

Impact of Social Entrepreneurship on Corporate Social Responsibility in Pakistan

Mushtaque Ali Jariko

Professor, IBA, University of Sindh, Jamshoro,
Pakistan Email: mali.jariko@usindh.edu.pk

Muhammad Irshad

IPFP Fellow
Institute of Business Studies, Kohat University of science and technology, Kohat,
Pakistan mikhaans@gmail.com

Naveed Mushtaq

Asst.Professor, Noon Business School, University of Sargodha, Pakistan
naveed.mushtaq@uos.edu.pk

Azhar Hussain

MS Scholar, Noon Business School, University of Sargodha, Pakistan
azharosja@gmail.com

Mahboob Ullah*

Associate Professor, Khurasan University, Nangarhar, Afghanistan
mahboobmails@gmail.com

Email: * mahboobmails@gmail.com

ABSTRACT

The main goal of this research was to examine how social entrepreneurship improves corporate social responsibility in Pakistan. This research was carried out using a qualitative method and thematic analysis was used as analytical tool. As a data gathering method, a semi-structured questionnaire was chosen. This research was conducted to determine how CSR is perceived and what the phrase "social enterprise" means, as well as how the two terms relate to one another. The important findings revealed that the majority of businesses support programs connected to education and social issues. In Pakistan, social entrepreneurs support the same classification as CSR.

Keywords: *Social entrepreneur, Corporate Social Responsibility, Pakistan*

INTRODUCTION

The act of forming new organizations or revitalizing existing ones, particularly new ones, is known as enterprise [1.] People in the business world are likewise interested in showcasing prospects through specialized or potentially authoritative advancement. Similarly, the capacity to create new opportunities from current ones by creating and developing new products or services is referred to as entrepreneurship. Furthermore, social entrepreneurship was depicted as a response to the prospect of an out-of-the-box solution to a fresh problem [2]. They depicted three distinct segments: a stable but unjust balance; a transformative societal reaction; and, as a result, another, steady harmony that lightens the duration of the distinguished gathering. Furthermore, social enterprise is defined as "social ventures that attempt to expand advantages while also improving

benefits for society and the environment" [3]. The delivery of materials and assets on how organizations should measure and report on their impact on society is a key aspect of its objectives to deliver Corporate Social Responsibility (CSR) is a key aspect of its objectives to deliver materials and assets on how organizations should measure and report on their impact on society [4]. The conversation on corporate social responsibility (CSR) was largely focused on huge global organizations and multinational corporations. CSR is also seen as a catch-all word for discussions regarding business-to-society ties and exchanges, as well as any thinking about how managers can handle open-ended actions, social, and environmental issues [5]. Furthermore, the CSR agenda is founded in particular on the unmistakably global segment of CSR, which relies on organizations to connect with regular society in explicit endeavors of self-reliance of characteristic and social concerns, in situations when governments are unable to do so [6].

Various organizations and have published lengthy reports on their CSR efforts, including a track record of collaborative efforts in the realm of basic culture [7]. Organizations, like canny CSR exploration, have all the resources they need to be certain in the media. Furthermore, as Kim et al [8] put it, today's affiliations are logically confronted with great desires and demands from associates to be socially responsible and practice better correspondence. Affiliations continue to use CSR practices to elevate their business image in the eyes of buyers and other partners, such as through annual reports and websites. According to Gangi et al. [9], the European Union approved a corporate social responsibility (CSR) legislation that requires major registered firms to report on their funds as well as their social and natural appearance. This measure was quickly followed by countries all across the world.

Furthermore, Morsing and Spence [10] discovered that fresh endeavors tended to harm the environment, and that the rule of abuse was more consistent than that of their developed corporate counterparts. For example, start-ups are virtually uninhibitedly chastised for their untrustworthy direct acts, and they face regulatory and customer opposition. Meanwhile, a number of business visionaries are emphasizing social responsibility [10]. Furthermore, according to Xia et al.[11], the academic composition of a business undertaking that has explored the responsibility over the previous two decades has been non-profit social finance professionals rather than for-profit start-ups.

