

CHAPTER I

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In the 21st century, with the expansion of globalization across the world, it has been realized that environmental aspects need to be taken into consideration by institutions, including manufacturing, corporations, education, and politics. It is fact that human activities (industrialization and transports) are approximate to have already caused about 1.08C of global warming (United Nations Environment Programme, 2019). The recent interest in green human resource management worldwide has arisen from specific treaties to combat climate change, especially by the manufacturing industry (Victor, 2001). The situation is so distressing that scientists, researcher, academician and environmentalists are discussing the issues of gobal-worming, imbalances in ecology and biodiversity. In international seminar and conferences on the environmental issues, nations have discussed carbon credits, global-warming, and climate change—the latter two consequential in earthquakes, frequent floods, and the extinction of certain living-species. Green human resource management (GHRM) and corporate social responsibility (CSR) are valuable and responsible organizational practices for enhancing sustainable development and environmental protection. Positive workplace behaviour, namely employee engagement, corporate social behaviour, and employee retention, plays a significant role in the current competitive environment.

1.1 Brief about the Research

GHRM practices help an organization to accomplish sustainable development. For this research, workplace behaviour has been conceived in terms of organizational citizenship behaviour (OCB), employee engagement, and employee retention. The objectives of the research are to investigate whether perceived GHRM practices significantly predict workplace behaviour and whether perceived CSR practices significantly predict workplace behaviour with respect to an employee's gender, age, and work experience and the organization sector. All organizational processes have an impact on the environment because of their operations, products, and services and through frequent interaction with shareholders, employees, customers, and suppliers. Organizations today are becoming increasingly aware of environmental sustainability and have started integrating environmental management and human resource management – GHRM practices. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally,

promote the cause of environmental sustainability. Green initiatives within HRM are a part of the wider programme of CSR (Popli, 2014). In the context of this research, the Government of India implemented The Companies (Corporate Social Responsibility) Act in 2014. The current research explores whether there is a significant influence of GHRM practices and perceived CSR on workplace behaviour.

1.2 Green Human Resource Management

Green Human Resource management is a newly emerging notion in the current scenario. Increasing concern for the higher temperament and global environment and the development of new standards for environmental management has shaped a need for an organization to adopt environmental strategies and programs. Organizations and firms today have become more aware of the growing significance of the combination of environmental management and HRM. The world is incoming a green economy and so the impact of our daily activities on the environment and our wish to go green has extended from just individuals to organizations. Organizations now a day consider that employees must be motivated, empowered, and environmentally conscious of green to implied green management practices.

Organizations nowadays understand that not only focusing on economy and financial profits; they need to think about all social and environmental effects for their sustainability in competitive world. Sustainability means meet the needs of the present without compromising the capacity of future generations to meet their requirements. Firms and company need to understand their social responsibility towards environmental risks and opportunities for all industry decisions taken by them. GRHM is an approach of delivering positive results for 3P's (People, Planet and Profit) is applied to as the "triple bottom line." GHRM plays a significant role in embedding the sustainability strategy of the organization for creating the aptitude, skills, motivation, values, and confidence to attain a triple bottom line (People, Planet and Profit). GRHM makes sure long-term health and sustainability of employees and consumer, investor and external stakeholders with policies that reflect equity, sustainable development, and well-being; and supports environmentally friendly practices. Therefore there is a growing need for the mixture of organization sustainability policies into human resource management (HRM) - Green HRM. In a nutshell, creating a green world where consumers and employees force change and GHRM can be renamed as "People and Society"

(Deshwal, 2015). Green HRM is the contribution of employee's management policies and behaviours to achieve the organizations goals. As it is a significant consideration for all employees, customers and other stakeholders, it's an important concept for HRM (Kumari, 2012). Previous research found that GHRM practices positively influence employees' job satisfaction, and work as make job meaningful in organization (Shafaei, Nejati, and Mohd Yusoff, 2020).

Green Human Resource Management (GHRM)

Green human resource management means to use every employee interface to encourage sustainable practices and increase awareness among employees and commitments on environmental sustainability. GHRM involves undertaking environment-friendly HRM initiatives resulting in greater efficiencies, lower expenditure and increase employee engagement, OCB and retention which help organizations to reduce employees' carbon footprints by developing behaviour of of electronic filing, use both sides of page, laptop use, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, online interview, energy-efficient office spaces, etc. Efficiency created by GHRM can lower operational expenditures and enables employees to understand their CSR in a better manner. As yet, there are very few reported studies of the influence of GHRM practices as a whole on either environmental outcome, such as waste reduction, or on wider organizational performance metrics and behaviour outcomes (Mandip, 2012). Green HRM plays a significant role in sustainable development so that GHRM is essential to conduct research related to green HRM practices and their influence on the organization (Yu et al., 2020 and Ren et al., 2018).

Sustainability:

The concept of Sustainability defined as the development that fulfills the present needs without compromising the capability of future generations to fulfil their requirements. It defined three aspects for sustainability development namely being protected environment, growth economic, and increase social equity. Sustainable development is indeed mostly identified by implying to this formation of equilibrium between profit, planet, and people. Sustainability is known as increasingly necessary to creating external and internal shareholder value, as investors, consumer and employees look to organizations to be

responsinle corporate citizens (Pullman et al., 2009). The World Business Council for Sustainable Development (WBCSD) works to achieves 17 goals of Sustainable Development Goals (SDGs) namely eradicate Poverty, no Hunger, Good physical Health and Well-being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reducing Inequality, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life Below Water, Life on Land, harmony, fairness, and Strong Institutions and Partnerships for the Goals. The Sustainable Development Goals adopted by the UN General Assembly are 17 thematic areas that outline a roadmap for sustainable development until 2030 (UN General Assembly (2015). Meseguer-Sánchez, Gálvez-Sánchez, López-Martínez.; Molina-Moreno (2021) found that Sustainable Development Goals (SDG's) and 2030 agenda may encourage researchers, adademician and practitioners to expand their perspectives to move towards the implications between Corporate Social Responsibility and Sustainability. Green Human Resource Management practices help organization to achieve sustainable development and help organisations to minimize negative environmental effects (Arulrajah et al., 2016).

Human Resource and Sustainability:

Organizations are gradually more aware about sustainability and corporate social responsibility. The HRM function is uniquely positioned to help in planing, developing and implementing a sustainable policy. The HRM function can serve as a partner in planing what is needed or what is possible in formulating corporate values and sustainability strategies. The Human resource department of an organization can play a significant role in the creation of their organization's sustainability culture. The role of HRM in creating a sustainable development is two-pronged. As an aspect of organization strategy, HRM will have to hold a more sustainable approach to managing its stakehonders (Jain, 2009).

In organizations using a sustainability policies— whether for business, legal or values-based reasons— HRM has an important role to play. The HRM function should assist planing and attain social and environmental goals while consideration these objectives with traditional economical performance parameters. The HRM function can serve as a code of conduct in determining what is needed or what is possible in formulating organization values and sustainability approach. At the same time, HR should play a key role in make sure that

employees implement the strategy stable across the organization. Sustainable human resource management (HRM) refer to use the mean to create human resources that has the trust, values, skills, and motivation to achieve a profitable balance among people, planet and profit. It is found that employees with environmental values and responsibility play an essential role in serving organizations to proactively adapt and enact principles of sustainable development and increase organization's environmental performance (O'Donohue and Torugsa, 2016; Paill_e et al., 2014; Tariq et al., 2016).

Sustainable HRM is also about the role and sustainability of the HR function in the business. As business strategy becomes more driven by sustainability considerations, the HR function must revise its mandate and transform the way it performs core HR responsibilities. It must ensure HR managers become enablers of an organization aligned with sustainability, which means taking on new roles and perspectives that have not traditionally been part of the HR brief. HRM function must expand its perspective of who the organization's stakeholders are and ensure that the HRM system enables their sustainable developmet of society. Organizations need to aware about new demands of sustainable organization can the HRM function become a crucial business partner and safeguard its future. Jamal, Zahid, Martins, Mata, Rahman, and Mata (2021) concluded that three GHRM practices namely green recruitment, selection, pay, rewards, and green employee involvement have a positive influence on corporate sustainability. However, most of green training has no alliance with organization sustainability.

Sustainable Green HRM practices include:

GHRM practices supporting employees in understanding ways to recycle goods and wastage that can be used for further reuse and ensure sustable developmet. It is hopeful employees, through induction and on-job training and reward to find ways to decrease utilize of environmentally damaging materials. Sustainable GHRM practices focusing long term employment security to avoid disruption for employees.

Conceptualization of GHRM:

The term 'GHRM' is define as a contribution of employee management policies and practices towards the broader organization environmental agenda. Classic green activities include

different activities namely video and online recruiting, or the make use of online and video interviews (google meet), to reduce travel requirements. Green rewards can include the use of workplace and lifestyle remuneration, to engage employees in the green agenda, ranging from carbon pollution offsets to free bicycles, while continuing to recognize their contribution. There is also a broader opportunity to engage the workforce given that more and more employees seek meaning and self-actualization in their jobs. While many employees often feel it is not their responsibility to protect the environment and sustainable development while they are at organization, the new human resource of millennials are emphasizing environmental awareness as they chose their employers. Other simple green practices include reduce the number of printed materials used in salary reviews, communication, performance management etc. While there is a substantial quantity of 'greenwashing' happening in reducing waste wastage, there are many opportunities here too. However, HRM is never going to have a truly significant impact on organizations through the improvement of HRM processes alone so the greater chance is to contribute to the sustainable agenda of the organization as a whole. GHRM is the use of human resource management practices to encourage the sustainable use of resources within organizations and, more usually, promotes the cause of sustainable development (Mandip, 2012).

GHRM practices included all the practices involved in the development, implementation, and on-going preservation of a system that aims at making employees of an organization sustainable. Green HRM practices concerned with converting regular employees into green employees to attain the environmental goals of the organization and at last to make a significant contribution to sustainable development. GHRM practices refers to the policies, practices, and systems that make employees of the organization green for the benefit of the employees, society, natural environment, and the organization. The purpose of green HRM practices are to make, enhance and keep greening within each human resources of the organization so that employees gives a maximum contribution to the four duties namely maker, preservationist, non-polluter, and conservationist.

The requirement for a proactive approach to sustainable and environmental management across the world and the adoption of sustainable management systems by the organization sector is increasing literature has given significance to the adoption of GHRM practices as a key objective of organizational functioning making it significant to identify with the support of human resource management practices. The main environmental focus of many

organizations is placed on minimizing waste, recycling and optimizing resources. Human Resource Management practice has also started taking initiatives for the same. Many organizations are adopting green HRM practices which help in reducing carbon footprint through minimizing waste, recycling, less printing of paper, online video conferencing, training and interviews, etc. The HRM Professional today is also helping the organization to use strategies to green their organization through 1. online training/self-learning materials, 2. by motivating employees to turn off their computer monitor when they are away from their desk, 3. GHRM also encourages its employees to keep minimum lighting during non-working hours and more usage of LED is also motivated by the organizations, Green HRM is one which includes two essential elements namely; one is environmentally friendly HR practices and second is the preservation of knowledge resources. Green HRM strategies and practices also help to safeguard and improve worker health and well-being (Popli, 2014). Jabbour (2011) concluded that employees will assume responsibility towards the environment only if HRM practices motivate their involvement and engagement which will influence the best performance observed in the formation of organizational culture, teams, and organizational performance management. Only then the organizations can transform from reactive to the proactive stage of environmental management. Green HRM refers to all employees involved in evolving, pursuing and continuance of practices those making employees environment aware (Aggarwal & Sharma, 2015).

Singh and colleagues (2020) suggested that Green HRM can imply to recruitment and training procedures, performance appraisal, rewards, and employee involvement practices. According to Opatha & Arulrajah (2014), green refers to environmental and Green' or 'Greening' has at least four meanings in the context of managing employees at organization and work/human resource management (HRM).

- ***Preservation of the natural environment:***

All the things which are neither caused nor controlled by company and they include water, forests, plants, land, animals, and other natural resources are referred to like the natural environment. It is a social responsibility of organization to keep it in its original form and guard it from loss, harm, or negative change for society.

- ***Conservation of the natural environment:***

Organization need to careful in the way of using naural resources to let it last as long as possible, to use it at the least amount so that it reamin for future generations and able to utilize it.

- ***Avoidance or minimization of environmental pollution:***

Organization need to stop contaminating the water, land, air, atmosphere, etc. through unpleasant and poisonous matetrial, substances and wastes and to protect against outcomes that will ultimately put in danger the planet/earth where humans and non-humans are living.

- ***Generation of gardens and looking-like natural places:***

Organization need to create gauraden, forest, tree planation area and places that have grass and plants (Opatha & Arulrajah, 2014).

Theoretical Background of Green HRM

The theory of Green HRM practice has emerged with the beginning of green movement. Green movement is an envormental movement that advocates four important ideologies namely: sustainability, environmentalism, non-violence, and social justice. Supporters of the green movement are called “Greens”, stay to green ideology, and share many ideas with enviroment, conservation, feminist, non-violence and peace movements. With the increasing awareness of the green movement across the world, management professonals from diverse areas such as HR, accounting, marketing and supply-chain management also start analyzing that how organization practices and managerial practices in these areas can contribute to sustainable management goals. The United Nation Global Compact in partnership with several educational organizations has developed the (PRME) Principles for Responsible Management Education, encouraging researchers and managers to jointly work on developing new knowledge to encourage environmental sustaniblity (PRME, 2010). Organization should organize a number of webinar, conference and symposiums to make their people aware of green practice as well as to introduce their green products or services for society and lead the customer and employees to to the green HRM practices (Rahman, Ahsan, Hossain, & Hoq, 2013).

The development and the implementation of an organization environmental initiative like GHRM include a number of units of the organization as a joint process and by doing so different roles are undertaken. One of the most important contributors to this initiative is the human resource management of the organization and The HR does not only represent a major internal stakeholder within the organization, but it is also a foundation for competitive advantage (Wright, Dunford & Snell, 2007). Dunphy, Benveniste, Griffiths, and Sutton (2000) in their study linked the execution of environmental sustainability with human resource sustainability. They pointed out that the training and investment in human resources management must be go along with environmental sustainability. Now a day, many organization are implementing a proactive, strategic measures known as the environment management (EMS) system to increase competitive advantage (Daily and Huang, 2001). This system provides a structure that allows management of the organization the ability to better control the organization's environmental influences (Barnes, 1996; Florida and Davison, 2001). However, it is maintained by many that the role of employee participation in environment management system has one of the most fundamental impact on its effectiveness and success. Sudin (2011) found that the positive influences of the types of green intellectual capital on OCB, leading to the competitive benefit of organization. Thus there is a require to redefine HRM role from HR executives to sustainable or environmental executives who achieve employee collaboration in implementing GHRM practices (Wehrmeyer and Parker, 1996).

It can be thought that GHRM practices are all about the holistic application of the notion of environmental sustainability to the organization and its human resources. GHRM practices includes green practices focused on rising efficiency within processes, dropping and eliminating environmental waste, and revamping HRM products, policy, and procedures resulting in greater efficiency and lower expenditure of organization. The outcome included: save energy, car pooling, job sharing, online teleconferencing, and virtual recruitment, etc. A GHRM practice promotes different green processes and practices in HRM functions. Some of the practices concerning green management in which HRM is function involved have been described the above. GHRM practices help to improve organization climate and matching 21st century organization requirements and demands about environmental awareness advantage both employees and organisations (Obeidat et al., 2018).

Indian Scenario:

According to Shaikh (2010), there are the following ways organizations implicated GHRM in an organization in the Indian context. Organization's actions have been simple, but still very useful for raising awareness, for instance, permitting employees to buy a coffee mug at their coffee bar rather than utilize disposable cups, and then receiving 10p off a cup of coffee. Some Companies have a "Waste to Wealth" recycling policy where they motivate employees to divide waste at their work place. Organizations have to collaboration with various NGO's who get this further and recycle it. Some hospitals have a patient welfare policy that ensures that all paediatric girl patients are gifted a green plantlet. The policy comes under their plan of protecting girl child as well as preserving environment called "Nanhi Chaoon". Some Companies motivate their employees for the "Tree plantation" on their birthdays while some others organize a ramp show on social messages like save trees to help the environment. Some Companies give free reusable grocery bags to clients or employees (Shaikh, 2010).

