



## Being Fair in An Unfair World: Belief in Justice and Corporate Social Responsibility in Rescue 1122 Workers

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### ABSTRACT

The workers of rescue 1122 are fully engaged in life saving activities. In this perspective of belief in justice and corporation social responsibility plays a vital role in their lifesaving services. So it's important to explore that how much rescue 1122 workers belief in justice and act upon corporate social responsibility. The present study aimed to investigate the belief in justice and corporate social responsibility in Rescue 1122 workers. It was hypothesized that there is a relationship between belief in Justice and Corporate Social Responsibility in Rescue 1122 Workers. It was also hypothesized that belief in justice is likely to predict corporate social responsibility in rescue 1122 workers. Correlational research design and non-probability sampling technique was used for data collection from (N=103) 1122 rescue workers. Belief in a Just World Scale (Rubin & Peplau, 1973) and Corporate Social Responsibility Scale (Turker, 2009) was used as assessment measures. Result showed a significant correlation between belief in justice and corporate social responsibility. Results also revealed that belief in justice predicted corporate social responsibility. The present study is likely to open a new awareness opportunity for better understanding of the study variables. Rescue organizations can increase the workers satisfaction with CSR programs through cultivating strong belief in justice.

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## 1. Introduction

The key to a great workplace or organization is demonstrating respect and importance to their employees or workers, which consists of letting them acknowledge where they stand in terms of performance, being empathetic to them, challenging them, and remembering that they have a life outside the office (Lambert, Dimitriadis, Venerucci, & Taylor, 2022). Fostering an environment where employees know they are valued, respected, and can promote employee performance should be the utmost priority of an organization (Fu, et al., 2019). The Punjab Emergency Services that is; Rescue 1122, according to the Associated Press of Pakistan (2014) has evolved to be the largest source for humanitarian services at the times of emergency and need. Their slogan is "saving lives and changing minds" so that the rescuers reach on time. Within this team there are Rescue 1122, fire services and ambulances that have saved 2.57 million people approximately. With population of about 80 million, Community Emergency Response Teams have maintained their standard and efficiency in almost all the districts of Punjab province with an average response time of 7 minutes. Belief in justice individuals see the world as a steady and efficient spot wherein good people are awarded with good outcomes whereas, bad people are ended up with the bad things and results (Wang, 2021). At the end of the day, a justice world is a world wherein individuals everybody gets what they deserve and deserves what they get. This conviction serves a versatile social capacity and thought processes

to safeguard individual perspectives toward justice world when it is undermined by foul play, either experienced or watched (Stupnianeck, 2021).

The quality of justice motives differs from individual to individual, in any case. Intellectual advancement assumes a significant job in cultivating these convictions. Positive emotional direction in the family is another significant factor for the improvement of solid belief justice Bartholomaeus and Strelan (2019) and advancement in intact families cultivates more grounded convictions in a just world than improvement in single parent families (Miller, 2012). When the conviction is created, individuals are bound to safeguard their conviction in any event, when they experience shamefulness or unfairness by assessing encounters of their life as reasonable (Saber, Nodeland, & Wall, 2022). Since it turns out to be a piece of their cognitive schemata which impacts their cognition and sentiments and serves significant versatile capacities for them it is viewed as one of the positive figments (Igou, Blake, & Bless, 2021). Maignan and Ferrell (2001) defined corporate social responsibility as; "degree to which the business accepts the economic, legal, ethical, and discretionary responsibilities which are intended to mirror society's longing to see business take an interest effectively in the improvement of the society beyond the minimum standard economic, legal, and ethical responsibilities or obligations". Corporate Social Responsibility (CSR) is definitely not another thought and the evolution of the CSR construct, starting during the 1950s, which denotes the cutting-edge period of CSR (Sörensson, Grigore, Lundström, Stancu, & Tesfaye, 2021). The principles of corporate social responsibility include principle of legitimacy, responsibility and managerial discretion. Through this research we can also explore the perception and beliefs of rescue 1122 workers and their commitment towards society improvement in various manners which would determine if they behave according to their perception of belief in justice and corporate social responsibility (Al-Mamary & Alshallaqi, 2022; Knudsen & Moon, 2022; Mohammad, 2015a, 2015b; Mohammad & Ahmed, 2017).