The purpose of the 2030 vision [12] is for Pakistan to focus on making a healthy environment for all of its residents. That is why social entrepreneurs come up with brilliant and even groundbreaking concepts. People's eyes and minds have been awakened by social entrepreneurship, which has inspired them to join with the passion they need to boost the economy and create a more sustainable environment [13]. Corporate social responsibility (CSR) requires large and small businesses to give back to society in whatever way they can. As a result, the number of social businesses should grow, and SME to large organizations should be encouraged to collaborate with them so that social entrepreneurs can offer their ideas and companies can delegate CSR responsibilities to them [14]. Incoming entrepreneurs must regard social entrepreneurship as a commercial opportunity in the context of corporate social responsibility.

To the best of the author's knowledge, just a few studies have been conducted in Pakistan to examine how social entrepreneurship improves corporate social responsibility. Furthermore, it is necessary to examine how social entrepreneurship may attract the attention of large corporations so that it can be considered as part of their CSR strategy. As a result, the purpose of this article is to examine how social entrepreneurship improves corporate social responsibility in Pakistan.

LITERATURE REVIEW

This literature review identifies, assesses, and synthesizes an extensive and more relevant literature on Social Entrepreneurship, Corporate Social Responsibility (CSR), and more importantly, the impact of Social Entrepreneurship on Corporate Social Responsibility in Pakistan. Different data bases have been visited including Google Scholar, Web of Science, Science Direct, Institute of Education Sciences (ERIC), IEEE Xplore, PubMed, JSTOR, Researchgate.net, and Digital library

of HEC to review the latest and more relevant literature. A vast literature has been reviewed by the authors to exactly find out the current state of thinking on the impact of Social Entrepreneurship on CSR and to support the central objectives of this research study.

Social Entrepreneurship and its role

Social entrepreneurs do not make direct profits and they work as change agent for social development (Barbera, Tomas, & others, 2019). More specifically, social entrepreneurship is to serve a well-defined social goal than focusing on achieving maximum profits. Social entrepreneurship is the concept where social entrepreneurs focus on the goal of contributing toward the wellbeing of society without thinking about making profits (Abu-Saifan, S, 2012). Moreover, Certo, Miller, & others (2008) have defined it as social entrepreneurship is a field where individuals or organizations are committed to perform entrepreneurial activities with the purpose of contributing toward society. More clearly, social entrepreneurship is the process of managing business activities with the aim of improving the lives of others. The essence of social entrepreneurship lies in the way it creates values for society and community (Kent & Anderson, 2003). A social entrepreneurial comes up with the aim of contributing toward the solutions of society's issues. Social entrepreneurial believes that entrepreneurial organizations or individuals in one way or the other way should be responsible for cultural, social, and environmental issues. Other than that, entrepreneurs are the asset in the balance sheet of GDP of a country. They are exceptionally playing an important role in the development of a country as the successful entrepreneurs build more job-markets helping to contribute to socio-economic progress of a country. Social entrepreneurship can greatly help building the economy of Pakistan by contributing and enhancing social investments which ultimately help in the alleviation of poverty (Asif, M., Asghar, F., Younis, & others, 2018).

Corporate Social Responsibility (CSR) and its current status in Pakistan

Corporate Social Responsibility (CSR) has got an important attention in today's corporate world both in developing and developed countries Carroll, A. B. 1999; Matten, D., & Crane, A. 2005); Jamali, D., & Karam, C. 2018). It is an important concept where a company incorporates social, environmental, and planet concerns into their business and operation policies considering themselves responsible citizens. More specifically, corporate social responsibility is about being responsible in one or other way for the issues of the society, planet, and environment in which organizations operate. Apart from this, corporate social responsibility plays a vital role in building a better brand image which results in good profit maximisation as customers tend to buy the products of the companies which are engaged in contributing to the progress of society (Memon, Wei, Robson, Khattak, & others (2014). CSR has been only practiced in philanthropic terms in Pakistan which is a narrower concept of corporate social responsibility (Jariko et al 2016). These authors believe that slow-moving state of CSR in Pakistan may be due to non-serious attitude toward being responsible citizen. Further, the business community needs to discover their role in contributing to the well-being of society and understanding of CSR in broader sense (Blowfield, M., & Frynas, J. G. (2005); Lund-Thomsen, P., Lindgreen, A., & Vanhamme, J. (2016).

