed into national possessed foundations and a prohibition was obligatory on private proprietorship.

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These state possessed societies were pleased the monetary need of government, public originalities and some reserved big groups (Khan, 1995). In the maintenance of the policy, whole banking sector was state-owned in 1972. Huge money-making banks were merged into giant banks and state established National Commercial Banks. These banks were the key players in the financial sector in the period of (1972 to 1990).

More or less 92% of the banking possessions were taken by the national commercial bank's which presented their supremacy in the banking sector. One of the chief reasons of allotment such an enormous level of banking segment possessions by these national commercial banks was a limit on private commercial banks. Private possession of commercial banks was not permissible throughout the state-owned period. The performance of banking segment was not up to the reasonable level, owing to the high principles and more interference of government establishments. The banking effectiveness keeps on at low caused in low progression and decline in savings and investment in the private sector. In that vital stage, banking scheme needs a robust conscious system which was vaccinated in the form of (Banking Sector Reforms) in 1991.

A lot of opinion has been occurred on numerous scholarships for the association among leadership and corporate social responsibility (Du, Swaen, Lindgreen, & Sen, 2013). In addition, they also difference of opinion that CSR performs a vital part in well-known employee's behaviors (Azim, 2016). Even though being a extensively willful topic, TL has become one of the furthestmost significant methodologies concerning research (Judge & Piccolo, 2004) and administration (Bono & Judge, 2004). Consuming acknowledged sufficiently of consideration throughout the previous three periods, it constitutes one of the main philosophies of leadership (Mhatre & Riggio, 2014). This is usually due to the association that study has revealed between this generous of leadership and worker approaches and actions in particular, and the association in universal (Abbasi, 2017).

Servant Leadership encourages an examination environment where main concern is employed on attending the customer (Jaramillo, Bande, & Varela, 2015). While clients recognize client positioning which servant leader figures in the group's services to the clients (Schwepker Jr, 2016). They make sure a habit of to have a robust awareness of the society's corporate social responsibility actions toward the stakeholders. By this means additional classifying with it (Pérez & Del Bosque, 2015). Righteousness to participants as well as

clients that the servant leader shapes also improves this consumer identification (Schwepker Jr, 2016).

In particular, various authors have planned that insights of the degree to which their superintendents involve in the continued exhibition of unfriendly spoken and nonverbal actions, without bodily interaction (Tepper, 2000). Numerous studies displayed that abusive supervision strongly effects employee behaviors for appraisals, see (Mackey, Frieder, Brees, & Martinko, 2017; Tepper, 2007; Zhang, Kandampully, & Bilgihan, 2015).

Transformational leadership unusually affects enterprise sustainability (Du et al., 2013; Resick et al., 2011). Transformational leadership has the optimistic relationship with the CSR actions of an enterprise (Du et al., 2013). In the previous studies have examined transformational leadership elegance with optimistic consequences and behaviors concerning features such as employee approach (J.-E. Lee, Almanza, Jang, Nelson, & Ghiselli, 2013), loyalty (J. Lee, 2005), organizational commitment (Besieux, Baillien, Verbeke, & Euwema, 2018; Vickers, 2017), creativity and innovation (Karaman, Kok, Hasiloglu, & Rivera, 2008), performance (Aga, Noorderhaven, & Vallejo, 2016; Chairina, Sularso, Tobing, & Irawan, 2019), social responsibility (Khan, Ali, Olya, Zulqarnain, & Khan, 2018; Tuan, 2012), surrounded by others. More than a few contemporary studies have required after confirming the association between transformational guidance and social responsibility, and, even though there is some experiential and hypothetical proof, it is obligatory to endure strengthening it.

Gender (Alonso-Almeida, Perramon, & Bagur-Femenias, 2017; Fiebig & Christopher, 2018) and small organizations (Angus-Leppan, Metcalf, & Benn, 2010) are features hardly make a speech in this substance, as a result, these obligation be studied. In addition, (S. Wang, Kirillova, & Lehto, 2017) showed empirical indication of the character of transformational leadership as an intermediary between the insights of social responsibility and the OCB of traitors. Also, (Manzoor et al., 2019) and (Khan et al., 2018) highlighted the lessening character of social responsibility in the connotation among transformational leadership and variables such as innovation.

### **Purpose of the study:**

Aim/purpose of the existing study was widening knowledge between transformational leadership and corporate social responsibility towards the abusive supervision and servant leadership. The aim of the current research was to spread out the knowledge between the independent variable of transformational leadership and dependent variable of corporate

social responsibility towards the customers and employees by exploring potential moderating mechanism of abusive supervision and servant leadership in Dubai Islamic Bank Pakistan limited (Region Lahore).