Research was conducted to explore the role of dishonest behavior with belief in justice and to examine the moderating role of just-world threats along with the impact of dispositional personal belief in justice on the dishonest behavior. Assessment in the first study was carried out regarding the manipulated just-world threat and dispositional personal just-world threats of the participants. In the second study dishonesty was examined by using an anagram task (Study 2, N = 147) and a dice task (Study 1, N = 135). The results of both studies depict that if personal belief in justice was higher, dishonesty was lower and vice versa (Schindler, Wenzel, Dobiosch, & Reinhard, 2019). To examine if hopelessness and perceived control mediated the relationship between life satisfaction and personal belief in justice, research was carried out by Ucar, Hasta, and Malatyali (2019) on 353 Turkish university students. Results revealed that higher level of satisfaction and personal belief in justice were positively related. Moreover, personal belief in justice increased and hopelessness decreased when personal belief in justice increased. After controlling for both hopelessness and perceived control, personal belief in justice and life satisfaction of the respondents increased. Another research conducted in Pakistan was carried out to investigate the change in relationship between corporate social responsibility (CSR) after the Pakistani companies are briefed with the voluntary guidelines, 2013 of CSR through a presentation. The results of paired sample t-test revealed that the levels of corporate social responsibility increased after the companies viewed the presentation of CSR voluntary guidelines. Moreover, the results of one-way-anova showed that there are changes in the CSR disclosure which depends on various sectors (Dier M Ahmed, Z Azhar, & Aram J Mohammad, 2024; Dier Mousa Ahmed, Zubir Azhar, & Aram Jawhar Mohammad, 2024; Shahzad, Qu, Javed, Zafar, & Rehman, 2020).

## **2. Theoretical Framework**

Lerner and Simmons (1966) proposed in their theory of belief in justice that individuals need to have belief in justice which people get what they deserve. At the point when their believe in justice is undermined by the presence of little misery, individuals will be persuaded to safeguard the conviction by redressing or helping the victim; or, on the off chance that they can't remunerate the casualty for their affliction, individuals may save their belief in justice mentally by, for instance, criticizing the character of the victim with the goal that the casualty shows up all the more deserving their destiny (Lerner and Simmons, 1966). This study helps to understand the perspective of rescue workers about belief in justice and corporate social responsibility and also illustrate how rescue workers perform their duties and contribute in the betterment of society. Therefore this study aimed to identify the relationships between belief in justice and

corporate social responsibility and determine how belief in justice affects corporate social responsibility in rescue 1122 workers. With these considerations in mind, we have proposed following hypotheses:

H1: Belief in justice and corporate social responsibility are likely to have a positive relationship in Rescue 1122 Workers.

H2: Belief in Justice is likely to be predicting Corporate Social Responsibility in Rescue 1122 Workers.

H3: There is likely to be significant difference in Belief in Justice and Corporate Social Responsibility based on family system of Rescue 1122 Workers.

### **3. Method**

#### **3.1. Research Design**

Correlational research design was used to determine the relationship between belief in justice and corporate social responsibility in rescue 1122 workers. It was used to discover any patterns of relationship that are present among these study variables of rescue 1122 workers.

#### **3.2. Sample and Sampling Strategy**

The sample was recruited from Rescue 1122 departments of Lahore. Sample of the study comprised of (N=103), male participants within the age range of 25 - 50 years (M= 40.55; SD= 8.68). The data was only collected from those Rescue 1122 departments from where permission was granted. Variety of designations of workers was included such as accountants, shift in-charge, drivers, operation in-charge etc. Data was collected by using non- probability convenient sampling technique because this technique requires the availability and willingness of the Rescue 1122 workers at the time of data collection. Participants were selected on the following criteria:

- Only workers of rescue 1122 were participated.
- Both morning and night shift workers were included.
- Sample was collected from urban areas of Lahore, Pakistan.
- Workers above B.A qualification were selected.
- Workers who were willing to participate and gave their written consent were only selected.