Lado and Wilson (1994) stated that the HR practices as a set of separate but interrelated practices, activities, functions, and processes that are directed at attracting, developing, and retaining an organization's employees. HRM practices are implemented with the strategic systems that are in match with the local culture and organization strategy (Boselie et al., 2001). it is significant to promote a great deal of technical and management skills among all employees of the organization for implement an effective GHRM practices (Daily et al., 2012; Unnikrishnan and Hedge 2007). Wehrmeyer (1997) stated in going green is best for organization and human resources, a paper of in an yearly survey of top management graduates in Europe, with respect to the sustainability, has introduced four most important aspects for these graduates students: (1) green HRM attract potential employees and assist recruitment (2) help in changes management and linked with improvement in environmental performance so that cutting expenditure or raising competitiveness (3) reward tied to environmental behaviour (4) focus on workplace. GHRM practices enhance employee morale, minimize employees turnover, attract human resource, builds organization image, enhances external and internal quality of an organization, improves relationship with external and internal stakeholders, minimize expenditure, facilitates development and gives competitive advantages in market (Deshwal, 2015). Many organizations are pressing effectively on motivating their employees' behavior towards environmental preservation and sustainability (Masri & Jaaron, 2017).

Quazi's (1999) conducted studies on seven case in Singapore concluded that that organization attained substantial monetary savings from EMS/GHRM implementation/ISO14001 through minimize pollution and wastages. Beard & Rees (2000) explains "green teams" used in Kent County Council a UK local authority states that the teams were used to: generate information, improve learning experiences, explore issues, recognize conflict and focus action to enhance thoughtful about why, what, how, where, and when to follow the best HR practicable environmental options. Daily and Huang (2001) proposed a conceptual model of different HR function and their relationship with EMS/GHRM implementation. The fundamental elements of ISO14001 has to have an interface with HRM factors for its implementation for example of policy & training, planning & execution, and empowerment, examination corrective action & remunerations, and management and top management review. The limitation given was to quantify the influence of HRM function for the deployment of EMS/ GHRM. Govindarajulu & Daily (2004) introduced a theoretical framework on "motivating employees for environmental improvement" by join together efforts of higher management commitment, employee empowerment/engagement, remuneration, feedback and examination, and sustainable performance.

The current-day HR manager has devised a new employee engagement initiative that assists an organization to accomplish environmental sustainability. Green HRM could very well apply using employee interface to facilitating sustainable practices and increase awareness among employees. It reflects the way an organization chooses to drive and increase employee commitments and awareness on the issue of sustainability. Green HR can be defined as environmentally friendly HR initiatives resulting in greater efficiencies, lower costs, and better employee engagement. HR plays a key role as it creates awareness amongst employees and builds engagement, which in turn helps the organizations to operate in an environmentally sustainable fashion.

Benefits of GHRM in the Organisations

GHRM practices play importance roles in the accomplishment of broader objectives of the organization such as money-saving, CSR, talent acquisition, performance management and

gaining an advantage over the competitor in market (Deshwal, 2015; Hosain & Rahman, 2016 and Bangwal & Tiwari, 2015). There are other benefits of GHRM practices: GHRM practices enhance employee morale. GHRM practices assist in employee retention and minimize employee turnover. GHRM practices give a lucrative opportunities for talent and quality workforce. GHRM practices help in building organization image to attract talented employees and improves the brand image of the organization in the society. It can also be implied as a marketing strategy. It enhances the quality of the overall organization (internal and external). It improves the relationship of the organization with its stakeholders namely customers, suppliers, vendors, shareholders, government agencies, employees, and the media. It reduces the overall expenditure of the organization are largely influenced by the size of the organization and the steps taken to make organization sustainable. It provides a competitive benefit to the organization in competitive market. Green HRM practices will decrease the negative environmental impacts of the industry and enhance the positive environmental impacts of the industry. The green HRM practices are powerful measures in making organizations and their practices and strategies sustainable. Organization can achieve green performance, green behaviours, green attitude, and green competencies of organization through implication of GHRM practices. (Arulrajah et al., 2015).

Green HRM practices assist organizations to find out substitute ways to reduce cost without losing their talent man-power. GHRM practices ensure more stimulated problem solving, improved attractiveness as an employer, improvement in quality and procedures and a practice, helps organization in proper utilize of all resources, manages risks more and develops green knowledge culture in the organization (Aggarwal & Sharma, 2015). Green HRM practice can help organization to attract consumers to purchase product or service which are environmental friendly and less harmful to the environment (Yusoff et al., 2015). With increasing global-warming, many organizations are becoming alert of their practices and their influences on the environment. Green management practices are also beneficial to the organization as it assists to reduce expenditure and reduces negative influence on the environment, for this reason avoiding government interventions. GHRM practices stimulate innovation development, improvement in quality of product and service, and enhancement of procedures and methods of organization and efficient use of resources and manages risks more effectually. It develops a green learning environment in the organization that leads to redesign of employee behaviour to develop eco- friendly behaviour in their private and professional lives. It help employees to achieve self-actualization needs and creation of

employment opportunities. According to the Corporate Environmental Behaviour and the Impact on Brand Values Survey found that applicant seek for environmental values before choosing a organization to work and United State participants would rather work for an organization that has a good reputation for environmental responsibility. The result of suvey proved that organizations that implement a GHRM practices can improve employee engagement and talent. In short GHRM practices are a pathway to gather pace within the HRM space (Mehta & Chugan, 2015). Consumers are ready to spend more on a product and service that is environmental friendly, regardless of the current economic class. Green HRM practice helps an organization as well as its employees through employee retention, improved organization image, improvement in attracting telended potential employees, productivity enhancement, improvement in sustainable utilization of all resources, reduce of practices that cause the environmental pollution and utility cost, save environment for future, economical benitifits (rebates and tax) and improve organization opportunities in competitive market.

By going GREEN, the organization may have much more profits than they were having before adopting Green practices (Deshwal, 2015; Halawi and Zaraket , 2018 and Bangwal & Tiwari, 2015). Green HRM practices assist organisations to reduce their environmental influence and increasing their positive environmental influence which more environmental friendly (Arulrajah et al., 2016).

Challenges of GHRM Implementation

According to Hosain & Rahman (2016), there are different challenges organizations face to imply GHRM practices The challenges of GHRM are as follows: it is very difficult to change employee habits and behaviours, all employees will not be enthused easily, developing green culture, it is a long term process and need high investment at inititive level (Aggarwal & Sharma, 2015). It is not easy to alter the employees' behaviour in a short period and all employees are similarly motivated to envlved in the promotion of GHRM practices in the organization. Developing the GHRM practices and culture in the organization is a awkward and lingering process. It requires high money at primary stage and a comparatively slow rate of return. It is also challenging task to recruite quality talents of

green employees. It is hard to measure quantitatively the effectiveness of green HRM practices in employees' behaviour. The challenge in front of HRM practices is to recognize the scope and deepness of green HRM in converting their organizations as green organization. Arulrajah et al., (2015) found that green HRM practices are significant and without proper GHRM practices, it is hard to create and maintain sustainable development in society but organization faces challenge to create culture, practice of environmental related innovative employees' behaviour with right attitude of being green. According to Deshwal (2015), there is a big challenges for HR professionals to provide the necessary green structures, processes, tools, and green thinking to make the best selection and develop the leaders. Fayyazia et al. (2015) noted that two major challenges in implementing GHRM practice namely lack of a comprehensive plan and lack of support (financial) and interest of top level.

Suggestions to the HR for Becoming Greener

According to Deshwal (2015), there are the following suggestions for becoming greener;

- ***Use of light as little as possible:***

It is found that lighting accounts for 44 % of the electricity utilize in organization so that employees have to make it a habit to turn off the lights when they are leaving any room. Organizations need to buy Energy Star-rated light bulbs, LED and fixtures,

Maximize computer efficiency:

Employees should develop a habit to turn off their computers/ laptop when not needed.

- ***Print smarter:***

Employees need to develop a habit to print on both sides and use the backside of old documents rough work. If no need then avoid color printing.

- ***Use of Eco-friendly paper:***

Organizations should make eco- friendly paper

Go paperless when possible:

Employees should go paperless when possible and use online material. Organization should use e-copy and e- mail and whatapp for communication.

Ramp up recycling:

Organizations should create a habit to recycle everything they collect as wastage. Paper encountered in the office, including rough, fax paper, envelopes, and junk mail/letter, should be recycled and employees' old cell phone, PDA, or pager, etc., should recycle.

- ***Eco-Friendly fixtures:***

The organizations should build it a policy to purchase only eco-friendly fixtures.

Watch what (and how) the employees eat:

Organizations should make it a habit among employees to minimize food wastages and recycle food wastages.

- ***Rethink the travel by top management:***

Top management need to use online practices like virtual meeting, training etc to avoid unnecessary travelling.

Reconsider the way by which employees commute:

Organizations should provide common bus/ staff bus or develop habit of car pooling among employees and motivate employees to use eco-friendly within campus.

Create a healthy office environment:

Organizations should build it a habit to use nontoxic goods. They should go to the organization premises with plants for absorb indoor pollution. They should also avoid gas toxic chemicals.

- ***Use of Green Incentives:***

Every Organization should give a small plant as an incentive to the employees every month. So by giving the small plants they can appreciate the employees as well as they may have plantation outside the organization. Chemical wastages should be reduced by the organization which will help in controlling air pollution.

- ***Fulfillment of Statutory Obligations:***

All the staff members should avoid unwanted print outs by which the paper consumption can be reduced and they should go for only those print outs which are mandatory for the statutory obligations, as the same is required by the Government of Authorities.

Greening People through Green HR Process

One of the common examples of Green HRM practices can be the use of job portals of organization for recruitment and the use of telephonic, online, and video interviews rather than face to face. Green HRM practices help to reduce the travel requirements of the candidates and reduction in paperwork. Organization can introduce Green compensation to employees in the form of the nature-friendly workplace and lifestyle benefits (Deshwal, 2015). Green HRM practices encourage environment friendly practices by participating employees in green human resource management practices (Kapil, 2015).

Figure 1.1: Process of Green HRM (Deshwal, 2015)



Note. From Deshwal, P. (2015). Green HRM: An organizational strategy of greening people. *International Journal of Applied Research*, 1(13), 176-181. Retrieved from <http://www.allresearchjournal.com/archives/2015/vol1issue13/PartC/1-12-161.pdf>

According to Deshwal (2015), HRM can apply a green approach in following area of acquisition, development, and retention of human capital:

- ***The On boarding process:***

Organization can use recent and advanced technology for recruitment and selection process. Organization can seek resumes online, the organization websites are used by potential applicant to search for jobs/vacancy and information is invited online, which helps to reduce printing and save pages/ trees. This process is not only organization paperless but also makes easily shared with potential hirers and save time and traveing. Organizations can also send online documentation namely offer letter, credentials, and testimonials regarding qualifications and experience of selected candidates, acceptance letter, and so on, so it can save money and paper and reduce the amount of paper used. Organization can informe about the organization and job descriptions of positions on its website also help organization in the orientation of new employees.

- ***Sourcing and Acquisition of Human Resources:***

Organization put emphasis on environmental awereness as core competencies required of employees. Preference in selection should be given to applicants who are aware about green and sustaibale development and sustainability should an aspect of the HRM acquisition policy.

- ***Induction:***

HR department can organize green induction traning for new employees. Employee induction programs should be organized in such a way as to help the mixing of new employees into green culture of organization. Induction programs should emphasize on GHRM policy and green issues of organization like their wastage, recycle, and green working conditions.

- ***Performance management and appraisals:***

Organization should develop performance management systems to achive 'green' in the key performance areas (KPA). Organization should make clear and communicate green performance standards and green behavior indicators to employees, which should work as parameters in performance appraisal of employees at all levels of organization. Green behavior indicators should be established for all employees and link it with performance appraisals. It should be include creating awareness and familiarization of green issues amongst the colleagues, subordinates, encouraging them to participate themselves in green practices of the organization, and help environment management system(EMS), etc.

- ***Learning and Development:***

Organization now a day use online training, web-based training modules and online interactive media, online webinar as training methods for not only for environment management training but for all kind of training. Organization can conduct online green training for safety, energy efficiency, waste management, and recycling. Training should depend more on online course material rather than print material.

- ***Compensation and Reward management:***

Green management need compensation and reward management for recognize contributions in GHRM practices. Organization should be customized compensation budget to reward green skills acquisition and achievements by employees. Reward can be financial based, non-financial based, and recognition based, rewards can be given for the green achievements of employees. Organization can give monetary-based rewards for contributions in GHRM practices, can be allocated in the forms of incentives, and bonuses while non-monetary rewards may be extra leave, and gifts to employees and their family. Organization can organize recognition-based awards can highlight green contributions (through wide publicity and public praise) of employees to organization and appreciation of green contribution by higher management.

- ***Employee Relations:***

Organization can utilize GHRM practice to enhance industrial relation and promoting 'eco-friendly organization' to add value to their products and/or services with efficient use of existing financial, human, and natural resources in competitive environment. Organization can motivate the employees for involvement and participation in GHRM practice. Organization can start green suggestion schemes and problem shooting circles/hackathrone should be developed through employee participation and society participation. Organization will be developing a green workplace that is ecological sensitive and responsible toward society. Organization can encourage green commuting habits namely staff bus, flexi-hours, car-pooling, free or discounted transportation passes, etc. and use of telecommuting or e-work to minimize travel and emission. Green HRM can encourage printing by reducing paper and toner usage and applying '3R' approach namely 'Reduce- Recycle- Reuse' resources. Organizations can set up focus groups as Low carbon-officer (including top management) for green initiatives and GHRM practice examination and provide 'green

whistleblower' help-lines in addition to this the organization implementing employee welfare programs/policy.

- ***Exit:***

Organization need to take actions for the Strict fulfilment of the GHRM practices and green policies the organization and they are as follows: any environmentally unfriendly behaviour or any behaviour harm environment may constitute a breach of the agreement and possible ground for dismissal. Organization can conduct exit interviews to measure employee's perceptions of organizations' green practices (Deshwal, 2015). Whenever organization applies GHRM practices resulting in greater efficiencies, lower expenditures and create an environment of good industrial-relation, which in turn helps organizations to work in sustainable developmet (Dutta, 2012). A Green HRM practices assist an organization to minimize waste of matrial, discover new sources of organization and minimize challenges in competitive market (Mehta & Chugan, 2015). According to Aggarwal & Sharma (2015), organizations are being competent enough to boost up their image, gear up employee morale and reduce expenses and, green HRM is helping them in all sectors. Human resources management of the current time understanding the environmental and social awareness by gearing up employers to adopt green practices in the organization (Nijhawan, 2014) and improved employee retention (Kumari, 2012).

Green HRM Practices

Accoding to Dechant and Altman (1994), it is a significant of employee perception of organization's environmental behavior. They concluded that the employees' perception is very important as employees are willing to work in an organization only when they perceived it adds to their value profile. Hewitt Associates (2009) states that a significant positive relation between employee engagement and their perception of employer CSR initiatives. The researchers concluded that 86% of employees at organizations with high engagement reporte that they worked hard and enagegely for an employer that was environmentally and socially responsible toward society. The survey also reported that the future benefits of investing in or pursuing environmentally and socially responsible toward society practices and GHRM practice are positive organizational image; sustained higher employee engagement, and minimizing waste/reducing their negative influence on the environment and GHRM practice may be considered as a powerful and effective recruitment/selection and retention

tool. According to a recent survey, 80 % of respondents across 15 developed nations would like to work for a organization that has a better image for environmental responsibility/ green organization. According to Knox et. Al, (2005), environment management/ CSR initiatives have been a significantly positive influence on employee engagement, through reduced expenditures, due to improving employee retention as well as improved reputation among internal employees. Corporate social responsibility programs positive impact the drivers of employee engagement (namely employee behavior and motivation); stakeholder attitudes and behaviors (e.g. potential employees), and the organization outcomes (e.g. employee performance and retention) (Knox et. Al., 2005).

Further to enhance GHRM practices in organizations should approve green staffing practices. Green staffing practices help to hire applicants with green management competencies, attitude, and behaviors. Organization with green staffing and green job analysis procedures generally focus on environmental dimension such as environmental reporting and examination duties and responsibilities; identification and influencing of applicant with green management related experiences; environmental management centered testing (e.g., knowledge of risks, harmful substance, potential emissions, etc.), and interviewing techniques that allow managers in identifying right candidates that with GHRM practices and green jobs (Renwick et al., 2008). GHRM practices make certain that the selected candidates should have personality and attitudinal for green organization.