**Research Gap:**

Different studies have described Leadership carry out that are important to (corporate social responsibility) rehearses, for case in point, inspirational and logically motivating shares (Angus-Leppan et al., 2010; Nijhof, Fisscher, & Looise, 2002; Surroca, Tribo, & Waddock, 2010; Waldman et al., 2006). Developed CSR can convey a number of compensations to organizations, and diverse participants containing workers and clients: improved performance, modest gain, eye-catching demand to institutional stockholders, and organizational status and appearance (Aguinis & Glavas, 2012). While, there is a massive collected works on Transformational Leadership, however they have absorbed on their straight consequences similar team and organizational performance (M. Y.-C. Chen, Lin, Lin, & McDonough, 2012; García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012; García-Morales, Lloréns-Montes, & Verdú-Jover, 2008; Veríssimo & Lacerda, 2015; Wiengarten, Lo, & Lam, 2017).

Leadership is apparently an important explanation to the subject that needs to be examined these intercession effects and incorporates them in philosophies on corporate social responsibility and here is a requirement for study to integrate the impression of leadership in theories on CSR by examining leader impacts on all the sponsors (Khan et al., 2018). Future study could imitate our study's results using comfortable data on leaders and employees. In an ideal setting, upcoming research would take part data from supervisors, workers, and clients, taking into interpretation leadership styles and significant attitudinal variables, to discover in more deepness under which circumstances frontline employees efficiently transfer a positive CSR image to customers (Edinger-Schons, Lengler-Graiff, Scheidler, & Wieseke, 2019). For additional research, the investigators suggest addition of mediation/moderation variables that impact the relationship between transformational leadership and the employee's perceived outcomes, such as discipline factors, knowledge management, subordinate, and gender. Mediation/moderation variables also will advance the sympathetic of the sensation of employee work consequences (Ningsih, M. A., Wijaya, Y. K., Muntahari, S., & Damayanti, N, 2023). This study may incorporate other variables in future to enlarge the scope of study

such as; motivation, commitment and satisfaction all are closely connected with (TL. Hakro, T. H., & Solangi, G. M, 2023). This study therefore attempted to answer the study question.

### **Significance of the Study:**

Corporate social responsibility also provides assistances in the companies to increase better performance. A positive association among CSR and the company's performance is the superseding dispute in studies (Oeyono, Samy, & Bampton, 2011). Also this study provides the better understanding of the transformational leadership and its relationship on the corporate social responsibility towards the employees and customers of the banking industry. Commitment of the servant leadership towards the corporate social responsibility provides better understanding between the stakeholders of the organization. In arrears to "his or her ethical responsibility not only to the achievement of the organization but then again also to his or her assistants, the group's customers, and other organizational stakeholders" (Ehrhart, 2004), a servant leader has an assurance to stakeholder benefits (Abugre & Nyuur, 2015). Significance of this study also provides better understanding on abusive supervision towards the individual of organization.

## **LITERATURE REVIEW**

### **Transformational Leadership:**

Pashiardis, Brauckmann, and Muijs (2011) well-defined transformational leadership as the capability to transform the personal interests of organizational associates to achieve common vision, and long-term goals, is currently the most broadly accepted paradigm in the leadership works (Judge & Piccolo, 2004). This leadership style was offered by (Burns, 1978) and being operational by (B. M. Bass, 1985). Transformational Leadership (TL) is containing of four key dimensions. Inspirational motivation, Flawless influence, individualized deliberation and knowledgeable stimulation. Transformational leaders mostly bring modification to the behavioral forms and frame of mind of groups (Wright & Pandey, 2010). Indication proposes that transformational leadership wages a vital role in dropping takings intention. And the abusive supervision, distinct as assistants' insights of the degree to which superintendents involve in the continuous exhibition of aggressive spoken and non-verbal behaviors, without bodily contact (Tepper, 2000). Abusive Supervision (Tepper, 2000) distinct abusive supervision as employees' insights of the degree to which their superintendents display constant arrangements of aggressive or unfriendly non-verbal and oral behaviors. Abusive supervision contains of a wide variety of behaviors. (Tepper, 2000) renowned that abusive

behaviors may replicate insignificance (e.g., a manager outcry at her workers simply to rise productivity) or cruel determined towards workers (e.g., a supervisor awkward an employee to direct a memo to other workers).

Hale and Fields (2007) well-defined servant leadership as a sympathetic exercise of leadership that chairs the decent of those controlled over the self-absorption of the leader. Leadership that is deep-seated in moral and thoughtful actions, such as servant leadership, is vigorous (Van Dierendonck, 2011). Leaders who mainly prime with an inspiration to help others display servant leadership (Van Dierendonck, 2011). Servant leadership is high spot collaboration and upkeep for sponsors over control and short-term advantages (Van Dierendonck, 2011). Servant leaders henceforth validate their ethical accountability to the achievement of the organization as sound as to the accomplishment of its shareholders, together with its employees, clients, and additional organizational stakeholders (Ehrhart, 2004).