**Table 1: Demographics showing sample characteristics (N=103)**

<b>Variables</b>	<b>f (%)</b>	<b>M(SD)</b>
Education		1.75(.75)
Age		40.55(8.68)
No. of siblings		
1	9(8.7)	
2	39(37.9)	
3	23(22.3)	
4	13(12.6)	
5	11(10.7)	
6	7 (6.8)	
7	0 (0)	
8	0 (0)	
9	1(1.0)	
Birth Order		
First born	47(45.6)	
Middle born	19(18.4)	
Last born	37(35.9)	
Job Title/Designation		
Accountant	5(4.9)	
Administrator	3(2.9)	
Control in-charge	2(1.9)	
Control officer	3(2.9)	
Emergency In-charge	7(6.8)	
Finance Manager	5(4.9)	
Fire Ranger	42(40.8)	
Head of control	1(1.0)	
HR Assistant	4(3.9)	
HR manager	4(3.9)	
In-charge officer	1(1.0)	
Law and order	1(1.0)	
Operation in-charge	1(1.0)	

Law and order	1(1.0)
Operation in-charge	1(1.0)
Registrar	2(1.90)
Rescue driver	15(14.6)
Researcher	1(1.0)
Safety in-charge	3(2.9)
Shift in-charge	3(2.9)
Monthly Income	1.94(.98)
Marital Status	
Unmarried	44(42.7)
Married	59(57.3)
Family system	
Joint family	52(50.5)
Nuclear	51(49.5)
Family system	
Joint family	51
Nuclear	49
Life Style	
Rural	60(8.3)
Urban	43(41.7)
Shift	
Morning	62(60.2)
Evening	61(39.8)
Reason to Join Rescue 1122	
For helping others	38(36.9)
For good salary	45(43.7)
For new experience	18(17.5)
Other	2(1.9)
No	

Note. M=Mean; SD=Standard Deviation; f=frequency; %=percentage

### 3.3. Assessment Measures

#### 3.3.1. Belief in a Just World Scale

Belief in justice was measured using Belief in a Just World Scale developed by (Rubin & Peplau, 1975). It has 16 items representing four dimensions. These four dimensions are Distributive Justice for Others (DJ-Others), Procedural Justice for Others (PJ-Others), Distributive Justice for Self and Procedural Justice for Self. Contingent upon research interests, higher request Self-Other Justice and Procedural Distributive justice subscales additionally might be determined by adding or averaging the proper eight lower order subscale items. In the present study, the Cronbach Alpha of belief in justice for self and others is .82 and .89 respectively. The Cronbach Alpha for belief in justice total is 0.91.

#### 3.4.1. Corporate Social Responsibility Scale

CSR scale has 18-items scale developed by Turker (2009) was used to assess CSR in Rescue 1122 workers. The scale has 5-point Likert scale ranging from strongly disagrees to strongly agree. The higher scores on this scale show higher CSR (Turker, 2009). In present study it reported .89 of alpha reliability.

### 3.5. Procedure

Topic was selected under the supervision of the supervisor and approved by the authorities of the Institute of Applied Psychology, University of the Punjab, Lahore. Permissions for using the questionnaires were taken from their authors by mail. Permission letter was issued from the Institute of Applied Psychology for collection of data. Letter was submitted to the Rescue 1122 Head Office for permission to collect data. Informed consents were duly signed by all participants before filling the questionnaires. The questionnaires were distributed to the Rescue 1122 workers. The instructions were given to the participants about the purpose of this research. The participants were given demographics information questionnaire (DIQ), Belief in just world scale (BJWS) and Corporate social responsibility scale (CSR). However, it was assured that anonymity and confidentiality was to be kept and maintained by all means. Step by step instructions were given to the participants. Approximately 15 to 20 minutes were taken by the participants to complete the questionnaires. After completion, participants were thanked for their cooperation.

### 3.6. Ethical Considerations

In order to conduct this research, the following ethical considerations were kept in mind:

- The permission for data collection was sought from the Institute of Applied Psychology, University of the Punjab, Lahore.
- The permissions from the authors of the questionnaires were acquired.
- Written consents which stated the nature of research study were signed by the participants prior to the administration of the questionnaires.
- The participants were given the right to withdraw or terminate from the research study at any time if they wished to without any penalty or prejudice.
- The participants were assured that the information provided by them would be kept confidential and will not be used for any other purpose other than this research study.
- Questions that were detrimental to the dignity of the participants were not entertained.
- Results were reported accurately.