According to Daily & Huang (2001), there is a positive correlation among productivity employee empowerment, employee participation, and employees engagement activities and employee involvement and participation promotes GHRM by aligning employees' goals, capabilities, motivations, and perceptions with GHRM practices. There is a positive affect of Employee empowerment on productivity and performance and facilitates self-control, individual thinking, and problem-solving competencies (Renwick et al., 2008; Wee and Quazi; 2005) also for the successful implementation of GHRM practices initiatives, teamwork is necessary in demonstrating the value of HRM; teamwork influences GHRM within the organizations (Daily & Hung, 2001). Organization can use teamwork to enhance GHRM practices particularly when environmental problems are group-oriented (Daily, Bishop, & Steiner, 2007). Further, through GHRM teamwork solutions may be devised to eliminate extant or future ghrm practices problems at their starting places (Carter & Dresner, 2001).

Organization can use other GHRM practices such as training and development, performance and compensation management, reward systems are also concerned with protection, safety, and responsibility for sustainable development. As a component of GHRM practices, training and development practices should focus on the development of employees' skills, knowledge, and attitudes about environment friendly behaviour and include training employees in working methods that save energy, decrease waste, spread environmental awareness within the organization, and give opportunities to engage employees in environmental problem-solving and green teamwork. It also increases employees' skills to accept to change and develop proactive attitudes toward aspects of sustainable development (Carter & Dresner, 2001).

GHRM practice which is focused on performance appraisal system which aligning employees' work efforts in contributing and achieving the organization's objectives. So as the green HRM is affecting the overall organization strategy it also has an impact on Performance Management System (PMS). Organization can't prevent harm to environment when they integrate Green human resource management practices into performance management systems by setting Green human resource management practices objectives, monitoring GHRM behaviors, and evaluating the accomplishment of the objectives (Epstein & Roy, 1997). According to Renwick, Redman, and Maguire (2008), there is a comprehensive compartmentalization of Green HRM practices and Ramus (2002) found that rewards motivated the GHRM behaviour and positive attitude of employees toward parameters of GHRM. As a basis for incorporating GHRM practices initiatives in organization, currently, two major models/frameworks are available (Lämsiluo & Järvenpää, 2010) namely ISO 14000 standards and the Global Reporting Initiative (GRI). ISO 14000 family introduced parameters for environmental management and reporting environmental issues (ISO, 2009) and provides the key performance indicators of organization (KPIs) for the environmental PMS and sustainable development. The standard 14004 provides guidelines for implementing the key performance indicators of GHRM/EM. The ISO 14000 family comprises principles for measuring environmental performance, greenhouse gas accounting and verification, and environmental communication. Green HRM practices encourage innovation facilitating and provide a set of policies to the organization to accomplish its environmental agenda and better control on the environmental influence and minimize pollution (Singh & Shikha, 2015). Organizations experience that they have to create a

powerful social values and green HRM practices where corporate responsibility will be utilized as an important factor for organization development. Organizations having a green HRM practices approach within organization are experiencing a positive influence on the patterns of employee relations/ industrial relation (Ruchismita, Shitij, Pallavi, & Vivek, 2015).

Green HRM practices help the organization to encourage social responsibility among employees (Mehta & Chugan, 2015) and to improve organization's organization performance related environment; employee's factor is one of the major factors (Arulrajah et al., 2015). According to Buciuniene & Kazlauskaite (2012), Green human resources management practices plays a significant role in encouraging CSR as it has contribution to the development of the balancing between economic and social goals and performance of the organization. Green HRM practices and CSR policies emerge from the organization vision, mission and objectives. Organization does not function in Vacuum; they are part of society and environment and accountable to different internal and external stakeholders. Organization has to take responsibility for the impact of their practices and activities on the environment and society (Shaikh, 2012). Organization can improve their employee behaviour by the implication of the GHRM practices in the organizations that guide to environmentalism and sustainable development (Snape & Redman, 2010; Paillé et al., 2013). The main objective of going GHRM is to use products, services, procedure and policies that would not negatively impact the environment through different types of pollution or depleting natural and environmental capital (Robinson, 2008). It is found that green HRM can enhance corporate and organization image and brand (Uddin & Islam, 2015).

There is a relationship between Green Human Resource Management and Corporate Social Responsibility (CSR). According to Carroll, et al. 1985, environmental sustainability and protection is the most important component of Corporate Social Responsibility. Green Human Resource Management practices provide an effective tool to achieve parameters of sustainable development and environmental protection. Green Human Resource Management practices help organizations to comply with laws related to environment and wastage management. Green Human Resource Management practices work as a means to achieve the environmental component of Corporate Social Responsibility.

1.3 Corporate Social Responsibility (CSR):

“Most responsible and successful leaders know that business cannot succeed if society fails.”

– Dr. Bradley K. Googins, 2006

According to Du et al., (2011), Corporate Social Responsibility (CSR) is an organization's discretionary participation in organization practices that show to further economic, societal and environmental well-being. Corporate Social Responsibility (CSR) is the way an organization accomplish a balance among its financial, social, and environmental responsibilities in its operations so as to address shareholders and other stakeholder expectations (Waddock & Graves, 1997). Corporate Social Responsibility is also the continuing obligation by any organization whereby they emphasize the ethical elements in their management practices and overall organizational policies and structure (Richardson et. al, 1999). Organizations are responsible for national economic development by improving living standard of the whole human resources and their families as well (Abbott & Monsen, 1979). India a rapidly developing country, the business environment is typically characterized by powerful industrial enterprises, a legal environment aimed at ethical behaviors on the part of organization, and societal assumptions that organization should be more ethical and socially and environmentally responsible. Along with that, in developing countries like India, the organizations need to be more competitive; therefore, issues of customer service and satisfaction are of great significance. Thus, in decision-making processes, organization tries to avoid actions that may violate any regulation or negatively impact their image in order to avoid consumer dissatisfaction. CSR is known by many names like corporate responsibility, corporate accountability, corporate ethics, corporate citizenship, sustainability, stewardship, and triple-E bottom line (economical, ethical, and environmental). Corporate Social Responsibility is a general organization concern; that is, it is significant to all aspects of organization, and it is integrated into an organization's policies through its values, culture, decision making, strategy, and reporting mechanisms. In other words, CSR is the systematic commitment by organization to contribute to economic, social and environmental development while improving the quality of life of community and society at large. The working model of business ethics states that (Moscardo et al., 2013; Van Marrewijk, 2003), environment responsibility/ sustainable development is one of the pillars of corporate social responsibility (CSR) in creating a sustainable business. CSR is now a widely accepted indicator of the financial situation of organization (Chung *et al.*, 2018).

The Concept of Corporate Social Responsibility

The idea of corporate social responsibility (CSR), recognized for a lengthy discussion due to its varied and long history. In the past, there have been traces of proof in the business community that showed their concerns for society and environment in general. Although there are many definitions of CSR available, the research centres focus on more recent concepts of CSR. According to Richardson, Welker, and Hutchinson (1999), CSR behaviors can be defined as discretionary policies undertaken by organization that are intended to advance their social and environmental issues. According to Joyner, Payne & Raiborn (2002), CSR are categories of financial, legal, ethical and discretionary policies of an organization entity as adapted to the values and expectations from society and stakeholders. They also added that CSR are the essential expectations of the organization regarding initiatives that take the form of protection to public health, public safety, and the environment. In this definition, CSR explained as values and ethics influence the degree of a corporation's perceived social responsibility that is influenced by societal expectation and standards.

In the current world, CSR can be defined as regards to all aspects of organization behavior so that the impacts of these policies are incorporated in every corporate strategy (Orgrizek, 2001; Coldwell, 2001). Based on all definition and the literature of CSR, it can be concluded that CSR is the continuing obligation taken by organizations to strengthen their ethical values and social participation in society, contribute to economic and sustainable development, sponsor social and charitable programs, and improve the quality of the employees and also the increase of services provided and environmental sustainability (Sheehy and Farneti, 2021). Freeman & Liedtka (1991) argue that CSR can encourage lack of skill by leading the organization to get them involved in areas beyond their expertise, which is, trying to repair society's ill and problem.

According to Hopkins(2014), CSR is concerned with treating the stakeholders of the organization ethically or in a socially responsible manner. Ethically or socially responsible means treating stakeholders in a manner deemed suitable in civilized societies. Social includes economic responsibility of stakeholders where stakeholders exist both within the organization and outside the organization. The organization is responsible for environment and the natural environment is a stakeholder. The wider aim of CSR is to create higher and

higher standards of living while preserving the profitability of the organization, for all internal and external stakeholders. CSR, therefore, means the ethical behaviour and responsibility of organization towards its constituencies or stakeholders and environment. Nevertheless, there are a wide diversity of concepts and definitions connected with the term “corporate social responsibility”, but no general agreement of terms. CSR refers to pure corporate philanthropy, others as a new corporate strategic Framework, while others dismiss the notion entirely. Kim and Kim (2014) found that CSR policy can be an successful approach for organizations to grow positive terms with their employees, CSR puts a significant positive influence on job behaviour of employees (Story, & Castanheira, 2019) and indicate organizations doing good, just and fair (Freeman et al., 2020; Iftikhar, 2020).

Why are companies engaged in CSR?

Organization have going with socially responsible in making profits also contribute to aspects of social development. Aguinis and Glavas (2019) found that employees will develop a strong sense of organisational identification and belongingness when they seeing their organisation is concerned about social and environmental issues and play a proactive essential role in addressing them. Every organization should not be supposed to be involved in every aspect of environment and social development. That would be absurd and unnecessarily restrictive. But for an organization should be involved in some aspects, both within the organization and on the outside the organization will make its products and services (for example financial services) more attractive to consumers as a whole, therefore making the organization more profitable in term of financial. Organization at initial level will be increased costs to implement CSR, but the benefits are likely to more than the investment costs. CSR would help organization and HR to avoid the excessive exploitation of man power and dishonesty. Organization would know what is expected of them, thereby promoting a level playing field and many dimension of CSR behaviour are good for organization reputation, and legislation could help to improve productivity, growth, and environmental sustainability. Some areas, such as downsizing, could assist to redress the balance between organization and their employees. Rogue organizations would find it harder to compete through lower standards. Other benefit of CSR is that the wider community would benefit as industry/organization reach out to the key issue and problem of underdevelopment around the world (Hopkins, 1999).

Organizations get benefit of being involved in a CSR program, in terms of its positive influence on the organization's employees. There are the following examples: CSR provide opportunity to working in a new challenging environment, employees will be learning new skills. These skills might be transferrable to their own current organization which will prove to be beneficial and they might spark off some innovations which may result in some positive changes in organization. There is a theory is that CSR commitment to a higher standard of performance stimulates a look for for new and better ways of doing things. It is found that employees are satisfied to work for an organisation that is keen to be involved in CSR activities; CSR helps in the retention of such employees. Similarly, employees will tell friends and family about such activities and practices and as a result, the recruitment of new employees can be made easier and organization uccessfull to attract talented potential employees. Indeed, organisations refer to their CSR activities in their recruitment adverts for attracting new potential employees. Employees can feel enthused by working with good causes and helping with social and enviromental activities, with the result that boost up their morale and consequently their behaviour outcomes.

Organization culture can be can change and be improved; as such organization activities become an acceptable way of behaving in the responsible organisation. Csr also increase team building for organization as CSR activities, employees from across departments and levels learn to work together, which improves their workplace collaboration and team work. Basically, employees perceived that the organisation they work for shares the same and similar values as they do. Therefore, organization internal communication from the management does strengthen the desire for a specific type of behaviour and the potential results of positive behaviour outcomes like OCB and employee engagement.

CSR enhance organization reputation and image. Now a day, it is an importance of an organizations to maintain their reputation and brand has grown significantly over the last few years and so it has become significant to find ways of accomplish this. CSR programmes can provide many chances to reach an organisation's stakeholders with vital messages. Reputation Management is now recognized as being an important element of organization management and CSR help organization to managing reputational risk. In some cases, organizations are targeted by activists uncomfortable with aspects of their organization procedure and interest to behave responsibly as the costs of reputational damage can also be

important. CSR is also relevant to organization whose customers may switch to another supplier. In some cases, organizations require to introduce CSR activities to maintain their consumers' support. There are direct organization benefits for making environmental improvements in their activities which improve employee's performance and increase financial profitability. If organization involve in enviromenal responsibility, helps to improves image. CSR can increase price premium or increase market share in environmentally-conscious and environment friendly markets. CSR can attract new cusumer as it is an essential goal for an organisation to be looking for new consumer and for the retention of their existing customers. In some cases, CSR activities provide ways to achive the goal. CSR activities an opportunity to promote the organization and its products and services to its new and existing customers and other stakeholders. While minimizing the direct expenditure of doing components of the business, which make them more socially responsible and engage in more CSR activities, the result can be increased efficiency and reduced expenditure of materials. The organization becomes sustainable and is perceived as more social responsible.

Harold Johnson (1971) introduced four views of CSR; there are the following views of CSR:

- The organization is perceived as a socially responsible organization whenever higher managerial staffs equilibrium a multiplicity of interests of all stakeholders. Instead of achieving only for larger financial profits for its stockholders, a responsible organization also takes care of all internal and extreranl stakeholders and the nation.
- Organizations carry out social activities to add profits to their organization and social and environmental development.
- A socially responsible organization is one who interested not only in his own well-being and financial profit but also in that of the other members of the organization and that of his fellow citizens.
- The goals of organization is to help and take care of all take holder and the consumer

CSR is defined as the extent to which an industrial or bussiness will strive to improve the overall well-being of society. It is an obligation to the common society and give turn ti them. According to Certo & Certo (2008), CSR is theorganizational obligation to take make plan and execute actions that protects and improves both the welfare of society as a whole and the interests of the organization.

According to Olaniyan, Efuntade, and Efuntade (2021), there are four specific reasons for CSR: first is the organization gets raw material from the environment in which it is operating and man power from society. Therefore it has to show gratitude to give something to protect and improve the environment and welfare of society. Unfortunately, the organization causes to pollute the environment mostly air, land, noise, etc. pollution and the polluted environment will be a adverse onfluence on the organizational members in the future. Environmental pollution will threaten the survival of living organism. Hence it needs to be minimize pollution by various CSR activities like save animals, trees plantation etc.. It is necessary for the organization to preserve resources for the future generation, to protect and improve the prevailing conditions of the environment where all human being live. Through CSR initiative an organization can improve its image as a good corporate citizen which will make people appreciate the organization and consequently customers will turn out to be loyal and employees will remain within organization and the organization will be able to attract new potential skilful employees. Investor preference the organization to invest that involve on CSR activities. Eventually, the organization can reap increased financial sources from a generally improved society. Ethical social responsibility is significantly associated corporate social responsibility through employee performance, which in turn has a significant impact on financial performance of organization.