Servant leadership is considered by given that route, allowing and emerging individuals, and representing humility and authenticity (Van Dierendonck, 2011). Servant leadership therefore raises organizational fairness, organizational trust and teamwork (Parris & Peachey, 2013). Servant leadership encourages a provision environment where main concern is employed on helping the consumer (Jaramillo et al., 2015).

Righteousness to stakeholders together with consumers that the servant leader shapes (Schwepker Jr, 2016) also improves this client company identification. If clients find that the directorial leader proves a low obligation to assist stakeholders, they might not hope that the leader will interpret corporate social responsibility approach into movements. Customers may be necessary low identification with corporate social responsibility standards of the organization, foremost to low inspiration of the organization (McColl-Kennedy, Vargo, Dagger, Sweeney, & Kasteren, 2012; Mills & Morris, 1986). With low observed association, consumers may not act as self-motivated operant possessions for value conception as shown in service leading judgment (Gohary & Hamzulu, 2016). Tung, Liang, and Chen (2014) also originate that servant leadership care for service alignment in the organization.

### **CSR towards Employees:**

Employees may residence stress on companies to take part in CSR (Aguilera, Rupp, Williams, & Ganapathi, 2007). One motive for this is that employees suppose companies that are energetically involved in outward CSR to conduct yourself in the direction of their

employees also in a socially accountable manner (Royle, 2005). On the other hand, there is evidence that some companies are strong to take on the bombast of CSR; they may be less strong to act in a socially accountable manner to their workers (Royle, 2005). It is likely that companies will endeavor to counterbalance the costs of their outdoor social goals by cooperating employees' well-being, development, and working environments (Klein, 2001). For instance, some companies require workers to sacrifice part of their wages to support external CSR strategies and actions (Zappalà, 2004).

Therefore, while we normally expect organizational CSR environment to be optimistic driving forces in cumulative employee provision for an organization's external CSR creativities, their optimistic effects are expected to be depending on the degree to which the association is also involved in CSR that well addresses workers' interests. Preacher, Zyphur, and Zhang (2010) recommended, a number of employee in favor of CSR initiatives such as provided that life assurance, dodging layoffs, permitting a work life balance, job independence, and keeping equitable payment are important for keeping the health and wellbeing of workers, and have optimistic effects on workers.

#### **CSR towards Customers:**

Numerous studies have look at CSR towards consumers in the hospitality industry chiefly in the restaurant segment in terms of well-being and food borne diseases, use of native and sustainable goods, and nutritious labeling. Swanger and Rutherford (2004) inspected food borne disease, which was keep an eye on by lawsuits and expenditures to complainants in U.S. chain restaurants and establish that sales reduced as the media released destructive news and as a consequence, customers lost confidence. The optimistic impact of use of native foods, and non-genetically adapted menu items greater than before diners' willingness to pay a greater premium (Campbell, DiPietro, & Remar, 2014; Lu & Gursoy, 2017).

Furthermore, Josiam and Foster (2009) recommended that restaurants are accountable for disclosing nutritional data on their menus. Bestowing to K. Lee, Conklin, Cranage, and Lee (2014), American customers' perception of CSR in restaurants contains of disclosure of nutritional data as well as accessibility of healthy menus. In another study showed in Lebanon, Fakhri, Assaker, Assaf, and Hallak (2016) found that provided that data about the menu, nutrition, product characteristics, and preparation and elements, positively influence purchaser attitudes and behavior plans.

**Research Hypothesis:**

**H1:** There is statistical significant relation between transformational leadership and CSR toward employees.

**H2:** There is statistical significant relation between transformational leadership and CSR toward customers.

**H3:** There is statistical significant relation between transformational leadership and corporate social responsibility towards employees using moderating role of abusive supervision.

**H4:** There is statistical significant relation between transformational leadership and corporate social responsibility towards customers using moderating role abusive supervision.

**H5:** There is statistical significant relation between Transformational leadership and corporate social responsibility towards the employees using moderating role servant leadership.

**H6:** There is statistical significant relation between Transformational leadership and corporate social responsibility towards the customers using moderating role servant leadership.