## 4. Results

The results of current research are presented for belief in a Justice and corporate social responsibility of rescue 1122 workers. The obtained information was subjected to statistical analysis. Three key steps were used to analyze the data. First of all, reliability analysis was carried out for each scale used in the research and the values of their Cronbach's Alpha were reported. Secondly, Pearson product moment correlation was employed to evaluate the relationship among belief in a Justice and corporate social responsibility and all demographics (age, education, number of siblings, birth order, designation, marital status, monthly income, family system, Lifestyle, shift, direction of services, previous job details, why left previous job and reason to join). In third step, regression analysis was examined to determine the predictor of corporate social responsibility.

### 4.1. Reliability Analysis

The reliability analysis for each assessment measure was carried out using Cronbach's Alpha. The internal consistency of others and self-belief in a Justice, Belief in justice total and corporate social responsibility scale was .89, .82, .91 and .86 respectively.

**Table 2: Psychometric properties and Reliability coefficients of the Scales used in the Present Study (N=103)**

Variables	k	a	M	SD	Actual Range	Potential Range
Other Belief in Justice	8	.89	47.1	6.80	19-56	8-56
Self-Belief in Justice	8	.82	45.2	5.84	32-56	8-56
Belief in Justice Total	16	.91	92.4	11.5	52-112	16-112
Corporate Social Responsibility	18	.86	78.2	7.80	52-90	5-90

Note: K= number of items, M= mean, SD=Standard Deviation; value; a = Cronbach's alpha.

Table 2 shows psychometric properties, and reliability coefficients for the measures and their subscales that were used in the study of belief in a Justice and corporate social responsibility. The reliability analysis indicated that reliability coefficients of both the scales were up to the mark. The symbol *k* indicates the number of items in each scale respectively while the symbol *a* represents the coefficient of reliability commonly known as Cronbach's alpha.

### 4.2. Pearson Product Analysis

The prime hypothesis of the study was that belief in justice would be positively correlated with corporate social responsibility. Pearson product correlation is shown below in Table 3. Table 3 shows the relationship between the studied variables.

**Table 3: Pearson Product Moment Correlation of Demographics Characteristics, Belief in Justice and Corporate Social Responsibility (N=103)**

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Education	-		.23**		-.20*	.28**		.15		.02	-.01	.03	.01
2.Age		-.21*		.60***			.07		.02				
3.Birth Order			-.18	.14	.02			-.08		-.08	.04	.04	.05
4.Income						.31***	.13		.00				
				-.27*	-.01	.06		.08	.01	.01	-.02	.00	-.00
					.25**	-.21*	.00		.01				
							.03			-.01	-.01	-.12	-.07
							.01		.06				

5.Marital status	-	-	-	-	.08							
6.Family system	-	-	-	-	-	.06	.22*	.15				
7.Life Style	-	-	-	-	-	.05	.02	.08				
8.Shift	-	-	-	-	-	-	-	.14	-.06	-.12	-.22*	-.18
9. Reason to Join	-	-	-	-	-	-	-	-	.02	.07	-.20*	-.06
10. CSR	-	-	-	-	-	-	-	-	-	.59***	.66***	.68***
11. OBJ	-	-	-	-	-	-	-	-	-	-	.67***	.92***
12. SBJ	-	-	-	-	-	-	-	-	-	-	-	.90***
15. BJ total	-	-	-	-	-	-	-	-	-	-	-	-

Note. CSR= Corporate Social Responsibility, OBJ= Other Belief in Justice, SBJ=Self Belief in Justice, BJ total=Belief in Justice. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