Impact of social entrepreneurship on Corporate Social Responsibility (CSR) in Pakistan

Social entrepreneur is one who starts up his business in keeping view the social, cultural, and environmental concerns of the planet which enhances corporate social responsibility as corporations do not think about maximizing profits alone but give it back to society. Corporate Social Responsibility (CSR) plays an indispensable role in supporting the social entrepreneurship (Crisan, C. M., & Borza, A. 2012) these two interchangeably used terms differ in their concepts (Karthikeyan, T., & Sujeetha, M. S. 2018). The line where these two intersect is the creation of social values both for society and organisation. Moreover, social entrepreneurship has emerged an important concept where social needs are catered (Kaufman, R., Avgar, A., & Mirsky, J. 2007; Petrella, F., & RiRichez-Battesti, N. 2014). Furthermore, these authors suggest that social

entrepreneurship helps improving corporate social responsibility as many organisations are engaged in social activities especially in this era of Covid-19 pandemic.

Social entrepreneurship has significantly impact on Corporate Social Responsibility (CSR) as social values of a society define the society, environment and culture which help understanding CSR in a broader sense. Changes in Social, cultural, and environmental values influence CSR and its initiatives (Buendía-Martínez, & Carrasco Monteagudo, 2020). A few research studies depict that changes in cultural, social, and environment values help in economic progress (Inglehart, R. (2000); Schwartz, S. H. (2011); Inglehart, R. (2018). These cultural, social, and environmental changes encourage p social entrepreneurial engagements which ultimately shape the different dimensions of CSR. Social Enterprises could be an important agent of social development moving a step beyond CSR (Szegedi, K., Fülöp, G., & Bereczk, A. The literature available suggests that social entrepreneurship significantly impacts on corporate social responsibility in one or another way around.

METHODOLOGY

This research was conducted by using a qualitative method and thematic analysis was used as analytical tool. A semi-structured questionnaire was chosen because the authors of this paper believe that it provides an accurate picture of the individual's attributes, such as opinions, beliefs, abilities, and knowledge. This design was created to satisfy the study's objectives, which included learning more about CSR from persons who work in it and discovering how social entrepreneurs operate in our setting, which is Pakistan. The research was carried out at Preston University in Islamabad, Pakistan. Separate forms were used to create the questionnaire. Individuals who work in Islamabad City's CSR departments can fill out one form. The other form was created for social entrepreneurs in Islamabad who run social startups. An online semi-structured questionnaire was built utilizing qualitative data, and four replies were collected from the targeted large organization and start-up, both of which are based in Pakistan.

RESULT AND DISCUSSION

Survey findings

“When was your firm created, and what do you intend to achieve?” was the first question posed to the replies. Table 1 illustrates the response to this statement.

Table 1. Response for statement 1

Respondents	Response
Respondent 1	I established a training center for (off the track horses) to be retrained and resold
Respondent 2	The company was established in 2017 and our vision is to travel with a purpose and be the driving force in travel industry
Respondent 3	In 2016, and aim to make a significant impact on the youth in terms of their skills and mindset.
Respondent 4	Started in September 2019, with the aim to disseminate the culture of feeding homeless pets and provide shelters

Next, the respondents were asked “What are the achievements of your social enterprise until now? The response for this statement is shown in Table 2.

Table 2. Response for statement 2

Respondents	Response
Respondent 1	I have trained more than 6 horses, and have competed in showjumping, and serviced an organization for equine therapy.
Respondent 2	Changed travel industry and introduced responsible tourism, build classroom for the needy and organized various medical campaigns across all of our 4 destinations, Zanzibar, Morocco, Kenya, and Sri Lanka.
Respondent 3	Coaching around 400 participants on programs, and raised their self-awareness and empowered them to achieve personal and professional excellence.
Respondent 4	We spread feeding pipes in several cities and treated many cats adopted them.

Next, the respondents were asked “What sustainability aspects your CSR projects aim to cater to, like, employment generation, women empowerment, skills development, catering to eradicate a particular social ill, helping and assisting economically under privileged and etc.? The response for this statement is shown in Table 3.

Table 3. Response for statement 3

Respondents	Response
Respondent 1	The aspects of the project are to help with animal abuse, mistreatment, and help people in the equine field to afford a well-trained horse and find suitable home for abandoned horses.
Respondent 2	Eager to empower the locals and promote economic growth for local tourism in all 4 destinations.
Respondent 3	working on two tracks: “human empowerment” and enhancing social entrepreneurship”.
Respondent 4	Provide job opportunities for each gender, and provide skill development in how to treat and understand pets.