**METHODOLOGY**

Current study base on the banking industry of Pakistan for this study randomly chose the Lahore city with the second largest city of Pakistan. Data has been selected from the employees of the Dubai Islamic Bank Pakistan Limited in Lahore zone. For this purpose, data has been conducted from the 167 employees to check the significance of the respondents. An examination strategy is an entrance which delivers track that in what way research has remained showed, who will contribute in directing it, which customs should be hand-me-down for data assembly and data performance under convinced standards (Krithika & Robinson, 2016). This study is depending on early data collection and can be marked as casual research. The services sector acts as an active role in the constructing of nation. In accumulation, commercial banking is a highest sponsor concerning financial growth. To improve the favorable economic circumstances this sector delivers firms backing (Embeddedness, 2019). Five big names of banking sector are operating in Rawalpindi, Islamabad and Lahore correspondingly who obtain a vast marketplace share amongst all (Embeddedness, 2019).

**Data Collection Technique:**

The investigation conducted on the banking sector of Lahore, Pakistan. 35 banks are working in Lahore rendering to the state bank of Pakistan. Dubai Islamic bank Pakistan limited randomly chosen from the following banks. Dubai Islamic Bank has 36 branches working in



Lahore zone and overall has 250 branches. Foundation for data collecting was main and constructed on organized inquiry form as instrument. Primarily dimension weighing machine were experienced to collect reactions about variables. The language used for this investigation was English. Section first includes the items related to Transformational Leadership, Abusive supervision, Servant Leadership and CSR towards (customers & employees). Surveys were not straightly dispersed between the workers due to their working timetable it was given finished to branch manager and after two days of timeline it was composed by them. This study based on Simple random sampling for the data collection of the data of the respondents. Simple random sampling is used in the selection of the population. Average numbers of employees of each branch are 08. Total numbers of branches are 36 so our total population is 288. According to the Morgan table minimum sample of 165 from 290 (population) can be used for the research to conduct the data.

### **Measurement:**

Transformational leadership 7 items adapted from (B. Bass & Avolio, 1995). CSR toward employees 7 items adapted from (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2018). CSR toward customer 5 items adapted from (El Akremi et al., 2018). Abusive Supervision 15 items adapted from (Tepper, 2000). Servant leadership 6 items adapted from (Sendjaya, Eva, Butar, Robin, & Castles, 2019). Questionnaire which we used for the study consist of 40 close ended and 5 demographic questions to measure the Transformational leadership, corporate social responsibility, servant leadership and abusive supervision.

### **ANALYSIS**

Data analysis shows the demographic profile of the respondents, descriptive analysis, reliability analysis, factor analysis and liner regression analysis for the significance of the data. The data analysis was done using the statistical software SPSS statistic 23 and through online Sobel test.

### **Respondents Profile**

Here is respondent's profile which elaborates the demographics profile, descriptive analysis, reliability statistics, factor analysis, and Regression analysis.

**Table No. 1: Demographic Profile**

Demographic Profile		
Gender	Male	133
	Female	34
	20-29	45

Age	30-39	64
	40-49	45
	Above 50	13

Table no. 1 shows demographic shape of the participants in which 133 (79.6%) respondents are male and 34 (20.4%) respondents are female regarding gender. Further respondents between the ages of 20-29 are 45 (26.9%), respondents between the age of 30-39 are 64 (38.3.2%), respondents between the ages of 40-49 are (26.9%) and respondents above the age of 50 are 13 (7.8%).

## Descriptive Statistics

**Table No. 2 (Descriptive statistics)**

Descriptive Statistics						
V	N	Mini.	Maxi.	Mean	Std. Deviation	% of missing
TL1	167	1.00	5.00	3.72	1.14	0
TL2	167	1.00	5.00	3.70	.97	0
TL3	167	1.00	5.00	3.58	1.09	0
TL4	167	1.00	5.00	3.49	.96	0
TL5	167	1.00	5.00	3.43	1.01	0
TL6	167	1.00	5.00	3.21	1.10	0
TL7	167	1.00	5.00	3.40	1.08	0
AB1	167	1.00	5.00	3.46	1.11	0
AB2	167	1.00	5.00	3.20	1.08	0
AB3	167	1.00	5.00	3.25	1.13	0
AB4	167	1.00	5.00	3.09	1.09	0
AB5	167	1.00	5.00	2.99	1.16	0
AB6	167	1.00	5.00	2.92	1.06	0
AB7	167	1.00	5.00	3.05	1.14	0
AB8	167	1.00	5.00	3.03	1.17	0
AB9	167	1.00	5.00	3.13	1.16	0
AB10	167	1.00	5.00	3.01	1.07	0
AB11	167	1.00	5.00	3.06	1.17	0