Table 3 shows person product moment correlation between Belief in Justice and Corporate Social Responsibility, age, family income, education and family system. Results indicates that education corr. = .02,  $p > .05$ , birth order corr. = .01,  $p > .05$ , and reason to join corr.= .02  $p > .05$  have positive non-significant relationship with Corporate Social Responsibility. Age corr. = -.08,  $p > .05$  and Income corr.= -.08,  $p > .05$ , Marital status corr.= -.01,  $p > .05$ , Life Style -.04,  $p > .05$  and shift -.06,  $p > .05$  have negative non-significant correlation with Corporate Social Responsibility. However, Corporate Social Responsibility have positive significant relationship with Family system corr. = .19,  $p > .05$  and Other Belief in Justice corr. = .59,  $p > .05$  and Self Belief in Justice corr. = .66,  $p > .05$ . Belief in justice have negative non-significant relationship with income corr. = -.07,  $p > .05$ , marital status corr. = -.11,  $p > .05$ , Life style corr. = -.16,  $p > .05$ , reason to join corr. = -.06,  $p > .05$  and birth order corr. = -.00,  $p > .05$ . Belief in Justice have highly positive significant relationship with Corporate Social Responsibility corr. = .68,  $p > .05$ , Other Belief in Justice corr. = .92,  $p > .05$  and Self Belief in Justice corr. = .90,  $p > .05$ . Hence proposed hypothesis that belief in justice have positive correlation with corporate social responsibility has been proved.

### 4.3. Regression Analysis

It was hypothesized that the belief in justice is likely to be predict corporate social responsibility in rescue 1122 workers. Multiple Linear Regression was applied as shown in Table 3.

**Table 4: Table showing Multiple Linear Regression analysis for the corporate social responsibility predicted by belief in justice (N=103)**

Predictors	Corporate Social Responsibility			
	B	SE	B	95%CI
Other Belief in Justice	.30	.11	.26**	[.08- .52]
Self-Belief in Justice	.64	.13	.48***	[.38-.90]
Belief in Justice	.46	.04	.68***	[.36- .55]
R <sup>2</sup>		.48		
F		46.2***		

Note: R=R Square, SE=Std. Error, B = Unstandardized Co efficient; CI=Confidence Interval, \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

It was hypothesized that belief in justice would predict corporate social responsibility. Multiple linear regression analysis (enter method) was carried out to check the predictive effect. In enter method all the variables are implied. The table 4 showed that overall model explained 48% variance in the corporate social responsibility with belief in justice  $F(7.103) = 46.2$ ,  $p < .001$  and indicated that other belief in justice and self-belief in justice was positive significant predictor of corporate social responsibility.

### 4.4. T-Test Analysis

It was hypothesized that there is likely to be significant difference on the level of belief in justice and corporate social responsibility based on family system of rescue 1122 workers.

**Table 5: Independent sample t test for analysis of family system on the level of corporate social responsibility and belief in justice (N=103)**

Variables	Joint		Nuclear		t <sub>(df)</sub>	p	CL		Cohen's d
	M	SD	M	SD			LL	UL	
Corporate Social Responsibility	76.71	8.33	79.72	6.95	-1.99 <sub>(98.47)</sub>	.04	-6.01	-	.39
								.01	

Note; M = Mean, SD = Standard Deviation, df = Degree of freedom, CL = Confidence interval, LL = Lower Limit, UL = Upper Limit \*p<.05; \*\*p<.01; \*\*\*p<.001

Table 5 depicted t-test independent sample to find the family system difference in level of corporate social responsibility and belief in justice. Results indicated that there was non-significant difference on level of belief in justice between joint and nuclear. (t = -.69, p = .48, Cohen's d= .0) Joint (M= 91.61, SD= 10.24) and nuclear (M= 93.21, SD= 12.83). The results indicated that the nuclear family systems had significant higher difference on the level of corporate social responsibility than the joint family systems.

#### 4.5. Summary of the Findings

The present research was aimed to investigate belief in justice and corporate social responsibility in Rescue 1122 workers. Following is the summary of the findings:

- It was determined that there was a significant positive relationship between belief in justice and corporate social responsibility in rescue 1122 workers.
- It was also determined in the light of finding that belief in justice was a significant positive predictor of corporate social responsibility in rescue 1122 workers.
- Result also demonstrated that there was significantly positive difference in family systems (joint and nuclear) on the level of corporate social responsibility in rescue 1122 workers.