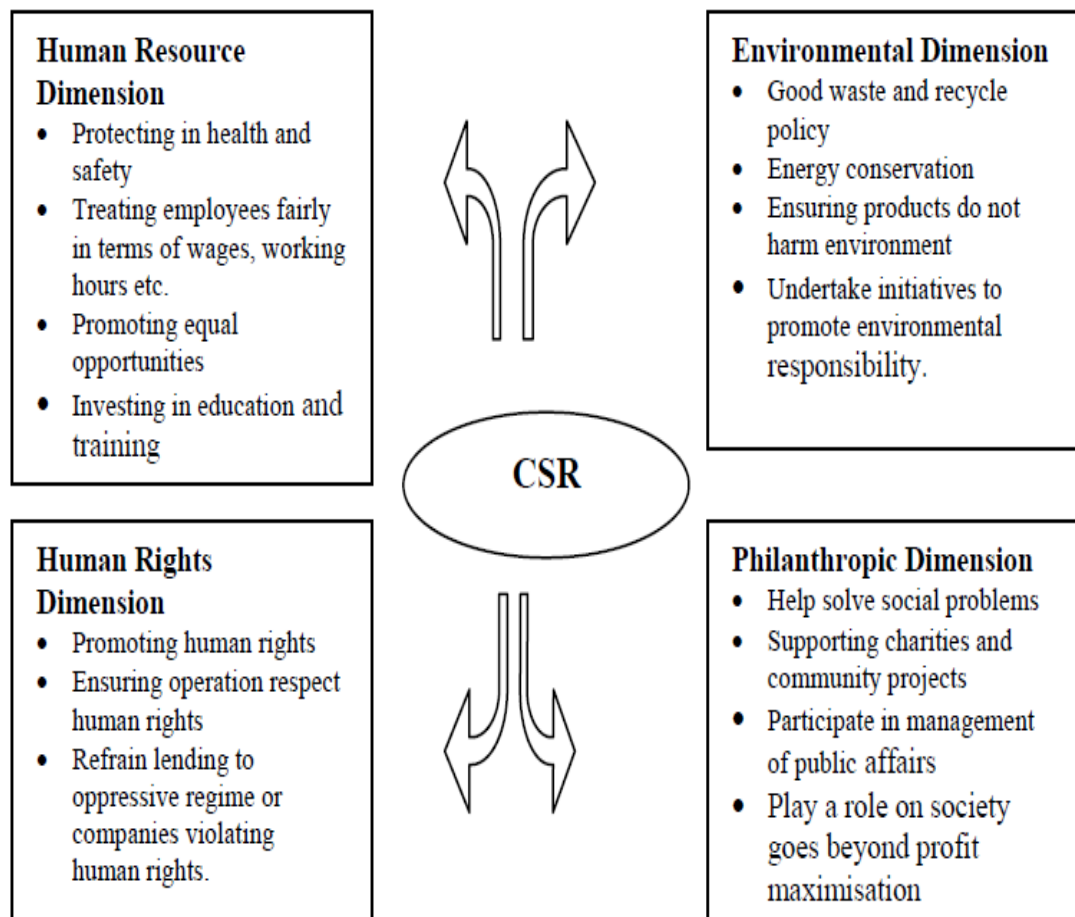
Theoretical framework of Corporate Social Responsibility

Conceptual framefork of CSR indicates that there have been many definitions of CSR. It is an essential to identify the key aspects of various definitions. CSR can be defined as responsibilities that go ahead of the production of goods and services at a profit. CSR activities involve helping to solve important social problems and issues, especially it is intextual and those they have helped create and organizaiona have broader responsibilities than stockholders alone. Organizations have influences that go beyond simple marketplace transactions. According to Waddock (2004), CSR means an organization is responsible for a wider range of human values than economic values or financial profits.

There four areas addressed by CSR and the following areas: (1) the sustainability and environmental dimension, (2) the human resource dimension, (3) the philanthropic dimension, and (4) the human rights dimension.

Figure 1.2 indicates the broad dimensions of CSR practices, as widely mentioned and adopted, as a research framework in the Western literature.

Figure 1.2: Dimensions of CSR Practice (Carroll, 1991)



Note from Carroll, A.B. (1991). The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business Horizons*, 4(2), 39-48

According to Bowen (1953), corporate social responsibility refers to the obligations of organization to follow those policies, to make those decisions, or to follow those lines of action, which are desirable or expected in terms of the objectives, and values of our society. According to Walton (1967), the new concept of corporate social responsibility identified the relationships between the corporation and society and understand that such relationships must be kept in mind by top managers to make all decision and policies of organization and the necessary ingredient of the corporation social responsibilities includes a degree of voluntarism. The definition of corporate social responsibility make clear that organization have an obligation to constituent groups in society other than stockholders and beyond that

prescribed by law and union contract (Jones, 1980). There are two basic approaches to social responsibility namely classical and modern approaches. Classical social responsibility states that managers of the organization are only responsible to the shareholders of the organization. On the other hand, modern social responsibility approach states that the economic and financial system functions best when organization take responsibility to solve the problems of the society and environment, as CSR increase financial benifirs.

According to social identity theory, individuals are predisposed to reinforce their self-esteem and bolster their self-images by identifying themselves with groups and organizations recognized for their social engagement and responsibility. In spite of the significance of the impact that this identification could have on employee's attitudes and the behaviors, social identity theory does not integrate the notions of reciprocity, expectations and mutual obligations which are needed to understand the contribution of these behaviors to the performance of the company. Social Exchange Theory to suggest that employees can develop a sense of obligation, according to the norm of reciprocity, and might engage in OCB or counterproductive work behaviors as a mutual action rewarding or punishing past corporate social responsible (or in contrast irresponsible) practices, especially those directed at employees and work conditions. Social exchange dynamics and identification processes can interact together to reinforce (or to increase) the impact of CSR actions on employees' attitudes and behaviours (Tajfel and Turner, 1985). Stakeholder theory indicates that an organization wants to be a success in the long-time it should be able to meet the demand of all stakeholders (Freeman, 1984). Kakabase, Rozuel, and Lee-Davis (2005) concluded that corporate social responsibility aims to define what kind of responsibility should be done by an organization, while the Stakeholder theory state to whom an organization manager must be responsible.

Dimensions of Corporate Social Responsibility:

CSR mobilises business for an advantage in a competitive market. The current economic crisis should make a socially responsible business even more important than ever before.

However, the following are the six latent variables Corporate Social Responsibility model (Waddock & Graves, 1997).

Organisational Strategic Planning Systems (OSPS)

The quality of management of a corporation, in terms of both people and processes, depends upon its strategic planning systems. The organisation should have policies and procedures to identify, measure, monitor and control the company's ethical and human resources strategy; to evaluate socio-economic trends and social aspects of the company; to provide the required level of governance and economic responsibility; to institute a proper internal reporting system to monitor and control social accountability and social investment; to provide environmental protection and sustainability, and to respect the human rights of its employees and the general public at large.

Social Accountability and Social Investment (SASI)

A corporation's social accountability refers to the improved quality of life in workplaces and communities. SASI is concerned with the protection of human rights. The corporate social investment includes activities that focus on establishing social infrastructure and contributing to the uplifting of communities through the transfer of technology, skills, and education with the aim of creating sustainability. An organization should have transparency and openness regarding its business activities; a system for preventing corruption, financial irresponsibility and underhand dealings; arrangements to produce an overall positive impact for a better society; facilities for socially responsible investment for education, healthcare, etc. Social accountability refers to meet the expectations that society has of business in terms of social awareness and education, of holding businesses responsible for their actions and products.

Environment Protection and Sustainability (EPS)

Traditional categories of liability and negligence can be readily applied to business activities that cause environmental harm. Familiar general environmental issues such as air and water pollution and toxic waste disposal, as well as the infamous particular cases of Love Canal, Bhopal, and the Exxon Valdez, speak to a wide range of environmental responsibilities for the business. While there is a strong consensus that business has ethical responsibility concerning the natural environment, a more controversial claim is that business might have an ethical responsibility to the natural world. According to the former view (concerning the natural environment), environmental responsibilities are indirect. The business has direct

responsibilities only to human beings, but fulfilling these responsibilities sometimes requires certain actions concerning the environment e.g. do not pollute water, do not dump toxic wastes, etc. According to the latter view, businesses would be said to have a direct moral responsibility to the natural world. If animals, plants, or ecosystems have moral standing, then business ethics must address business's moral responsibility to such natural objects. Reducing paper consumption can improve efficiency and reduce costs while also earning your company a reputation for being environmentally conscious.

Corporate Governance and Economic Responsibility (CGER)

Corporate governance refers to the broad range of policies and practices that stockholders, executive managers and boards of directors use to (1) manage themselves; and (2) fulfil their responsibilities to investors and other stakeholders. Over the past decade, corporate governance has been the subject of increasing stakeholder attention and scrutiny. These concerns have given rise to a powerful shareholder movement. Shareholder activists, composed primarily of large multi-billion-dollar pension funds, religious and socially responsible investment groups, and other institutional investors, are now using a variety of vehicles to influence board behaviour, including creating corporate governance standards of excellence and filing shareholder resolutions. These investors are concerned with such topics as board diversity, independence, compensation, and accountability, as well as a broad range of social issues, e.g. employment ethics practices, environmental policies, and community involvement.

A business/ organization have economic responsibilities to its direct stakeholders – its investors, employees, and customers. There are four basic economic responsibilities a business has to its direct stakeholders:

- ***Profitability:***

A business creates profit when it sells products or services that are more valuable than the materials and labor it uses to create them. Put simply, the business creates profit by adding value.

- ***Transparency:***

When a business acts with transparency, it provides as much information as possible about its operations. The company allows direct stakeholders to clearly see its practices, strategies, and financial position. Transparency benefits direct stakeholders.

- ***Non-discrimination:***

In an economic sense, non-discrimination doesn't refer to the absence of bias against gender or ethnic groups. It means a business applies the same financial criteria to all of its customers, suppliers, and employees.

- ***Sustainability:***

Businesses ensure the sustainability of their operations by improving business processes and developing secure, long-lasting relationships with suppliers and customers. CSR focuses sustainable development of organization and society (ISO 26000, 2010).

Ethics and Human Resources (EHR)

Business ethics is about conducting business ethically. The rise in the popularity of business ethics over the past three decades can be linked to the rise of CSR. Consumers are becoming more and more aware of the environmental and ethical implications of their purchasing decisions. Hence businesses will have to incorporate these issues into their business strategic planning. A corporation ought to have in-house ethical training to help employees make appropriate ethical decisions, to meet the environmental and ethical concerns of consumers. A transparent system is needed to examine, in respect of the company itself and the entire supply chain, labour practices such as normal working hours, taking any necessary steps against labour exploitation, harsh and inhumane workforce treatment, ensuring safe and hygienic working conditions, no discrimination on the basis of age, sex or ethnic origin, etc. and the involvement of staff in activities such as payroll giving, fundraising or community volunteering, etc.

In the modern era, Carroll (1991) introduces a different perception for CSR in the title of "Corporate citizenship". He notes that for CSR to be accepted by the conscientious business person, it should be framed in such a way that the entire range of business responsibilities is embraced. It is suggested here that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic. Furthermore, these four categories or components of CSR might be depicted as a pyramid. Brief of Carroll's (1991) view is that CSR firm should try to make a profit, obey the law, be ethical, and be a good corporate citizen.

Ethical and Social Commitment

Ethical and social commitments represent the values element of social resources. The ethical standards and social objectives the organizations subscribes to and are manifested in its mission, strategic objectives, strategy programmes, organizational policies, and corporate culture. These commitments should be broadly based to encompass the legal, economic, and ethical dimensions of Schwarz and Carroll (2003) as well as the rights associated with citizenship suggested by Matten and Crane (2005).

Connections with partners in the value network

Normann and Ramirez (1993) suggested that value occurs not in sequential chains but in complex constellations. In the same context, Meehan et al (2006) stated that the structure of relationships within the value network is the means through which a joint implementation of a socially-oriented value network is achieved. They refer to these structural elements of social resources as valuable connections. This implies a stakeholder approach to ensure mutuality of interests and uniform commitment to shared values across the value network. Thus, upstream and downstream partnerships are required rather than a narrow operational focus on an organization's own short-term efficiency and profits. According to these conceptualizations, credibility, cooperation, and commitment are the important observable behaviours that reflect the connections with partners in the value network.

Factors Influencing Involvement in Corporate Social Responsibility

The primary role of business is to produce goods and services that society wants and needs. According to Coldwell (2001), a business only contributes fully to a society if it is highly efficient, highly profitable, and has socially responsible agendas. Based on the definition of the literature of CSR, CSR behaviors are not stable over time or space. Social expectations and pressure for specific types of CSR have varied over time and are contingent on the nature of the company (Richardson, Welker & Hutchinson, 1999). A study by Windsor (2001) found that social responsibility is achieved when the corporation conforms to the prevailing norms and expectations of social performance in a given society.

Since CSR behaviors are charitable and discretionary, the likelihood that a specific organization will engage in CSR will also depend on the characteristics of the business and management. According to Richardson, Welker, and Hutchinson (1999), a company may decide to take a proactive attitude on an ethical issue in the absence of specific pressures for

that company to act, more specifically it is voluntary. On the other hand, it is possible for businesses with publicly known CSR related problems to take no action with regard to these problems.

A firm or organization's size might be associated with the level of social involvement. A study by Smith (1991) found that heavy manufacturing companies involved in smelting and chemical production are more closely monitored for environmental performance than companies in other industries. This is due to the fact that heavy manufacturing companies are perceived to be more harmful to the environment and natural habitats. Furthermore, a causal effect exists between business size and industry on the amount of social disclosure (Tilt, 1994). This interaction indicates that the size effect is most obvious in sensitive industries. For example, large firms in the oil and gas industry are more likely to undertake CSR behaviours than small firms in that industry. However, no size of organization effects is apparent in low impact industries such as retailing or financial services. Joyner, Payne, and Raiborn (2002) also compared small and larger organizations and the results showed that smaller businesses seemed to better understand the issues of corporate social responsibility than larger companies. They also identified the different internal and external factors that would cause inconsistency in the ethical behaviour of small and large businesses. However, research by Thompson and Smith (1991) exposed that small businesses have not been encouraged to overlook social activism and to concentrate instead on avoiding irresponsible behaviour.

CSR is also influenced by the ethics of the firm or organizations. Ethical motivation can guide the business or organization to do the right thing without any external pressure or governmental constrain. Joyner, Payne & Raiborn (2002) contended that people believe businesses are amoral, when in fact they generally embrace the values of ethics in doing business. They cited several factors that serve to legitimize their position and one of the factors is society, which expects the moral behaviour of the business when it cries out against immoral labour practices or environmental policies.

According to Ogrizek (2001), business leaders are starting to acknowledge some of the market benefits and competitive advantages for companies who put into place a comprehensive CSR policy. This means that a business with a strong posture in corporate responsibility will attract top talent and reputation. However, most of the respondents in a

study by Zabid and Saadiatul, (2002), did not agree that business leaders who have too much social power should not engage in social activities that might increase their social power. It shows that the political power that they possess might have a direct relationship with the companies' social agendas.

Corporate Social Responsibility has gained great importance during the last decades both within practitioners and scholars, as CSR has been proven to generate several benefits to companies. As the European Commission (2009) states, CSR implementation and communication can increase or enhance customer satisfaction and loyalty, employee motivation, and productivity, company, brand or product reputation, cost savings, as well as relations with the local community and public authorities. Researchers have scientifically proved that CSR investments can improve employee attraction and retention (Kim and Park, 2011), as well as correlation with customers and other primary stakeholders (Peloza and Shang, 2011; Gogozan *et al.*, 2012). Previous research has shown that consumers are more and more interested in CSR, while most consumers believe that companies should engage in social initiatives and that firms benefit from these activities (Becker-Olsen, Cudmore and Hill, 2006). Research has also found that consumers take CSR into account when evaluating companies and/or when purchasing decisions are made (Brown and Dacin 1997; Sen and Bhattacharya 2001).

The first approach of CSR, Carroll (1979) suggested that the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time. Carroll (1979) systematizes CSR, distinguishing the economic, legal, ethical, and philanthropic responsibilities of companies. For a business, the economic responsibilities refer to being profitable, the legal responsibilities imply that the business complies with the set of rules regarding what is right and wrong imposed by the society in which it operates, the ethical responsibilities require that the business avoids harming and manages to do what is right, just and fair, while, eventually, the philanthropic responsibilities refer to the business contributing resources to the improvement of the quality of life of the community in which it operates. Carroll (1979) stated that none of the four responsibilities are optional if the firm wants to be involved in long-term relationships with its stakeholders in order to create value.

A second approach originates from the concept of sustainable development defined by the UN World Commission on Environment and Development and regards CSR as a three-dimensional structure, including three facets: economic, environmental, and social. From this perspective, CSR implies that companies take into consideration society's well-being, managing their impact and role in the economy, environment, and society. Finally, a third relevant approach comes from Freeman *et al.* (2010) who defined CSR within a stakeholder management framework, categorizing the social responsibilities of companies based on their stakeholders: shareholders, customers, employees, business partners, society, etc. CSR domains related to investors, customers, employees, and suppliers are of great importance. This is not surprising, as these stakeholders are considered to be primary ones, companies not being able to operate without them. The next level of importance consists of the environment, society, the local community, and NGOs. The interactions with these stakeholders are important but less central than with the primary group. Other stakeholder groups include media, governments, competitors, retailers, consumer advocates (Öberseder *et al.*, 2013). When employees perceived and identify with an organization that practices CSR, these employees are more likely to enhance and reinforce their self-images as altruistic and helpful (Jones, 2010) and CSR lead to enhance organizational prestige that improve employees' collective organization identity by creating a sense of belongings for the employees (Farooq *et al.*, 2014). Previous research found that there is a positive correlation between perceived CSR and organizational commitment (Ali *et al.*, 2010; Brammer *et al.*, 2007; Dhanesh, 2010; Ebeid, 2010; Maignan & Ferrell, 2001; Maignan, Ferrell, & Hult, 1999; Peterson, 2004; Turker, 2009; You *et al.*, 2013; Zheng, 2010) and revealed that employee organizational commitment is found to be higher in organizations when employees perceived to be socially responsible and CSR also includes meeting their employment demands, improved health care facilities, training and development, superior wages to incentivize (Ouimet, & Simintzi 2018).