AB12	167	1.00	5.00	3.02	1.15	0
AB13	167	1.00	5.00	3.00	1.10	0
AB14	167	1.00	5.00	3.11	1.07	0
AB15	167	1.00	5.00	3.11	1.16	0
SL1	167	1.00	5.00	3.32	1.19	0
SL2	167	1.00	5.00	3.28	1.07	0
SL3	167	1.00	5.00	3.24	1.02	0
SL4	167	1.00	5.00	3.28	.93	0
SL5	167	1.00	5.00	3.32	1.03	0
SL6	167	1.00	5.00	3.50	.98	0
CSRE1	167	1.00	5.00	3.56	.99	0
CSRE2	167	1.00	5.00	3.65	.97	0
CSRE3	167	1.00	5.00	3.72	.96	0
CSRE4	167	1.00	5.00	3.65	1.04	0
CSRE5	167	1.00	5.00	3.83	2.47	0
CSRE6	167	1.00	5.00	3.56	1.04	0
CSRE7	167	1.00	5.00	3.49	1.18	0
CSRC1	167	1.00	5.00	3.47	1.09	0
CSRC2	167	1.00	5.00	3.44	1.08	0
CSRC3	167	1.00	5.00	3.60	1.08	0
CSRC4	167	1.00	5.00	3.50	1.06	0
CSRC5	167	1.00	5.00	3.52	1.08	0

Table no. 2 shows the descriptive analysis, in which 40 items of different variables has been analyzed, Transformational Leadership (TL) 07 items, Abusive Supervision (AB) 15 items, Servant Leadership 06 items, Corporate Social Responsibility (CSRE) towards Employees 07 items and Corporate Social Responsibility towards Customers (CSRC) 05 items. The minimum value for mean is 2.92 and highest value for mean is 3.83 and for std. deviation least amount value is .93 and maximum value is 2.47.

## Reliability Statistics

**Table No.3 (Reliability Statistics)**

Reliability statistics			
(Variables)	N	Items	Cronbach's alpha
TL	167	7	.67
AB	167	15	.79
SL	167	6	.49
CSRE	167	7	.53
CSRC	167	5	.59
Overall	167	40	.75

In table no. 3 (Cronbach's alpha) used to check the reliability of the variables. For the current sample the values vary from (0.49 to 0.79), which indicates the reliability among the variables. (Alpha of TL = 0.67), Alpha of AB = 0.79, Alpha of SL= 0.49, Alpha of CSRE = 0.53) and Alpha of CSRC is 0.59. Overall (Cronbach Alpha) of the variables is 0.75 which indicates the high reliability among the measures.

## Factor Analysis

Factor examination is directed using the PCA method with Varimax variation method to validate the concept validity (Convergent and discriminate validity). KMO quantity of cross section competence test and Bartlett's test of Sphericity is functional to pattern that the data is satisfactory for factor investigation.

**Table No.4 (KMO and Bartlett's test)**

KMO and Bartlett's test				
Construct	No. of items	KMO Measures of adequacy	Bartlett Test of sphericity chi-square	Bartlett test of sphericity significance
TL	07	.666	202	.000
AB	15	.773	558	.000
SL	06	.639	53	.000
CSRE	07	.724	192	.000
CSRC	05	.652	82	.000

Table.4 shows KMO and Bartlett's test. KMO check the adequacy and the Bartlett's analyze that weather our data in the condition to perform further factor analysis. If KMO values bigger than 0.6 then we can say that our data is acceptable for further factor analysis. KMO for Transformational Leadership (TL) is 0.666, 0.773 for Abusive Supervision, 0.639 for Servant Leadership, 0.724 for Corporate Social Responsibility towards Employees (CSRE) and 0.652 for Corporate Social Responsibility towards Customers (CSRC). Table.4 shows the Bartlett's test for the constructs. All construct is less than 0.001 which provides indication in contradiction of the null assumption of no correlation. So we can remain with factor analysis for further test. Bartlett's test shows the significance of all variables on 0.000.

**Table No.5 (Eigen values and total variance)**

Constructs	Components	Initial Eigen value		
		Total	% of variance explained	Cumulative % of variance explained
Transformational Leadership	TL	2.433	34.760	34.760
Abusive Supervision	AB	4.093	27.289	27.289
Servant Leadership	SL	1.732	28.861	28.861
CSR towards Employees	CSRE	2.463	35.188	35.188
CSR towards Customers	CSRC	1.932	38.633	38.633

Table.5 shows all Eigen standards and also displays total variance described for the constructs. By means of extraction method TL (contained of 07 items clearing up 34.760% variance), AB (contained of 15 items explanation 27.289% variance), SL (comprised of 06 items clarifying 28.861% variance), CSRE (consist of 07 items explaining 35.188% variance) and CSRC (consist of 05 items explaining 38.633% variance). Normally those mechanisms of

a construct well thought-out to be the major mechanisms that have an Eigen value more than 1 and they are used for additional examination.