#### 5. Discussion and Conclusion

The main idea and reason for carrying out this research was to examine two variables belief in justice and corporate social responsibility in rescue 1122 workers to investigate their thought patterns about people and their level of responsibility regarding general population in which they served. The major hypothesis of this examination was that the fundamental relationship between belief in justice and corporate social responsibility in rescue 1122 workers. Pearson product moment correlation test was applied to assess the relationship among belief in justice and corporate social responsibility. Results of this test revealed that belief in justice has significant relationship with corporate social responsibility. Results of first hypothesis were revealed in another research in which relation between corporate social responsibility and belief in justice is significant. A study to compare Corporate Social Responsibility and belief in justice in Global Supply Chains was conducted. A number of buying firms and companies are establishing programs through which their suppliers would be behaving in a comparatively responsible way. Customer and shareholder concerns in the social responsibility (CSR) could be targeted with the monitoring of and improvement of labor practices and environmental issues. Buyers however, have kept their point of view that the buyer-supplier relationship could be at stake with monitoring and it may no increase compliance. Therefore, CSR implementation regime was considered as the better alternate instead of greater monitoring. These variables, belief in justice and corporate social responsibility are extensively studied in organizations, but present study aim is to reveal the beliefs and social responsibilities of Rescue 1122 worker regarding general public (Gurzawska, 2020).

Linear regression was applied to reveal that belief in justice is a significant predictor of corporate social responsibility. This result is also evident from the previous research conducted by Thomas, Theodoro, and Komatsu (2021) which showed personal belief in justice could predict a better predictor of people belief system and their dealing with other people and their corporate social responsibility toward society by applying a multilevel approach. As a short review, belief in justice is a social cognitive theory derived from attribution theories to help understand the influence of cognitions about justice on people's psychological health and them dealing with people. In order, to establish a moderate belief in justice to make others score lower in self-blame and thus, psychosocial functioning may be improved, Cognitive Processing Therapy (CPT) is widely used (Resick, Monson, & Chard, 2016). The belief in justice theory by Lerner and Lerner (1980) was into limelight that stated in order to have a positive and better psychological health it is crucial that people believe in a just world. The claim is also supported by a number of research studies. The association of the belief in just world and psychological health is made through the

anticipation of the events and the perception of being well equipped with the prediction of events that are to take place. This way people act more responsibly and understand their social responsibility better, ending up with improved psychological health (Eriksen, 2019). Belief in justice theory helps many people to understand their life experiences which can change the overall point of view of the world and so their belief in the world (Resick, Monson, & Chard, 2016). Too weak of a belief in justice view would include thoughts that "the world is unsafe" or "no one can be trusted," while too strong of a belief in justice would include thoughts that "I am to blame" or "I must be a bad person." This is in support with the (Lerner & Lerner, 1980) theory of belief in justice. Challenging extremes of this basic beliefs, lower down the bad beliefs and increase social responsibilities in people who are in habit of doing good things is what the treatment targets and focuses at.

### 5.1. Suggestions and Limitations

The questionnaires were developed in the West which might not be culturally faired. Indigenous scales could be developed and validated to assess the study variables. The inventories should be clearly translated and adapted in order to avoid confusion which was experienced during data collection. Moreover, sample was collected from few stations of Lahore and a specific age bracket of rescue 1122 workers which would be an obstacle to generalizations of the findings. Therefore, more stations should be included for the future studies. Very few researches have been conducted on these variables so far, thus it was difficult to discuss enough research for the information of sound theoretical base for current study. In Pakistan no significant works have been done in this area. Therefore, qualitative study can also be done in the future to have a better understanding of relationship among variables used in the research study.

### 5.2. Contributions and Future Implications

Firstly, it suggests that in order to ensure that CSR initiatives are considered as genuine and effective, firms should take into account the personal beliefs of their employees when planning and implementing these programs. Employee engagement and satisfaction with CSR initiatives can be improved by Rescue organizations through the cultivation of a strong belief in justice throughout the workplace. The results may also have an impact on training and development initiatives that support justice and fairness, which could result in groups that are more motivated and cohesive. In conclusion, this study emphasizes how crucial it is to align employee's values with organizational policies because doing so can boost morale, retention, and overall organizational effectiveness.

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