Employee's perceived Corporate Social Responsibility a positive influence on employee's attitudes and behaviour at the workplace. Social identity theory suggested that employees are motivated to work for an organization when they perceived their organization to follow ethical practices and procedures (Tajfel and Turner, 1986). It is found that when employees perceived their organization engaged in CSR practices, they less likely to quit organization (Bode *et al.*, 2014).

Corporate social responsibility is a part of corporate responsibilities oriented toward all stakeholders (included internal and external), an organization should be purpose-driven the organization need to create value for all stakeholders and as such, creating value for communities (Freeman & Dmytriiev, 2017; Brown & Forster, 2013). Biswas, Allard, Pousette, and Harenstam (2017) found that CSR enhances organization attractiveness and a positive influence on organizational commitment and negative influence on intention to leave the organization. Previous researches supported that Green Human Resource Management practices and Corporate Social Responsibility enhance organization reputation among employees and positive influence on workplace behaviour namely employee engagement, organization citizenship behaviour, and employee retention.

1.4 Employee Engagement:

Engagement is a constant and positive affective – motivational state of fulfilment in employees, characterized by vigour, dedication, and absorption. Vigor is a high energy, resilience, a willingness to invest effort on the job, the ability to not be easily fatigued, and persistence when confronted with difficulties. Dedication is a strong involvement in work, enthusiasm, and a sense of pride and inspiration. Absorption is a pleasant state of being immersed in one's work experiencing time passing quickly and being unable to detach from the job. Most references relate employee engagement to survey houses and consultancies. It is less taken as an academic construct. People who are highly engaged in their jobs identify personally with the job and are motivated by the work itself. They tend to work harder and more productively than others and are more likely to produce the results their customers and organizations want (Schaufeli & Bakker, 2004). The concept is relatively new for HRM and appeared in the literature for nearly two decades (Rafferty, Maben, West and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007). The construct, employee engagement emanates from two concepts that have won academic recognition and have been the subjects of empirical research-commitment and Organizational Citizen Behaviour (OCB) (Robinson, Perryman and Hayday, 2004; Rafferty et al., 2005). Employee engagement has similarities to and overlaps with the above two concepts. Robinson et al. (2004) state that neither commitment nor OCB reflects sufficiently two aspects of engagement-its two-way nature, and the extent to which engaged employees are expected to have an element of business awareness, even though it appears that engagement overlaps with the two concepts. Rafferty

et al (2005) also distinguish employee engagement and the two prior concepts- Commitment and OCB; on the ground that engagement demonstrates that it is a two-way mutual process between the employee and the organization. Satata (2021) found that employee engagement positive influences employees' performance so that organizational goals can be achieved.

Kahn (1990) defined engagement at work as the 'harnessing of organizational members' selves to their work roles. In engagement, employees utilize and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defined flow as the 'holistic sensation' that, people feel when they act with total involvement. The flow is the state in which there is little distinction between the self and the environment. When individuals are in flow state little conscious control is necessary for their actions.

One of the first challenges presented by the literature is the lack of a universal definition of employee engagement. The cognitive aspect of employee engagement concerns employees' beliefs and thought about the organisation, its leaders, and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to achieve their roles. Thus, Kahn (1990) stated engagement means to be psychologically as well as physically present when occupying and performing an organisational role.

Employee engagement is thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus Employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kahn (1992) suggested that jobs with high core job characteristics provide employees with space and encouragement to put more effort into their work or to be more engaged.

Outcomes assumed by the job characteristics model (Hackman and Oldham, 1980) are highly motivated and satisfied behaviours of the employees' who work more effectively in the presence of moderating variables for example knowledge, skills, abilities, need for growth and employee satisfaction (Banks, 2006). Kahn (1990) noted that employees' engagement varies as a function of their perceptions of the reimbursement they receive from a role performed and Maslach et al. (2001) have also suggested that lack of rewards and recognition can lead to burnout, therefore suitable recognition and reward is significant for engagement. Kanungo (1982) maintained that job involvement is a 'cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self-image. Engagement differs from a job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs. Employees with higher Perceived Organizational Support (POS) are more likely to be engaged to their job and organization as part of the reciprocity rule of Social Exchange Theory (SET) to help the organization achieve its objectives (Rhoades & Eisenberger, 2002). Saks (2006) noted that employees with higher perceptions of procedural justice are more likely to respond with higher organization engagement. The dimensions of OCB are in fact trait of employee engagement, but the most strongly co-related OCB dimension with employee engagement is taking initiatives individually which refers to carrying extra-roles (Dicke, 2010). The research confirmed that there is a positive relation relationship between employee engagement and wellbeing and employee engagement and wellbeing have a positive impact on efficiency, productivity, and organizational performance (Yang, Feng, Meng, and Qiu, 2019).

Types of Employee Engagement

According to the Gallup (2006) the Consulting organization and Deepa and Premlatha (2015), there are three different types of employees: -

Engaged--Engaged employees are builders and they want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels and want to utilize their talents and strengths at work every day. They work with passion and they drive

innovation and move their organization forward and passion or obsession can form a sense of engagement in their organization (Purba & Ananta, 2018).

Not Engaged---Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers.

Actively Disengaged--The actively disengaged employees are the cave dwellers and consistently against virtually everything. They're not just unhappy at work; they're busy acting out their unhappiness and sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers achieve. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

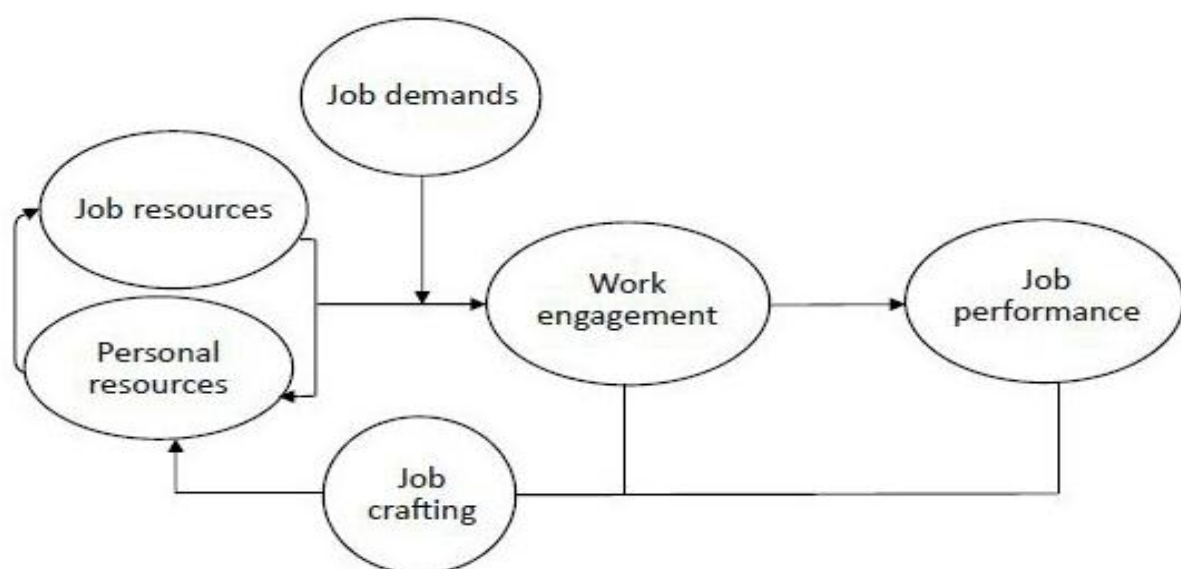
Theoretical framework of Employee Engagement

Employee engagement is that it should be measured through the use of a survey method. Many names are used for this survey; an engagement survey, an attitude survey, a works climate improvement survey, etc. Even more structures and survey questions are recommended concerning the best way to measure employee engagement. The Gallup study highlights twelve key elements that form the foundation of strong engagement and believes these elements can be accessed through twelve questions (Thackray, 2001). The Institute for Employment Studies (IES) also did a study and found twelve attitude statements representing engagement were tested; all were found to 'sit together' reliably, to comprise a single indicator of engagement. The IES elements are not a clear match to those of Gallup and IES also states that a subset of five questions is allowed (Robinson et al, 2004) if twelve questions are impossible. Another measurement example comes from Development Dimensions International (DDI). DDI has their measure, "E3," which assess three key elements of engagement (individual value, focused work, and interpersonal support) as well as provides a standard assessment for employee satisfaction, which they feel is a result or consequence of engaging employees (Bernthal, 2005). Soane et al., (2012) developed a model to measure employee engagement. The model has three dimensions namely intellectual, social and affective (ISA) supporting and agreeing with the majority of authors' accepted that

engagement is a state and behaviour enacted by the employees is more of the consequences of employee engagement. Soane et al., (2012) defined intellectual engagement as the degree to which one is intellectually absorbed in work, social engagement as the degree to which one is socially linked with the working environment and shares common values with colleagues and affective engagement is defined as the degree to which one experiences a state of positive emotion relating to ones work role.

Kieron Shaw (2005) reviewed employee engagement research and measurement proposals of many including Gallup, Towers Perrin, ISR, and Accenture and concerning *how* to measure the concept. Shaw's study struggles to provide any real clarification. Shaw offers suggestions based on, "sifting through our desk research and interviews and trying to subject the ideas to some reasoned analysis" and breaks engagement questions into three macro-categories: climate, driver, and outcome. In the end, Shaw (2005) notes it's arguably unfeasible to directly measure in the survey all the actions behind engagement because there are potentially thousands of different individual actions, attitudes, and processes that affect engagement. A different way to consider the difficulty of measuring employee engagement is to imagine the concept of employee engagement as a large geographical country such as the US.

Figure 1.3: *The Job Demands and Resources Model of Work Engagement (Bakker and Demerouti, 2007)*

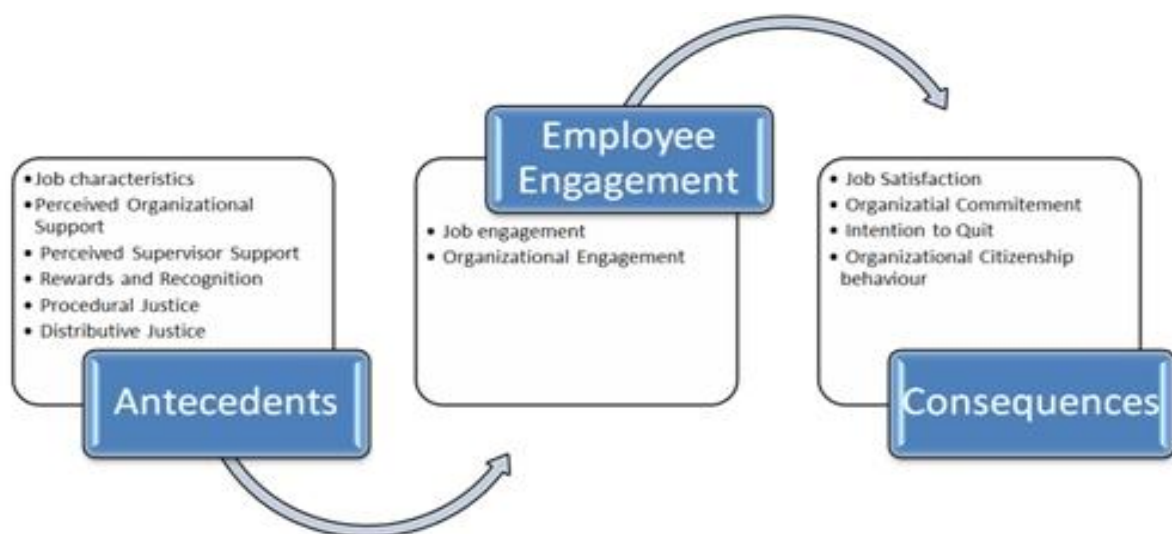


Note : From Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>

Engaged employees exhibit the following behaviours:

- Personal initiative on the job: Employees take a new initiative to help the organization and are self-motivated to do innovation. Personal initiative helps organization effectiveness in a competitive environment.
- Willingness to go the extra mile: Employees willing to do the extra role for the organization. OCB is a positive organizational behaviour that contributes to organizational effectiveness.
- Motivation to perform to the highest standards: Employees' motivation to perform to the highest standards lead to quality improvement in the organization and customer satisfaction.
- Apply creative energy to their work: Employees apply creative energy to their work to help the organization to survive in a competitive environment.
- Vested interest in their organization's success: Employees keep interested in their organization's success to lead to go the extra mile and highest standards.
- Hold others in the organization to high standards of performance: employees work as a mentor for other employees of the organization and motivate other to achieve high standards of performance.

Figure 1.4: A Model of Antecedents and Consequences for Employee Engagement. (Kahn, 1990)



Note: From Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724.

Engagement drives a variety of positive organizational outcomes, including: Increased profits, productivity and performance gains, improved customer satisfaction, customer loyalty and sales, increased employee retention (decrease in turnover), decreased accidents (increase in safety behaviour) and More creativity and innovation.

Importance of Employee Engagement

An organization's capacity to manage employee engagement is closely related to its ability to achieve high-performance levels and superior business results. Some of the benefits of Engaged employees are; Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom-line business success. They will normally perform better and are more motivated. There is a significant link between employee engagement and profitability. They form an emotional connection with the company. This impacts their attitude towards the company's clients and thereby improves customer satisfaction and service levels. It builds passion, commitment, and alignment with the organization's strategies and goals. It increases employees' trust in the organization. Creates a sense of loyalty in a competitive environment and provides a high-energy working environment. Employee engagement boosts business growth and makes the employees effective brand ambassadors for the company.

A highly engaged employee will consistently deliver beyond expectations at the workplace. In the workplace research on employee engagement has repeatedly asked employees whether they have the opportunity to do what they do best every day. Those work units scoring higher on this perception have substantially higher performance (Harter, Schmidt & Hayes, 2002). A review of the literature exposed that the relationship between CSR and employee engagement could be explained through the Social Identity Theory. In 1985 Tajfel & Turner presented a framework that explained individuals' need to classify oneself and others into social groups. According to this theory, individuals derive part of the identity from the group(s) to which they belong (Tajfel & Turner 1985). As Lindgreen & Swaen (2010) stated, when organizations invest strong relationships with their stakeholders, both parties are more likely

to work towards the achievement of common goals. The theory also proposes that membership can describe employee behaviours, perceptions, or even thoughts and feelings. An employee may feel attached to the organizational membership and experience organizational success or failure as part of their personal achievement.

A review of the literature suggests that employee engagement plays a crucial role in organizational effectiveness. Employees who have higher engagement within an organization, they engage more in positive organization behaviour namely organization citizenship behaviour and employee retention (Saks, 2006). Dicke (2010) found that going an extra-mile is a general description of employee engagement which represents voluntary behaviour. There is a positive correlation between OCB and employee engagement (Ahmed, Rasheed, and Jehanzeb, 2012). Employees who have higher engagement, they are more involved in organizational citizenship behaviour. The employee engagement model, most recent, proposed considers that Conciliation, Cultivation, Confidence, Compensation, and Communication are factors that favour organizational health and wellbeing in the current crisis of Covid19 (De-la-Calle-Durán and Rodríguez-Sánchez, 2021).

1.5 Organizational Citizenship Behaviour (OCB):

Khan et al. (2019) suggested that organisational citizenship behaviour as essential behaviour for functioning organisations and organisations cannot rely solely on regular behaviours for effectiveness and efficacies in competitive environment. Organisational citizenship behaviour (OCB) refers to anything that employees choose to do, spontaneously and of their own accord (voluntary), which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognised or rewarded by the company, through salary increments or promotions for example, though of course OCB may be reflected in favourable supervisor and co-worker ratings, or better performance appraisals. In this way, it can facilitate future reward gain indirectly. Finally, and critically, OCB must promote the effective functioning of the organisation (Organ, 1988).

According to Organ (1988), Organizational Citizenship Behaviour (OCB) represents an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. OCB are thought to have an important impact on the effectiveness and

efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization. OCB evaluated organizational efficiency and success through employee performance. OCB is an indicator of good job performance from both the individual and the organizational perspective (Dunlop and Lee, 2004). Despite the postulation that OCB contributes to organizational effectiveness, previous research had concentrated more on identifying factors contributing to OCB.