**Table No.6 (Components Matrix)**

Items	Components
<b>Transformational Leadership</b>	
Management of our bank communicates clear and positive vision of future	.803
Management of our bank treats employees as individuals, supports and encourages their development	.705
Management of our bank gives encouragement and recognition to employees	.499
Management of our bank fosters trust, involvement and cooperation among branch employees	.702
Management of our bank encourages thinking about problems in new ways and questions assumptions	.610
Management of our bank is clear about their values and practices what they preach	.599
Management of our bank instills pride and respect in others and inspires employees by being highly competent	.812
<b>Abusive Supervision</b>	
Our bank Management Ridicules their subordinate employees	.758
Our bank Management Tells subordinates that their thoughts or feelings are stupid	.733
Our bank Management Gives subordinates the silent treatment	.698
Our bank Management Puts their subordinates down in front of others	.616
Our bank Management Invades employees' privacy.	.633
Our bank Management Reminds employees of their past mistakes and failures	.505
Our bank Management Doesn't give employees credit for jobs requiring a lot of effort	.682
Our bank Management Blames employees to save their embarrassment	.504
Our bank Management Breaks promises they make.	.546
Our bank Management Expresses anger on employees when they are mad for another reason	.591
Our bank Management Makes negative comments about their subordinates to others	.453

Our bank Management Is rude to employees	.341
Our bank Management does not allow employees to interact with their co-workers	.681
Our bank Management Tells their subordinates that they are incompetent	.660
Our bank Management Lies to employees	.721
Servant Leadership	
My Immediate Boss (manager) uses power in service to others, not for his or her ambition	.629
My Immediate Boss gives me the right to question his or her actions and decisions	.489
My Immediate Boss (manager) respects me for who I am, not how I make him or her feel	.454
My Immediate Boss enhances my capacity for moral actions	.596
My Immediate Boss (manager) helps me to generate a sense of meaning out of everyday life at work	.240
My Immediate Boss contributes to my personal and professional growth	.454
Corporate Social Responsibility Towards Employees	
Our bank implements policies that improve the well-being of its employees at work	.678
Our bank promotes safety and health of its employees	.699
Our bank avoids all forms of discrimination (age, sex, and handicap, ethnic or religious origin) in its recruitment and promotion policies	.498
Our bank supports equal opportunities at work (e.g., gender equality policies)	.417
Our bank encourages employees' diversity in the workplace	.065
Our bank helps its employees in case of hardship (e.g., medical care, social assistance).	.639
Our bank supports its employees' work and life balance (e.g., part-time work, flexible working arrangements).	.698
Corporate Social Responsibility Towards Customers	
Our bank checks quality of goods or services provided to customers	.636
Our bank is helpful to customers and advises them about its products/services	.689
Our bank respects its commitments to customers	.634

Our bank invests in innovations which are to the advantage of .491  
customers

Our bank ensures that its products or services are accessible for all .487  
its customers

Table.6 show all constructs (TL, AB, SL, CSRE and CSRC) all connected items are weighted down on impartial one principal constituent with diverse factor loadings alternating from 0.065 to 0.812. Bestowing to Straub et al. (2004), the least assessment for the filling of all substances should be more than 0.40. Item no. (CSRE 5) has been shown value of 0.065 which is less than 0.40 other then (CSRE 5) all the above exemplified results please the standards of construct validity and convergent validity it means that the composed statistics from this exact gadget is effective.

### Regression Analysis

**Table No.7 (Regression analysis)**

Independent variable	Dependent variable (CSR towards employees)
Transformational leadership	.222** (2.927)

**Table No.8 (Regression analysis):**

Independent variable	Dependent variable (CSR towards customers)
Transformational leadership	.066*** (.847)

**Here \*\*\* means beta is substantial at 1% LOS and \*\* means beta is Significant at 5% LOS**

Starting above tables it is demonstration that here is positive and significant association between independent variable transformational leadership and dependent variables corporate social responsibility towards customer and employees.



**Moderation effect:**

Moderation effect has been shown by using liner regression analysis. First all moderating variables were computed and after that analyzed by using regression analysis.

**Table No. 9 (Moderation Effect):**

Moderator effect of abusive supervision and servant leadership on (TL and CSRC)		
Model	CSRC	
	Beta	Sig.
Transformational leadership	.039	.621
Abusive supervision	-.056	.473
Moderator (TL and AB)	-.190	.016
Servant leadership	-.016	.838
Moderator (TL and SL)	-.059	.454

Table no. 9 shown the direct relationship of independent variable and moderating variable (Abusive supervision and servant leadership) on corporate social responsibility towards the customers. In this table we analyses data related to moderating variables, Beta ranging from -.016 to .039 and significance level ranges from .016 to .454 which is significant at level 1 and 5 LOS. Data shows that moderating variable (Abusive supervision) has positive significance between transformational leadership (independent variable) and corporate social responsibility towards the customers (dependent variable).