Next, the respondents were asked “How would your work serve the vision2030? The response for this statement is shown in Table 4.

Table 4. Response for

Respondents	statement 4 Response
Respondent 1	More people will be able to participate in the events concerning this sport. Animal rights would be more advocated.
Respondent 2	To provide the best service to the locals, which is in line with vision 2030.
Respondent 3	Working on two tracks: “human empowerment” and enhancing social entrepreneurship.
Respondent 4	Provide job opportunities for each gender, and provide skill development in how to treat and understand pets.

Next, the respondents were asked “In your opinion, how can a social enterprise assist the government and lessen development load on it?”. The response for this statement is shown in Table 5.

Table 5. Response for statement 5

Respondents	Response
Respondent 1	Social enterprises offer a fresh, creative outlook on how to obtain a more lucrative economy and offer assistance to the government.
Respondent 2	Promotes local growth and impact within societies along with generating an independent profitable business that’s essential for any business venture to grow.
Respondent 3	Through innovating solutions for different social and environmental challenges and problems, and building sustainable methods to maintain these solutions
Respondent 4	It will help the government to focus on other goals.

Next, the respondents were asked “In your opinion, who are the key stakeholders in a social enterprise?”. The response for this statement is shown in Table 6.

Table 6. Response for statement 6

Respondents	Response
Respondent 1	Anyone with a need to develop his/her country generally and community specifically.
Respondent 2	It is the whole system/organization from private companies to governmental entities to households, and everyone who has the passion to give back to communities.
Respondent 3	The beneficiaries, as they are the main target of the enterprises.
Respondent 4	Everyone as it will upgrade the thinking of the generation for each subject.

Next, the respondents were asked “How involved is the CEO or senior leadership team with CSR initiatives and decisions? The response for this statement is shown in Table 7.

Table 7. Response for statement 7

Respondents	Response
Respondent 1	Very supportive
Respondent 2	Mainly, they involve through sustainability committee.
Respondent 3	Average
Respondent 4	80% involvement of the executives.

Next, the respondents were asked “How big is the CSR team?”. The response for this statement is shown in Table 8.

Table 8. Response for statement 8

Respondents	Response
Respondent 1	Small
Respondent 2	2
Respondent 3	Don't have a team
Respondent 4	Average from 10 to12

Next, the respondents were asked “How does the company approach CSR and what type initiative are done?”. The response for this statement is shown in Table 9.

Table 9. Response for statement 9

Respondents	Response
Respondent 1	Sustainability/none-profit
Respondent 2	partnership/philanthropy
Respondent 3	Based on company core business. Not available

Respondent 4 Local development

Next, the respondents were asked “How do employees get engaged in the CSR work of your company?”. The response for this statement is shown in Table 10.

Table 10. Response for statement 10

Respondents	Response
Respondent 1	We sent communication with each activity to be involved
Respondent 2	Volunteering in the volunteer team
Respondent 3	Not available
Respondent 4	Communication

Next, the respondents were asked “What are the major CSR projects your company has started, since when and their impact?”. The response for this statement is shown in Table 11.

Table 11. Response for statement 11

Respondents	Response
Respondent 1	Gift of giving- last 10 years
Respondent 2	Partnership with a university to create a lab for down syndrome to learn the work skills in order to hire them in suitable jobs.
Respondent 3	Not available
Respondent 4	Empowering women, 2 years ago.

DISCUSSION

The findings show that most enterprise support initiatives related to education and social issues in society. Social entrepreneurs also support the same categorization as CSR. The difference is that large enterprises are supporting only for the purpose of the mission of CSR, while, on the other hand, social entrepreneurs are considered to have a social startup because of their passion for having a positive impact on society [15]. Most social entrepreneurs are taking on the burden of government, and that is because of the outcome of the 2030 vision. Social entrepreneurs have the support of generous people in society, but no one has mentioned that large companies are supporting them. As a result, it has been identified that there is a gap between the links between large enterprises and social entrepreneurs [16].

In addition, social entrepreneurship and CSR continue to receive a high level of recognition among business individuals. Businesses have begun to take social entrepreneurship as an opportunity for them, and now all companies have CSR in them than in previous years, most of the participants are actually aware of the concepts of social entrepreneurship and CSR [16]. The aim of trying to solve a problem in society has played a major role in influencing these entrepreneurs to consider social enterprise as an option.