OCB is defined as synonymous with the concept of contextual performance, defined as performance that supports the social and psychological environment in which task performance takes place (Organ, 1997). While this reflects the flexible nature of employees' roles in the modern workplace, and acknowledges the fact that employees do get recognised and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994), the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualising OCB. Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines or volunteering to change shifts. Importantly, OCB also encompasses organisational-related acts such as working overtime without (expectation of) remuneration or volunteering to organise office-wide functions. Al-Madadha, Al-Adwan and Zakzouk (2021) stated that organisations should pay more attention to the destructive effect of organisational politics and try to minimise negative organization behaviour and enhance positive organization behaviour like organisational citizenship behaviour which benefits organisational performance.

DIMENSIONS OF OCB

According to Organ, (1988), there are five dimensions of OCB.

- ***Altruism:***

Altruism is concerned with going beyond job requirement to help others/ colleague with whom the individual comes into contact. Altruism is consider as one of the significant antecedents of organizational citizenship behaviour (OCB) reason being explain – behavior such as helping a colleague who has been absent from work, helping others who have heavy workloads, and providing help and support to new employees represent clear indications of an employee's interest for its environment. Altruism encourages teamwork and cooperation, allowing employees to increase the pool of available knowledge.

- ***Conscientiousness:***

Conscientiousness refers to discretionary behavior that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance in other words, conscientiousness means the thorough adherence to organizational rules and procedures even when no one is supervising.

- ***Civic Virtue:***

Civic virtue refers to behaviors that show a responsible concern for the image and wellbeing of the organization. Borman et al. (2001) defines civic virtue as responsibly involving oneself in and being concerned about the life of the organization.

- ***Courtesy:***

Discretionary behavior on the part of an individual aimed at preventing work-related problems with others from happening.

- ***Sportsmanship:***

Willingness and desire of the employee to tolerate less than ideal circumstances without complaining to avoid complaining, pretty grievances, railing against real or imagined slights, and making federal cases out of small potatoes (Organ, 1988).

Altruism and courtesy have been grouped into individual-directed behaviour (OCB-I), while the last three are organisation-directed behaviour (OCB-O) (Williams & Anderson, 1991). There are questionnaires designed targeting each of these dimensions – items such as ‘I help my colleagues out wherever possible’ would be OCB-I (altruism) while ‘I don’t mind staying back late to finish up my work even if I’m not paid’ would be an example of OCB-O (sportsmanship). These surveys can be administered across time to monitor OCB in the workplace, or to assess the effectiveness of interventions. These constructs are also helpful in terms of looking at OCB as having separate facets. Organisational citizenship behaviour has garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognised or rewarded, and concepts like ‘helpfulness’ or ‘friendliness’ are also difficult to quantify. OCB has been shown to have considerable positive influence at the organisational level, enhancing organisational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004). Smith, Kim and Carter (2020) concluded that organizations effectiveness depend on employees who perform work-related

behaviors in the nonwork domain and clarify expectations relating to availability after scheduled work hours.

The Benefits of OCB

OCB has been revealed to have a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organisation (Organ, 1988). There is empirical evidence for the widely-held belief that satisfied workers perform better, but this is correlational, not causal. However, certain types of performance – primarily those related to citizenship behaviour – will be influenced by job satisfaction. Think of employees who are cooperative with their superiors and colleagues, willing to make compromises and sacrifices and are ‘easier to work with’, employees who ‘help out with the extra little things’ without complaining (or even offering to do so without being asked) – these behaviours are all encompassed within OCB.

The effects on employee performance are threefold. Firstly, workers who engage in OCB tend to receive higher performance ratings by their managers (Podsakoff et al., 2009). This could be because employees who engage in OCB are simply liked more and perceived more favourably (this has become known as the ‘halo effect’), or it may be due to more work-related reasons such as the manager’s belief that OCB plays an important role in the organisation’s overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ et al., 2006). Regardless of the reason, the second effect is that a better performance rating is correlated to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits. Thirdly, because these employees have better performance ratings and receive greater rewards when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made laid off (Organ et al, 2006).

OCB is linked to lower rates of employee turnover and absenteeism, but on the organisational level improved productivity, efficiency and customer satisfaction, as well as reduced costs, have also been observed (Podsakoff et al, 2009). One study on OCB in grocery stores/supermarkets found that OCB explained approximately 20% of the variance in-store profitability (Ehrhart, 2004).

OCB seems to have such compelling effects on the individual and the success of an organisation. Organ et al. (2006) has suggested the following suggestions. OCB can: Enhance productivity (helping new co-workers; helping colleagues meet deadlines), free up resources (autonomous, cooperative employees give managers more time to clear their work; helpful behaviour facilitates cohesiveness (as part of group maintenance behaviour). Attract and retain good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging) and create social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency)

There is a significantly positive correlation between OCB and job satisfaction (Organ, 1988). There is empirical evidence for the widely-held belief that satisfied workers perform better, but this is a correlation, not causal. However, certain types of performance – primarily those related to citizenship behaviour will be affected by job satisfaction. Think of workers who are cooperative with their superiors and colleagues, willing to make compromises and sacrifices and are ‘easier to work with’, workers who ‘help out with the extra little things’ without complaining (or even offering to do so without being asked) – these behaviours are all encompassed within OCB. Workers who engage in OCB tend to receive better performance ratings by their managers. OCB is linked to lower rates of employee turnover and absenteeism, but on the organisational level increased productivity, efficiency and customer satisfaction, as well as reduced costs, have also been observed (Podsakoff et al, 2009).

Employees may engage in Organizational Citizenship Behaviours (OCB) in order to obtain a personal image and economic benefits. When employees are showing OCB, they may not have the good of the organization in mind, but rather their own career objectives. Employees may utilize OCB as an impression management tool to improve the image that others have of them and to receive rewards and promotions. Similarly, firms may use Corporate Social Responsibility as a marketing tool to differentiate products from those of competitors or to increase their financial performance good corporate citizen companies could be rewarded for instance by greater consumers’ support (Waddock and Graves, 1997).

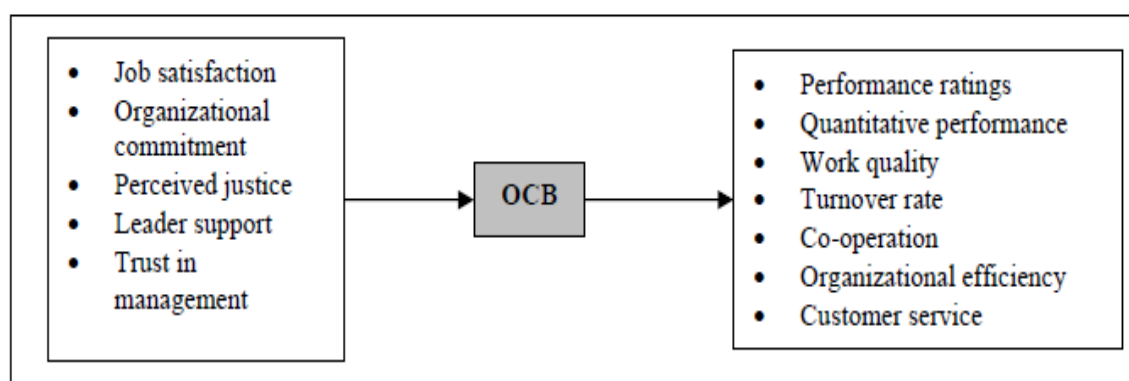
Theoretical framework of OCB

OCB is beneficial in every organisation; it is significant to consider the factors which affect engagement in OCB in the workplace. The antecedents of OCB have been broadly categorised into three areas: personality/trait, attitudinal and leadership/group factors. The

influence of personality on a tendency to exhibit OCB is minimal; however, it does mean that some employees will be more naturally inclined towards engaging in OCB than others. The other two categories are more promising, in that attitudes can be cultivated and leadership and group characteristics can be altered to enhance staff engagement in OCB.

Figure-1.5 outlines the main antecedents and consequences of OCB as pinpointed in past research (Podsakoff et al., 2000). Antecedents of OCB can be categorized in four major groups (Podsakoff et al., 2000): (1) individual characteristics (e.g., employee attitudes, role perceptions); (2) task characteristics (e.g., feedback, routinization, intrinsically satisfying task); (3) organizational characteristics (e.g., group cohesiveness, perceived organizational support, rewards outside the leader's control), and (4) leadership behaviors (e.g., articulating a vision, providing an appropriate model, fostering acceptance of group goals). Employees' cognitive responses to their work environment characteristics make up one of the antecedents of OCB the most commonly found in past research. In particular, variables such as organizational commitment, job satisfaction, and perceptions of fairness have been established as being positively associated with OCB (Bateman and Organ, 1983; MacKenzie, Podsakoff and Ahearne, 1998; Organ, 1988; Smith, Organ and Near, 1983). One key underlying idea is that employees are inclined to respond positively, for instance by displaying OCB, to leadership that facilitates trust and a sense of justice (Swanson and Niehoff, 2001).

Figure 1.5 : Important antecedents and consequences of OCB (adapted from Swanson and Niehoff, 2001; Podsakoff et al., 2000).



Note: from Swanson, D. and Niehoff, B. P. (2001). Business Citizenship outside and inside organisations, in Andriof Jörg and MacIntosh Malcolm (Ed.), Perspectives on Corporate

Citizenship, Greenleaf Publishing 2001, Part 6, pp. 104-116 ; Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563. doi: 10.1177/014920630002600307

Factors effect on OCB

Personality

Four of the ‘big five’ personality traits – conscientiousness, agreeableness, neuroticism and extraversion – are correlated with OCB. However, the correlations are weak, shown to be between 0.15 and 0.22 in one study (Organ & Ryan, 1995) and a different study yielded a 0.24 correlation for conscientiousness (Borman, Penner, Allen & Motowidlo, 2001). The correlations between OCB and work-related attitudes, listed below, are much higher and will serve as better indicators of OCB.

Attitudes

The traditional measures used as valid predictors of OCB comprise; job satisfaction, employee engagement, organisational commitment, motivation and the level of trust between an employee and his/her co-workers and supervisors. An umbrella term ‘morale’ has been coined to cover job satisfaction, perceived fairness, affective commitment and leader consideration (Organ et al., 2006), and morale correlates with OCB at 0.69. Job satisfaction has been shown to have the strongest correlation at 0.9 (the other three factors range between 0.72 and 0.76).

According to Chahal and Mehta (2010), these are the job-related constructs which will affect OCB namely Individual disposition (i.e. personality), fairness perception (i.e. procedural and distributive justice), motivational factors and role perception (i.e. is employee’s job clearly defined or ambiguous? Does it overlap with another colleagues?)

Leadership Characteristics

The following leadership styles can encourage OCB in various ways if deployed effectively (Organ et al., 2006), though the quality of leader-member exchange (LMX) is also significant.

- ***Instrumental Leadership:*** Facilitates role clarity – The supervisor should inform subordinates clearly what is expected of them.
- ***Supportive Leadership:*** Concern for employee wellbeing more likely to be reciprocated with altruistic behaviours.
- ***Transformational Leadership:*** Facilitates motivation – inspire and support employees, high (but not unreasonable) performance expectations.

Good quality LMX (which is simply the exchange relationship and manner of interaction between a superior and subordinate) is characterised by mutual trust and liking, and both parties feel inclined to reciprocate courteous and altruistic acts, which enhance OCB.

Group Characteristics

Four factors have been identified in this area (Organ et al., 2006) – group cohesiveness (facilitates trust and satisfaction; a desire to remain in the group), team-member exchange (TMX) (influences motivation and group cohesiveness), group potency (generates synergy and enables cooperation) and perceived team support (concern for each other's wellbeing). Improvements in any of these four areas will lead to an increase in (co-worker directed) OCB, especially if the organisation is group- and teamwork-oriented.

Organization citizenship behaviour positively influences employee retention (Dash & Pradhan, 2014) and employee engagement also a positive influence on employee retention (Farooq, 2015; Paillé, 2012). Bolino and Turnley (2005) noted that engaging in organization citizenship behaviour leads to some personal costs namely role overload and work-family conflict. Peziz (2010) conducted research on OCB and revealed a positive correlation between OCB and work-family conflict. Various studies conducted by Chughtai and Zafar (2006), Khalid and Ali (2005), Meyer and colleagues (1997), and Podsakoff and Mackenzie (1997) found that increased level of OCB leads to reduced absenteeism. Few studies (Meyer, Ristow, & Lie, 2007; Podsakoff & Mackenzie, 1997) concluded that OCB dimensions namely altruism and sportsmanship improve organizational capacity to attract and retain the best employees. Previous researches (Chughtai & Zafar, 2006; Khalid & Ali, 2005) found

that dimensions of OCB namely altruism and conscientiousness may enhance job satisfaction of employees working in the organization.

Whenever employees perceived higher OCBs are widespread, valued and sustained within an organization, the best employees and skilful human resources tend to be retained within organization (Podsakoff, MacKenzie, Paine and Bachrach 2000). Organization citizenship behaviour and employee engagement play an important role in employee retention. Employee retention is an important procedure to maintain quality products and services in origination. In the 21st century, there is a lot of competition in market due to globalization and new technology. Employee retention is crucial to retaining talented and skilful employees within an organization.

1.6 Employee Retention

In the dynamic environment, It a challenge for HR to retain employees in an organization for a long time and avoid poaching of employees. The research suggests that organizations have to concentrate on the factors on 'staying' for enhancing satisfaction and commitment to retain the talented employees. (Kamalaveni , Ramesh and Vetrivel, 2019). Employee Retention is a process in which the employees are motivated to remain with the organization for the maximum period of time. Retention Strategies helps organizations provide effective employee communication to improve organizational commitment and enhance workforce support for key corporate initiatives (Kaur, 2017). Smith (2001) suggests that there may be several factors involved in why employees leave their organization. It could be voluntary, where the employee chooses to leave. It could also be for reasons that may include better career opportunities, increased compensation and broadening of current tasks and responsibilities and boredom with current task. Involuntary turnover occurs when employees are asked to leave for reasons including poor performance or inappropriate behaviour. Company benefits, employee attitude and job performance are all factors which play an important role in employee retention. When a company replaces a worker the company incurs direct and indirect expenses. These expenses include the cost of advertising, headhunting fees, human resources fee and new hiring cost. Walker (2001) suggested seven factors that can enhance employee retention in organization: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and development/ training (iv) invitational atmosphere within the organisation, (v) positive

relations with colleagues, (vi) work-life balance, and (viii) effective communications. Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement. Hytter (2007) found that the personal premises of loyalty, trust, commitment, and identification and attachment with the organisation have a direct association with employee retention and workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence (Hytter 2007).

The positive influence of work experience and tenure has been confirmed by other researchers (Gunz and Gunz 2007). Birt et al. (2004) conducted research on employee retention and found that the perception and experience of the employees with regard to these factors have the greatest influence on employee retention. Despite the fact that a company may try to bring all these factors into play to enhance employee retention, an employee can still choose to go away from the workplace because of, for example, bad management (Kaliprasad 2006). Nazia & Begum (2013) found that Employee retention is an effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to improve their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

Theoretical framework and models of Employees' Retention:

There are three important models on employee retention, one of them is a) Zinger Model and the other is 2) ERC's Retention Model. 3) Integrated System for retaining employees. A brief clarification of these models as follows:

Zinger Model :

The model suggests that employee retention is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development , energy, and well-being as companies leverage, sustain, and transform their work connections into results (Nazia & Begum, 2013).

ERC's Retention Model

ERC's Retention Model indicates employee retention connection's model concentrates on applied organizational experience indicating three primary drivers of employee retention. ·

Work can be made motivating by giving a variety of assignments, autonomy to make decisions, resources and support provided to do good work, an opportunity to learn, feedback on result and understanding the significance of employee's contributions (Kaur, 2017; Nazia & Begum, 2013).

Integrated System for Retaining Employees

Kaur (2007) suggested that the employee retention connection transforms the organization culture and enhances the competitive perimeter through the following five -phased approach: ERC begins by analyzing the organization's motivation and retention culture through surveys and focus groups that are the motivating and de-motivating aspects of the organization. ERC concentrates on designing a high-involvement job and trains supervisors and managers in proven methods of motivational and positive leadership (Kaur, 2017). When skilled and old employees leave an organization, they can take a lot of knowledge with them, and thus the organization is at risk of losing confidential information to competitors (Frank et al. 2004; Walker 2001).