**Table No.10 (Moderation effect):**

Moderator effect of abusive supervision and servant leadership on (TL and CSRE)		
Model	CSRE	
	Beta	Sig.
Transformational leadership	.211	.006
Abusive supervision	.106	.155
Moderator (TL and AB)	.163	.030
Servant leadership	.001	.985
Moderator (TL and SL)	-.185	.015

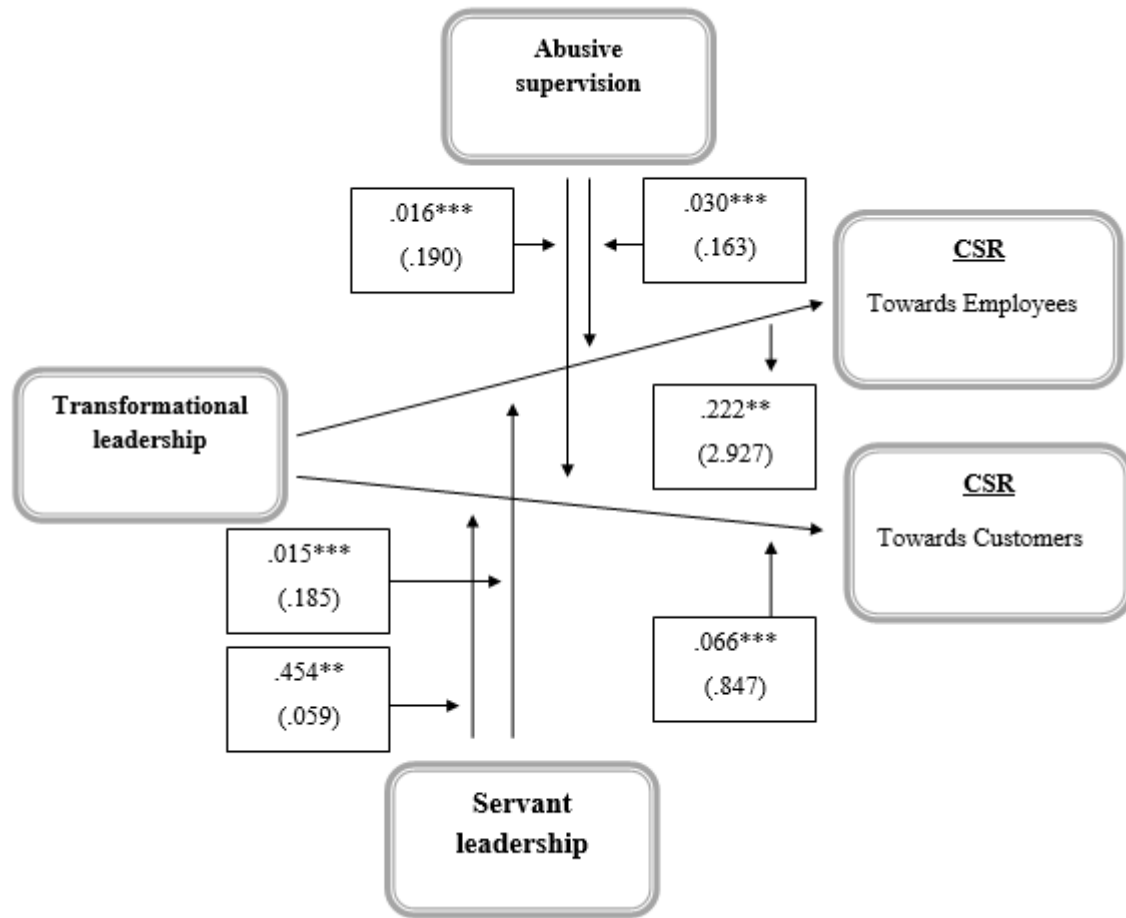
Table no. 10 shown the direct relationship of independent variable and moderating variable (Abusive supervision and servant leadership) on corporate social responsibility towards the employees. In this table we analyses data related to moderating variables, Beta ranging from -.185 to .163 and significance level ranges from .015 to .030 which is significant at level 1 and

5 LOS. Data shows that moderating variable (Abusive supervision) has positive significance between transformational leadership (independent variable) and corporate social responsibility towards the employees (dependent variable).