CONCLUSION

This paper has investigated on how social entrepreneurship enhances corporate social responsibility in Pakistan. Recently, with a vision for 2030, the subject of entrepreneurship and everything related to it has been raised, such as social entrepreneurship. People are becoming increasingly aware of the concept of social entrepreneurs. More and more start-ups are now being developed in Pakistan by special social start-ups of entrepreneurs. On the other hand, there is a term that is close to social entrepreneurship, but it has to do with enterprise, not individuals, and that is CSR. CSR has been an important topic for all companies around the world and in Pakistan. The findings have shown that most enterprise support initiatives related to education and social issues in society. As a result, social entrepreneurship can eventually enhance CSR by taking the burden on businesses to hire and take time to plan and manage the project.

RECOMMENDATIONS

The authors of this paper based on the key findings and discussions believe that more qualitative research should be carried out. The authors also believe that a close nexus of CSR and Social entrepreneurship be investigated. A multiple qualitative methods comprising of in-depth and semi-structured interviews can also be a best way to find out the nexus of social entrepreneurships and CSR.

REFERENCES

- [1] Białowas, P. J. (2018). Enterprise restructuring: a quality management paradigm. *Czech Journal of Social Sciences Business and Economics*, 7(1), 24-28.
- [2] Khan, A. M., Ullah, M., Usman, A., Malik, A. H., Khan, K. M. (2020). Impact of covid-19 on global economy. *International Journal of Management*, 11(8), 2020, pp. 956-969
- [3] Dwivedi, A., & Weerawardena, J. (2018). Conceptualizing and operationalizing the social entrepreneurship construct. *Journal of Business research*, 86, 32-40.
- [4] Ali, W., Frynas, J. G., & Mahmood, Z. (2017). Determinants of corporate social responsibility (CSR) disclosure in developed and developing countries: A literature review. *Corporate Social Responsibility and Environmental Management*, 24(4), 273-294.
- [5] Ullah, M., Shaikh, M., Channar, P., & Shaikh, S., (2021). Financial forecasting: an individual perspective. *International Journal of Management*, 12(3), 60-69.
- [6] Ullah, M., Malik, A.M., Zeb, A., Rehman, A. (2019). Mediating Role of Capital Structure between Corporate Governance and Risk. *Journal of Managerial Sciences*.13 (3), 47-56.
- [7] Kim, S. (2019). The process model of corporate social responsibility (CSR) communication: CSR communication and its relationship with consumers' CSR