Determinants of Employee Retention

Fitz-enz (1990) and Kossivi, Xu and Kalgora (2016) found that employee commitment and retention is not determined by a single factor but by a cluster of factors. In previous researches, a several factors enhance employee retention have been identified. Factors that are developmental opportunities and quality supervision, job stress and colleague stress ; compensation and appreciation of work done, provision of challenging work, promotion and development chances, attractive atmosphere within the organization, relationships with colleagues, work-life balance, communication (Walker, 2001) and supervision (Naqvi, and Bashir, 2015). Ghapanchi and Aurum (2011) suggested retention factors include remuneration and benefits, training opportunities, fair and equal treatment, organizational culture. Allen and Shanock (2013) focused on relationship with colleague socialization and Andrews and Wan (2009) emphasized management style and leadership to increase an organization retention capability. Loan-Clarke, Coombs, Hartley, and Bosley (2010) noted autonomy, work-schedule flexibility and social support help organization to keep their employees for a longer period of time in organization. Christeen (2014) recognized eight retention factors namely management, conducive environment, social support and

development opportunities, autonomy, compensation, crafted workload, and work-life balance.

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Rolfe (2005) found that there is a direct correlation between job resignation and issues related to career development. Herman (2005) also observed a direct relationship between development opportunities and retention. Shields & Ward (2001), Gifford, Zammuto and Goodman (2002), and Hayes *et al.* (2006) found that reward on its own does not constitute an important retention factor. Improved compensation can only increase retention capability in a short-term. Davies, Taylor, Savery (2001) are of the same viewpoint and observed that organizations do not make use of salary and benefits policies to raise retention. However, Ellenbecker (2004) confirmed that wage rates, especially among nurses in hospital, only have remote impact on retention. Loan-Clarke, Arnold, Coombs, Hartley, and Bosley (2010) observed that a job that gives the holder the possibility to fulfil his/her family responsibilities enhance employee retention. Osman (2013) concluded that offering emotional support to employees through work-life balance reduces their intention to quit their job. Mita, Aarti & Ravneeta (2014) noted that a direct correlation between employees' decision to stay and work-life balance.

The research of Kaye and Jordan-Evans (2002) concluded that managers should be a good boss to impact retention positively. Kroon and Freese (2013) are also the viewed that participative leadership style plays a significant role in employee retention. According to Ellett, Ellis, Westbrook and Dews (2007), supportive and quality supervision and leadership that values employees have a positive correlation with employee retention. Tymon, Stumpf, and Smith (2011) as well as Mignonac and Richebé (2013) recognized supportive supervision from managers as a contributing factor to employee retention. Wood and his research team (2013) concluded that availability of resources can be a determinant factor in retention. The research of Moncarz and his co-researchers (2009) found that the importance of a fun working environment and flexibility and contributing factors of a conducive working environment are flexibility, a fun workplace and availability of resources. Jasper (2007) exposed that manager-employee relationship is the second most frequent reason why jobs are quitted by employees. Ramlall (2003) emphasized that identifying and catering for employees' individual basic needs provides favourable work environments that enhance their commitment. Kooker, Shoultz, and Codier (2007), Andrews and Wan (2009) recognized autonomy as an influential factor in job retention. Laschinger, Leiter, Day and Gilin (2009)

also associated autonomy and retention through job satisfaction. Ellenbecker (2004) established that there is job strain or lack of control over one's job contributes to job dissatisfaction that impact negatively retention. Autonomy and control work activities lead to job satisfaction which positively correlated with retention. Organizations that are inflexible, or whose organizational culture is characterized by domination and autocracy are likely to have dissatisfied employees no matter how good the financial reward to stay maybe (Dalton, & Todor, 1979). Lockwood (2006) found that work-life conflicts for many workers lead to stressful and less satisfying life, and employees generally exhibit less commitment to their employers and higher absence rates from work. Muchinsky (1977) found that attentiveness, responsiveness, and openness of communications on the part of management are elements of the business vision that sustain high retention, even under difficult circumstances, However, Collins (2007) included rewards and recognition in his list of high retention practices. Deery (2008) found that on the job training increases retention and Leidner and Simon (2013) are also of the view that employee loyalty is enhanced through training and development. Messmer (2000) also recognized a key factor to employee retention is training and development. Priyanka and Dubey S K (2016) identified employee turnover intentions through eight factors such as quality of management practices, Low salary, No career growth opportunity, Lack of support from the peer, supervisors and family members, little learning opportunities, Poor working environment, Communication and Insecurity in job. Kossivi and Kalgora (2016) found that the various factors effect employee retention such as opportunity for development, work-life balance, compensation, style of leadership of the management, work environment, autonomy, training & development, social support etc., Orajaka (2021) and Korir and Kipkebut (2016) found that variable payment and employee retention has a strong positive relation.

Green human resource management and corporate social responsibility increase organization attractiveness and reputation. Employees develop a positive attitude toward organization when their organization engaged in green human resource management practices and corporate social responsibility practices. Green human resource management practices and corporate social responsibility practices enhance employee engagement and organization citizenship behaviour. Employee's positive attitude due to green human resource management practices and corporate social responsibility practices and positive behaviour due to employee engagement and organization citizenship behaviour lead to employee retention.

1.7 Review of Literature:

A literature review involves locating and summarizing the research conducted on a topic, which includes conceptual articles, research papers, or thought pieces that provide frameworks for thinking about topics. The present review of the literature is divided into seven categories.

Green Human Resource Management Practices, Organizational Citizenship Behaviour, Employee Engagement, and Employee Retention:

Green human resources (GHR) play an important role in organizations for promoting environment-related issues by adopting it, as well as in management philosophy, HR policies and practices, training, and the implementation of environment protection laws. They also create awareness among employees and society regarding the economical use of natural resources and encourage the use of eco-friendly products (Shaikh, 2010). Such HR initiatives can result in greater efficiencies, lower costs, and improved employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by using electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces and so on (Mandip, 2012). GHRM involves two essential elements: environmentally friendly HR practices and the preservation of knowledge capital. It also involves reducing carbon footprints via reduced printing of paper, video conferencing, interviews, and so on. Companies are quick to lay off staff when times are tough, before realizing the future implications of losing their knowledge capital. Green HR initiatives help companies find alternative ways to cut costs without losing their top talent: furloughs and part-time work (Jain, 2009). GHRM significantly predicts OCB (Renwick, 2008). In general, CSR is important for managers in Indian service sector companies because it plays a very important role in the success of an organization in terms of its performance measures (financial and non-financial as well as operational performance). Research has shown that green human resource management helps to increase employee engagement and employee motivation (CIPD, 2007) and improve employee engagement (Denton, 1999). Green HRM practices influence on both employee and organization related outcomes and when considering in the same model the GHRM practices influence on both green employee behaviours and organizational performance and outcomes (Benevene and Buonomo, 2020).

HRM is a combination of inter-related functions, processes, and activities aimed at directly developing, maintaining, and attracting the human resources of an organization (Renwick et al., 2013). Social identity theory argues that people tend to classify themselves and others into various social categories based on, for example, organizational membership, religious affiliation, gender, and age cohort; these categories are defined by prototypical characteristics abstracted from group members (Tajfel & Turner, 1986). This classification serves two important functions: individuals use such information to define themselves as well as other people in the social environment. In defining themselves, individuals tend to use information from social classification to reduce the ambiguity about who they are. Further, they also use the categorization information and seek memberships in groups that enhance their self-image and self-value (Turner et al., 1979). A review of the literature reveals that social identity theory (Tajfel, 1974) provides an explanation for people's tendency to describe their self-descriptions in a social context, and classify themselves and others into different social categories. A person has a repertoire of memberships in different social categories consisting of nationality, political affiliation, sports teams, or similar groups (Hogg et al., 1995). Social images that are derived from categories that individuals perceive themselves as belonging to have an influence on attitude and behaviour (Hewstone & Jaspars, 1984). Employees' perceived GHRM reflects the ethical and responsible behaviour of an organization, and thus, their own positive attitudes toward the organization. Positive attitudes enhance positive behaviour at the workplace, namely OCB, employee engagement, retention, etc.

Firms can substantially improve engagement, commitment, morale, quality of work life, and retention through fair and equitable GHRM (Hosain & Rahman, 2016). A study by Chukwuka & Nwakoby (2018) showed that there is a relationship between human resource management practices, employee retention, and performance; furthermore, the responses of employees and HRM practices had a positive relationship with employee performance. Other previous research shows that GHRM practices are linked with employees' green behaviour (Dumont et al., 2017; Saeed et al., 2019) and organizational environmental performance (Lee, 2020).

The review of the literature suggested that GHRM practices significantly and positively influence employees' attitudes and behaviours; enhance employee engagement; facilitate OCB; increase employee retention; attract talented potential employees; and create a positive impression of the organization among internal and external stakeholders.

Corporate Social Responsibility, Organizational Citizenship Behaviour, Employee Engagement, and Employee Retention:

In their study of 997 managers from 80 organizations from four different sectors in India and Sweden, Biswas et al. (2017) found that managers' perception of an organization's CSR efforts significantly contributed to organizational effectiveness and attractiveness. More specifically, managerial perceptions regarding organizational engagement in external CSR, such as supporting NGOs and environmental and sustainable pursuits, predict organizational commitment positively and intention to leave the organization negatively. Mishra and Suar (2010) found that CSR practices are beneficial to firms and organizations in India. Furthermore, their results show that CSR is an important aspect in the service industry and indicate a strong causal linkage between OCB and CSR. Thus, OCB has the ability to build a strong CSR approach, and consequently, enhance organizational performance. Therefore, if service sector companies look for a competitive advantage in business, they need to focus on OCB as well as CSR for enhancing organizational performance. In many organizations, CSR is either ignored or exhibited only for publicity, despite previous research showing that CSR can influence organizational performance and should be considered seriously by managers (Mohamed et al., 2013) and that employees' CSR perceptions can predict outcomes such as performance, turnover, and well-being (Gross & Holland, 2007).

Abdullah and Rashid (2012) found that CSR for employees, the environment, and customers had the strongest relationships with OCB. Studies on CSR have not fully explored how organizational social performance affects individual employee behaviours (Peterson, 2004; Wood & Jones, 1995) nor have examined the attributes of individuals comprising stakeholder groups such as employees (Harrison & Freeman, 1999; Winn, 2001). In order to conduct research on CSR and OCB, Turker (2009) conceptualized new CSR dimensions, consisting of CSR towards the government, employees, customers, society, and environmental protection. An important assumption in the literature is that OCB at the collective level serves to provide additional critical resources for an organization, thereby improving the effectiveness of the organization as a whole (Organ, 2018). OCB is expected to advantage the organizations in its aggregation (Organ, 2018), and most studies examining the antecedents of OCB have focused on the individual level (Ocampo et al., 2018; Podsakoff et al., 2017). Moreover, previous studies show a positive effect of CSR on employees' OCB; all of which were conducted at

the individual level (Paruzel, Klug and Maier, 2021; Khaskheli, Raza, Khan & Salam, 2020; Lin et al., 2010; Hansen et al., 2011; Ong et al., 2018).

Morin et al. (2009) concluded that CSR practices were significantly positively correlated with OCB. Swanson and Niehoff (2001) suggested that CSR can positively affect OCB. Similarly, Rurkkhum and Bartlett (2012) studied the correlation between employee engagement and OCB while incorporating as moderating variables the employee perceptions of HR development practices such as organizational support, access to training and development opportunities, support for training and development opportunities, benefits of training, and formal career management support. The results did not support the predicted moderating effect, and indicated a positive relationship between employee engagement and discretionary employee behaviours that go beyond formal job requirement and job description. This is an important result given that employee engagement is a new concept of increasing interest in Thailand and has the potential to drive OCB (Kataria et al., 2012).

A review of the literature found that the relationship between CSR and employee engagement could be explained through Tajfel and Turner's (1985) social identity theory. This theory suggests that a) individuals need to classify oneself and others into social groups and b) individuals receive part of their own identity from the group(s) to which they belong. When organizations invest in strong relationships with their stakeholders, both parties are more likely to make efforts towards the achievement of common goals. The theory also suggests that membership can describe employee behaviours, perceptions, or even thoughts and feelings. An employee may feel emotionally involved with their organizational membership and experience organizational success or failure as part of their individual achievement (Lindgreen & Swaen, 2010). Maignan & Ferrell (2001) and Rodrigo & Arenas, (2007) found that perceived CSR enhances employees' attitude and job satisfaction.

Employees' attitudes and behaviours are affected by their organization's CSR-related behaviours. Individuals would rather work for an organization known for its proactive CSR practices (Turban & Greening, 1996). Based on a managerial survey, Maignan and Ferrell (2001) showed the potential effects of CSR on employees and concluded that there is a positive relationship between proactive CSR and employees' commitment. A recent industry survey indicated that 50% of American students want to work for a socially responsible organization because of the subsequent opportunity for self-fulfilment and better morale

(Barrett, 2000). Another poll found that 27% of Swedish graduates (and 19% of French graduates) consider an organization's social utility and commitment to reducing their carbon footprint by 25% as criteria when choosing their future employer (Reverchon, 2000). Furthermore, according to the results of a survey by the Conference Board, volunteer programs enhanced employees' productivity and morale and fostered team work, skill building, and decision-making (Leonard, 1997). Additionally, CSR practices significantly affect employee engagement (Foster & Jonker, 2005).

Corporate and social responsibility denotes that organizations have a responsibility to consider the interests of customers, employees, shareholders, communities, and the environment in all aspects of its operations. Essentially, all of these parties, which have varying levels of importance to organizations, become legitimate stakeholders. In terms of strategic HRM practices, CSR may have been initially seen as a powerful tool for attracting potential employees. After all, CSR (at its core), is a relationship engagement strategy (Googins, 2005). However, CSR initiatives that extend the line of sight and look beyond organizations' bottom line have the potential to build and sustain the value of an organization's brand and reputation with all of its stakeholders. The real impact of CSR on employees is through their hearts and minds—driving employee engagement through emotions. There is significant positive correlation between CSR and employee engagement and perceived CSR leads employees to exhibit OCB (Tariq, 2015).

CSR initiatives should be aligned with an organization's strategy and brand. Strong associations with organizational core competencies result in a greater likelihood of success and buy-in from all stakeholders. Like any other initiative, it is crucial that support come from the top and be continually visible to employees at all levels in addition to the remaining stakeholders. Opportunities for employees to assist with CSR initiatives should be tied to individual development plans and performance management systems for reinforcing the level of employee engagement (Collection of White Papers, 2012; Gross & Holland, 2011).

Ali et al. (2010) found that there is a significant correlation between organizational commitment to CSR and the desire to turnover. Jung et al. (2010) found that ethical managers make more proactive decisions and enhance the reputation of their organization. Hoffman (2011) found that companies require recognition and social acceptance for long-term viability

(business) with emphasis on the emotional aspects of reputation building. A simple scheme tends to intensify the perception of higher emotional reactions. On the other hand, according to Hoffman (2011), a secondary positive affective reaction is a response to events that may be unanticipated. Inoue and Lee (2012) concluded that CSR could help build and strengthen a company's reputation when consumers perceived the company as an ethical company. Ma (2011) concluded that if companies execute CSR initiatives based on company values, the company has the power to improve employee recruitment, satisfaction, and retention. Employee engagement with the company is one of the factors that can increase employee loyalty and productivity. Thus, CSR could be one of the tools for achieving the goal of improved employee engagement, as Gunawan and Putra (2014) found that CSR activity based on the company's values improved employee commitment.

It is important to understand employee perceptions of CSR because they can significantly influence workplace attitudes, behaviours, and performance (Bargh & Burrows, 1996). CSR has been found to be positively correlated with employee performance (Jones, 2010) and commitment (Maignan et al., 1999). It also boosts the attractiveness to prospective employees (Greening & Turban, 2000), OCBs (Jones, 2010; Lin et al., 2010), engagement (Glavas & Piderit, 2009), identification with the organization (Carmeli et al., 2007), in addition to enhancing creative involvement and employee retention (Glavas & Piderit, 2009). Employees' perceived organizational CSR plays a significant role in promoting positive work attitudes such as job satisfaction. Generally, employees demand for organizational ethics that can help enhance job satisfaction (Koh & Boo, 2001; Vitell & Davis, 1990). Hence, employees who perceive their organization's social awareness and engagement to be high are more likely to possess greater levels of job satisfaction, leading to higher employee retention. CSR activities that involve ethical practices help improve the commitment and engagement of employees. Employee commitment was the area most positively affected by the implementation of ethical policies. Besides, organizational commitment towards CSR can lead to a better reputation that is eventually beneficial in employee recruitment. Employees gain a sense of being valued and respected when they are working in an organization that cares about its consumers, employees, and the general public (Jun & Seng, 2016), and CSR helps increase employee retention in organizations (Aminudin, 2013).