### Results:

Hypothesis	Results
H1	There is positive relationship between Transformational Leadership and Corporate Social Responsibility towards employees. .222** (2.927) Supported with 5% level of Sig See table 7.
H2	There is positive relationship between Transformational Leadership and Corporate Social Responsibility towards Customers. .066*** (.847) Supported with 5% level of Sig See table 8.
H3	There is positive relationship between Transformational Leadership and Corporate Social Responsibility towards customers through abusive supervision. .016*** (.190) Supported with 5% level of Sig See table 9.
H4	There is positive relationship between Transformational Leadership and Corporate Social Responsibility towards customers through servant leadership. .454** (.059) Supported with 5% level of Sig See table 9.
H5	There is positive relationship between Transformational Leadership and Corporate Social Responsibility towards employees through abusive supervision. .030*** (.163) Supported with 5% level of Sig See table 9.
H6	There is positive relationship between Transformational Leadership and Corporate Social Responsibility towards employees through servant leadership. .015*** (.185) Supported with 5% level of Sig See table 9.

**Result Diagram:**



**FINDINGS**

The results presented that transformational leadership has the positive substantial relationship on corporate social responsibility towards employees and customers. The results further recommended that moderating variables (Abusive supervision and servant leadership) has positive influence between transformational leadership and corporate social responsibility towards the employees and customers. Corporate social responsibility towards the customers and employees positively influenced through the independent variable of transformational leadership. Furthermore, abusive supervision shows the positive moderation effect between the independent variable of transformational leadership and dependent variables of corporate social responsibility towards the customers and employees.

**Theoretical contributions**

This article contributes to the academia and share the knowledge of Transformational leadership and the corporate social responsibility towards customers and employees through the abusive supervision and servant leadership. This investigation is a influence towards available fountain of information for the variables of leadership, corporate social responsibility towards (customers and employees) through abusive supervision and servant leadership. There happens a shortage of extensive model which expounds the role of transformational leadership in corporate social responsibility towards the (customers and employees). The model developed in this study transformational leadership and corporate social responsibility towards (customers and employees) through abusive supervision and servant leadership which indicated the moderation factors between transformational leadership and CSR towards customers and employees which were missing in the standing literature.

The study also extends the writings of leadership by linking corporate social responsibility towards employees and customers with abusive supervision and servant leadership, which use to relate with internal and external stakeholder. Prior research absences, empirical research on the moderation effect of abusive supervision and servant leadership between the relationships of transformational leadership with corporate social responsibility towards customers and employees. The previous research compensated little attention to the feature of moderation variables abusive supervision and servant leadership between transformational leadership and corporate social responsibility towards customers and employees. Generally, this experimental work has struggled to bond the gap in the area of leadership, its influence on corporate social responsibility towards customers and employees. The journalist believes this anticipated model shall contribute in the direction of thoughtful of leadership role in corporate social responsibility towards (customers and employees) with the abusive supervision and servant leadership.

**Limitations and further research discussions:**

First, this study is based on the banking sector of Lahore Pakistan and it not includes other cities of the Pakistan and the population of this study belongs to the banking sector; results of this study may not be generalized to other sectors. Secondly, this study includes only transformational leadership and not includes the other leadership styles to check their effect on the corporate social responsibility towards the customers and employees. However, there

is a variety of other important leadership styles that may have important effects on corporate social responsibility which are not included in this framework, such as transactional leadership. Future research must include other leadership style as well to check the relationship between the leadership and corporate social responsibility. These particular investigates have some limitations. Unpaid consideration might be given in simplification of the findings depend on upon the point that explanation as well as significances of conceptions vary from one culture to a new. Authenticating the model of the study amongst other cultures and cross cultural context may contribution in improved considerate and add to the knowledge for the terms of leadership and corporate social responsibility toward employees and customers.

The model is not demonstrating the country as a complete and is only partial to some of the work areas of Pakistan. Further research may ponder data collection from expanded samples from all the business areas of Pakistan to go for proportional analysis. Future studies may comprise other styles of leadership and study their effect on corporate social responsibility towards the customers and employees. Additional outcomes from the employee characteristic like, which comprise the job satisfaction, overall organizational commitment; citizenship behavior could be the focus of future researchers. The model of the research may be utilizing in another sectors of the country and also be studied in other sectors especially the services sector and in different environments. Future studies may comprise employees occupied in other sections of the industry and relate the results between different industries. Also, some other statistical methods may be useful to testify the conclusions of this study.

**Conclusion:**

This study contributes in the academia of leadership where supervisors or managers can transform their subordinate to a batter employee that will helpful for the work as well for the workers own self. The results further recommended that abusive supervision and servant leadership moderates the effect of transformational leadership and corporate social responsibility towards the (employees and customers).

The results between transformational leadership and corporate social responsibility towards the employees and customers have positive significance.

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