- knowledge, trust, and corporate reputation perception. *Journal of Business Ethics*, 154(4), 1143-1159.
- [8] Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2017). An examination of the links between corporate social responsibility (CSR) and its internal consequences. *International Journal of Hospitality Management*, 61, 26-34.
- [9] Gangi, F., Mustilli, M., & Varrone, N. (2019). The impact of corporate social responsibility (CSR) knowledge on corporate financial performance: evidence from the European banking industry. *Journal of Knowledge Management*.
- [10] Morsing, M., & Spence, L. J. (2019). Corporate social responsibility (CSR) communication and small and medium sized enterprises: The governmentality dilemma of explicit and implicit CSR communication. *human relations*, 72(12), 1920-1947.
- [11] Xia, B., Olanipekun, A., Chen, Q., Xie, L., & Liu, Y. (2018). Conceptualising the state of the art of corporate social responsibility (CSR) in the construction industry and its nexus to sustainable development. *Journal of cleaner production*, 195, 340-353.
- [12] Al-Malkawi, H. A. N., & Javaid, S. (2018). Corporate social responsibility and financial performance in Pakistan. *Managerial Finance*.
- [13] Habbash, M., & Haddad, L. (2019). The impact of corporate social responsibility on earnings management practices: evidence from Pakistan. *Social Responsibility Journal*.
- [14] Omer, W. K. H., Aljaaidi, K. S., & Habtoor, O. S. (2020). The associations of corporate social responsibility and management characteristics with performance in Saudi Arabia. *Polish Journal of Management Studies*, 21.
- [15] Issa, A. (2017). The factors influencing corporate social responsibility disclosure in the Kingdom of Pakistan. *Australian Journal of Basic and Applied Sciences*, 11(10), 1-19.
- [16] Al-Gamrh, B., & Al-dhamari, R. (2016). Firm characteristics and corporate social responsibility disclosure in Pakistan. *International Business Management*, 10(18), 4283-4291.
- [17] Abu-Saifan, S. (2012). Social entrepreneurship: definition and boundaries. *Technology innovation management review*, 2(2).
- [18] Certo, S. T., & Miller, T. (2008). Social entrepreneurship: Key issues and concepts. *Business horizons*, 51(4), 267-271. Certo, S. T., & Miller, T. (2008). Social entrepreneurship: Key issues and concepts. *Business horizons*, 51(4), 267-271.
- [19] Kent, C. A., & Anderson, L. P. (2003). Social capital, social entrepreneurship and entrepreneurship education. *Social Entrepreneurship*, 27-45.
- [20] Asif, M., Asghar, F., Younis, A., Mahmood, A., & Wang, L. Z. (2018). The role of social entrepreneurship in Pakistan and its impact on economy. *International Journal of Business, Economics and Management*, 5(5), 117-127.
- [21] Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & society*, 38(3), 268-295.
- [22] Matten, D., & Crane, A. (2005). Corporate citizenship: Toward an extended theoretical conceptualization. *Academy of Management review*, 30(1), 166-179.
- [23] Jamali, D., & Karam, C. (2018). Corporate social responsibility in developing countries as an emerging field of study. *International Journal of Management Reviews*, 20(1), 32-61.
- [24] Memon, Z. A., Wei, Y. M., Robson, M. G., & Khattak, M. A. O. (2014). Keeping track of 'corporate social responsibility' as a business and management discipline: case of Pakistan. *Journal of Cleaner Production*, 74, 27-34.
- [25] Barberá-Tomás, D., Castelló, I., De Bakker, F. G., & Zietsma, C. (2019). Energizing through visuals: How social entrepreneurs use emotion-symbolic work for social change. *Academy of Management Journal*, 62(6), 1789-1817.
- [26] Blowfield, M., & Frynas, J. G. (2005). Editorial Setting new agendas: critical perspectives on Corporate Social Responsibility in the developing world. *International affairs*, 81(3), 499-513.
- [27] Lund-Thomsen, P., Lindgreen, A., & Vanhamme, J. (2016). Industrial clusters and corporate social responsibility in developing countries: What we know, what we do not know, and what we need to know. *Journal of Business Ethics*, 133(1), 9-24.

- [28] Inglehart, R. (2018). *Culture shift in advanced industrial society*. Princeton University Press.
- [29] Crisan, C. M., & Borza, A. (2012). Social entrepreneurship and corporate social responsibilities. *International Business Research*, 5(2), 106.
- [30] Inglehart, R. (2000). Globalization and postmodern values. *Washington Quarterly*, 23(1), 215-228.
- [31] Karthikeyan, T., & Sujeetha, M. S. (2018). ENTREPRENEURSHIP AND CORPORATE SOCIAL RESPONSIBILITY.
- [32] Inglehart, R. (2000). Globalization and postmodern values. *Washington Quarterly*, 23(1), 215-228.
- [33] Kaufman, R., Avgar, A., & Mirsky, J. (2007). Social Entrepreneurship in Crisis Situations. *International Journal of Diversity in Organisations, Communities & Nations*, 7(3).
- [34] Petrella, F., & Richez-Battesti, N. (2014). Social entrepreneur, social entrepreneurship and social enterprise: semantics and controversies. *Journal of Innovation Economics Management*, (2), 143-156.
- [35] Schwartz, S. H. (2011). Values: Cultural and individual.
- [37] Szegedi, K., Fülöp, G., & Bereczk, Á. (2016). Relationships between social entrepreneurship, CSR and social innovation: In theory and practice. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 10(5), 1402-1407.
- [38] Buendía-Martínez, I., & Carrasco Monteagudo, I. (2020). The Role of CSR on Social Entrepreneurship: An International Analysis. *Sustainability*, 12(17), 6976.
- [39] Jariko, M. A., Børsen, T., & Jhatial, A. A. (2016). CORPORATE SOCIAL RESPONSIBILITY IN PAKISTAN: ITS STATUS AND WAYS FORWARD. *International Journal of Business & Public Administration*, 13(1).