The review of the literature shows that there is significant positive correlation between CSR and employee engagement (Albdour & Altarawneh, 2012). CSR plays an important role in

enhancing employee attitudes and behaviour towards an organization (Alshbiel & Al-Awawdeh, 2011) and employee retention (Briggs & Verma, 2006; Peterson, 2004). Moreover, the meaningfulness of the job, which is an antecedent of employee engagement, is inserted in the organization's external CSR (May et al., 2004). CSR may satisfy employees' desires for pro-social impact both by affording them opportunities to engage in service-oriented activities (Grant, 2012) and by allowing them to affiliate with 'good and ethical' organizations (Davis, 2014; De Roeck & Delobbe, 2012; Turban & Greening, 1997). Previous studies revealed that CSR plays a significant role to enhance employee attitude and behaviour towards the organisation namely organization commitment (ALshbiel & ALAwawdeh, 2011; Ali, et al., 2010; Rettab et al., 2009; Lee et al., 2009; Rego et al., 2009; Branco & Rodrigues, 2006; Lo et al., 2008; Kao et al., 2009; Earl, 2004; Brammer et al., 2007; Maignan et al., 1999), employee loyalty (Branco & Rodrigues, 2006), job satisfaction (Lee et al., 2009; Earl, 2004), organisation attractiveness for potential human resource (Backhaus et al., 2002, Albinger & Freeman, 2000; Greening & Turban, 2000; Turban & Greening, 1997), and employee retention (Briggs & Verma, 2006; Peterson, 2004). Furthermore, an organization's CSR activities can have a positive impact on not only the external beneficiaries of those activities but also the employees working within the organization, in addition to improving OCB (Ong et al., 2018). Given the positive attitude members of organizations have towards CSR, researchers have begun to investigate how CSR affects employee behaviour and performance (Rupp & Mallory, 2015). Organization's CSR initiatives influence employee satisfaction and job retention (Lee, & Chen, 2018). The positive correlation between CSR and OCB is more pronounced among employees high in moral identity. Other studies (Farooq et al., 2017; Jones, 2010; Shen & Benson, 2016) show that CSR increases employee's organizational identification, which has a positive impact on their OCB. There is a positive impact of CSR on OCB (Kumar & Priyadarshini, 2017), and CSR promotes organizational prestige, which in turn increases employees' collective organizational identification, and consequently, enhances their collective OCB at the organizational and individual levels (Wang et al., 2019).

The review of the literature suggested that CSR plays a crucial role in organization branding and employee attraction in the Indian context. It is beneficial not only for society but also for organizations, and enhances an organization's reputation among employees and communities. Moreover, CSR positively influences employee engagement and OCB, increases employee

retention, reduces employee turnover, is a legal requirement, and is necessary for improving organizational effectiveness and enhancing positive workplace behaviour.

Green Human Resource Management and Corporate Social Responsibility

Business could be said to have a direct moral responsibility to the natural world. If animals, plants, or ecosystems have moral standing, then business ethics must address the responsibility of businesses towards such natural objects and the environment. Reducing paper consumption can improve efficiency and reduce costs while also earning an organization a reputation for being environmentally conscious (Waddock & Graves, 1997). There is significant positive correlation between GHRM and CSR (Smedley, 2007). GHRM is necessary for providing environmentally friendly products and procedures, managing corporate environmental programs successfully, and overcoming implementation challenges related to corporate environmental programs (Milliman & Clair, 1996). Wood (1991) found that processes such as environmental assessment and issues management are important for the proactive implementation of CSR. On a similar note, Boatright (1993) suggested that CSR should clearly go beyond purely legal responsibility. Subsequent research concerned the relationship between sustainable development and economic growth in the market economy and the concept of social responsibility in relation to the research and development of new biotechnology. Organizations should also provide platforms for employees to present 'green' ideas, participate and execute related initiatives such as greening the workplace, and encourage CSR (Yusoff et al., 2015).

GHRM allows organizations to establish practices that assist CSR without sacrificing profits, because GHRM initiates environment-friendly HR practices that minimize environmental pollution and maximize profit by reducing cost and wastage (Chowdhury et al., 2017). GHRM practices facilitate an organization as well as its employees by improving the rate of employee retention, enhancing the organization's public image, attracting better employees, improving productivity and sustainable use of resources, reducing practices that cause environmental degradation, reducing utility cost, reducing the environmental impact of organizational activities, and through rebates and tax benefits and increased business opportunities (Bangwal & Tiwari, 2015). Green thinking is a path to collect pace within the HR space (Mehta & Chugan, 2015).

Green HR practices help organizations discover alternative ways to reduce costs without losing their top talent. They ensure more inspired problem solving, increased desirability as an employer, less stressed budgets, and improved employee retention (Kumari, 2012). Another study found that they increase employee morale, reduce labour turnover, attract human talent, build a better company image, improve the external and internal quality of an organization, improve relationships with stakeholders, reduce costs, facilitate growth improvement, and provide competitive advantages (Deshwal, 2015). Companies are becoming competent enough to improve their image, boost employee morale, and drastically reduce costs and GHRM is helping them in achieving those goals (Aggarwal & Sharma, 2015). Workforces today are improving social and environmental awareness by gearing up employers to follow green values and practices in organizations (Nijhawan, 2014).

Green programs facilitate organizations to promote HR and social responsibility among workers (Mehta & Chugan, 2015). For improving organizations' environmental performance, the people factor is one of the major factors (Arulrajah et al., 2015). HRM plays an important role in promoting and enhancing corporate social responsibility, as it contributes to the development of coordination between economic and social goals and to the performance of an organization (Buciuniene & Kazlauskaite, 2012). CSR policy emerges from the corporate vision, mission, and objectives. Corporations do not operate in a vacuum; they are a part of society and the environment and are responsible to different stakeholders. Businesses need to take responsibility for the impact of their activities on the environment (Shaikh, 2012). The rising demand for CSR has led to the application of GHRM tools. Most organizations have modified their HR practices to encourage a green environment with minimal environmental pollution and degradation (Cheema & Javed, 2017).

The review of the literature on GHRM practices and CSR indicated that GHRM practices and CSR go hand in hand within organizations and positively influence workplace behaviour. As one of the components of CSR (environmental component), GHRM practices play an important role; there is significant positive correlation between GHRM practices and CSR, and they have a positive influence on employee engagement, OCB, and employee retention.

Employee Engagement, Organizational Citizenship Behaviour, and Employee Retention:

There are three psychological conditions related to engagement or disengagement at work: meaningfulness, safety, and availability. A study by Kahn (1990) found that workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety, and when they were more psychologically available. Employee engagement is a positive attitude held by employees towards an organization and its value; it focuses on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to the role assigned at the workplace. An engaged individual is one who approaches the task associated with a job with a sense of self-investment, energy, and passion, which should convert into higher levels of in-role and extra-role performance. Engaged employees are more vigilant and more focused on their work or tasks, and thus, engagement is positively associated with task performance (Kahn, 1990). Kim, Han & Park (2019) stated that employee engagement is help to reduce the occurrence of turnover intention in employees in addition to work performance results.

Employee engagement is a construct that captures the variation across individuals and the amount of energy and dedication they contribute to their job and organization (Kahn, 1990). It has been defined in many different ways and the definitions and measures often overlap with other better known and established constructs such as organizational commitment and OCB; however, they are different. Employee engagement is related to organizational commitment, but the two have important differences (Robert & Davenport, 2002). Employees who are highly disengaged in their organization withhold their physical, cognitive, and emotional energies, and this is reflected in task activity that is at best, robotic, passive, and detached (Kahn, 1990).

Employee engagement is a direct predictor of the financial performance and success of organizations (Baumruk, 2004; Harter et al., 2002; Richman, 2006). It is currently exhibiting a decreasing trend because organizations and workers both tend to be more materialistic (Bates, 2004; Richman, 2006). Furthermore, there is a considerable engagement gap at workplaces (Bates, 2004; Johnson, 2004). Employee engagement may lead to OCB as it emphasizes on employee involvement and commitment, which lie outside the given parameters of any organization. Rukhum (2010) found a positive relationship between employee engagement and OCB. The dimensions of OCB are in fact characteristic of employee engagement; however, the OCB dimension most strongly related with employee

engagement is 'taking initiatives individually', which refers to going an extra mile (Dicke, 2010).

According to Saks (2006), OCB deviates from employee engagement in that OCB involves voluntary behaviours that are beyond job requirements whereas employee engagement is a formal role that employees perform in organizations. It is, in fact, not a dimension of employees' job description going for extra-role behaviour. Going an extra mile is a general description of employee engagement that represents a voluntary behaviour (Dicke, 2010), which is contrary to Saks' (2006) statement that it is one's formal role performance.

Employee engagement refers to the extent to which people enjoy and believe in what they do and feel appreciated by doing it, and it has been examined as a potential predictor of OCB (Rich et al., 2010). One explanation for why employee engagement is related to OCB is based on social exchange theory and the principle of reciprocity. Employees may perform OCB because it includes an emotional element (Bennett & Robinson, 2000). Research using a different resource of engagement (involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction, loyalty, safety, and to a lesser degree, productivity and profitability criteria (Harter et al., 2002). This is consistent with models suggesting that extra-role behaviour is the direct consequence of employee emotion (Miles et al., 2002). The social-exchange-theory and emotion-based explanations may be related, because the desire to reciprocate and positive emotion are both the result of favourable treatment from the organization (Rhoades & Eisenberger, 2002). Individuals who are high in employee engagement have a tendency to engage in constructive and responsible behaviour at work (i.e. OCB). Employee engagement involves the basic dimensions of intrinsic motivation, which ensures goal-oriented behaviour. High levels of engagement increase proactive work behaviours in the sense of personal initiatives (Salanova & Schaufeli, 2008). Employees, when engaged in their organization, are more likely to create a social context that is conducive to teamwork, helping, communication, and other discretionary behaviours that can increase organizational effectiveness (Podsakoff, Whitting, Podsakoff, & Blume, 2004). Engagement should be positively correlated to OCB because employees who are engaged in their job should not only fulfil their formal role requirements but also make additional efforts to perform other activities that extend beyond their formal role requirements. Engaged employees work with passion and are more committed to their organization.

Employee engagement focuses on the work performed at a job and represents the enthusiasm to dedicate physical, cognitive, and emotional resources to one's work. An engaged individual is one who approaches the tasks correlated with a job with a sense of self-investment, energy, and passion, which should translate into higher levels of in-role and extra-role performance (Christian et al., 2011). When individuals invest energy into their work roles, they should have higher contextual performance. Employee engagement is one of the indicators of an employee's willingness to expend discretionary effort towards helping their employer, and is predominantly associated with extra-role behaviour. Engaged employees are likely to perform extra-role behaviours perhaps because they are able to accomplish goals and perform their tasks efficiently, thereby enabling them to pursue activities that are not part of their job descriptions. Employee engagement manifests as a positive attitude held by the employee towards their organization and its values; thus, it can improve OCB. My research provides one answer in that employees who exhibited higher levels of engagement were found to contribute to their organizations with higher levels of individual OCB and lower levels of counterproductive work behaviour (CWB). Employee engagement is related positively to OCB and negatively to CWB (Ariani, 2013). The dimensions of OCB are characteristic of employee engagement; however, the OCB dimension most strongly correlated with employee engagement is taking initiatives individually, which refers to going an extra mile (Dicke, 2010). According to Saks (2006) OCB deviates from employee engagement because it involves voluntary behaviours that are beyond one's job requirements, whereas employee engagement is a formal role. Dicke (2010) found that going an extra mile is a general description of employee engagement, which represents a voluntary behaviour. Several studies indicate that there is a significant positive relation between OCB and employee engagement (Ahmed et al., 2012; Islam et al., 2012; George & Joseph, 2015; Sri & Deepa, 2017; Thayer, 2008; Thomas, 2011, 2013). Moreover, previous research suggests a positive relationship between employee engagement and OCB (Rukhum, 2010) as well as correlation among employee engagement, OCB, and counterproductive work (Ariani, 2013; Detnakarin & Rurkkhum, 2016). Engaged employees exhibit discretionary behaviours that improve their organization and fulfil their role more effectively (Bakker et al., 2004). Highly engaged employees are not only expected to deliver superior performance but also to engage in behaviour that goes beyond their job requirements; they are more likely to engage in OCB (Dash & Pradhan, 2014).

Employees with altruistic behaviours help each other in the organization, which leads to healthy interpersonal relationships among employees. This results in a healthy work environment and positive work climate. Employees with this type of working environment rarely wish to leave the organization. Sportsmanship and courtesy also create a positive working environment where employees rarely complain about the inconveniences that they face as well as reduce work-related conflicts among employees. Such extra-role behaviours among employees make the workplace more desirable and enhance employee retention (Dash & Pradhan, 2014). There is a significant positive correlation between employee engagement and OCB (Ariani, 2013). Employee engagement has been examined as a potential predictor in several OCB studies (Rich et al., 2010), and previous research indicates a significant positive correlation among employee engagement, mentoring, and employee retention, with OCB playing a moderating role (Farooq, 2015; Paillé, 2012). Paille' and Grima (2011) revealed that there is a negative relationship between civic virtue and intention to leave the organization. There is positive correlation between employee engagement and performance (Ngwenya, & Pelsner, 2020; Adrianto & Riyanto, 2020; Wang & Chen, 2019).

Thus, the review of the literature shows that employee engagement enhances OCB. Employees who have higher engagement engage more in OCB compared to employees who have lower engagement. Employee engagement facilitates employee retention in organizations, and OCB enhances employee retention and reduces employee turnover.

Human-Resource-Related Factors Affecting Green Management Initiatives

The effectiveness and success of any management innovation and strategic tools depend on the availability and ability of strategically employed human resources (Boselie et al., 2001; Paauwe & Boselie, 2003). HRM is defined as a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) industrial human resources (Lado & Wilson, 1994). Organizations generally categorize HR practices into systems that are consistent with their culture and business strategy (Boselie et al., 2001). Many researchers agree that HRM is the most effective tool for contributing to the formation of human capital, which in turn affects organizational performance and offers a competitive advantage (Boselie et al., 2001; Paauwe & Boselie, 2003). Currently, many corporations are implementing a proactive, strategic tool known as

Environmental Management Systems (EMS) to gain competitive benefits (Daily & Huang, 2001). GHRM practices provide a structure that allows management the ability to better control the firm's environmental impacts (Barnes, 1996; Florida & Davison, 2001). An EMS includes commitment and policy, planning, implementation, measurement and evaluation, and review and upgrading (Hersey, 1998). Callenbach et al. (1993) argued that in order to implement green management successfully, employees must be inspired, empowered, and environmentally aware of greening. Previous research has found that effectively implementing green management initiatives promotes environmental innovations, and for this, corporations require a high level of technical and management skills (Callenbach et al., 1993; Renwick et al., 2008). Therefore, based on the review of the literature, it can be concluded that effectively implementing green management initiatives through the implementation of EMS requires the strategic implementation of HR systems that fit with the organization's culture and long-term goals.

Corporate Environment Citizenship and Green Intellectual Capital

Several previous studies concluded that intellectual capital (IC) has a positive influence on the competitive advantage of firms (Chen, 2008). IC is the total stock of all the intangible assets, knowledge, and capabilities of a firm that can create value or competitive advantages. However, no research has examined whether IC in environmental management has a positive effect on the competitive advantage of an organization (Chen, 2008). The classification of IC adopted by Bontis (1999) and Chen (2008) classifies green IC into green human capital, green structural capital, and green relational capital. Corporate environmental behaviour has been studied as an attempt to explain the heterogeneity of organizational responses to environment-related institutional pressures (Sharma, 2000). Research concerning this specific issue has generally recognized that companies are subject to strong institutional pressure in the form of normative societal prospects, coercive regulations, tight public policies, and scrutiny from the media and non-governmental organizations (Ozen & Kusku, 2008). The environmental strategies of organizations in developing countries vary from opportunistic conformity to voluntaries (Ozen & Kusku, 2008). CEC has been defined as all of the precautions and policies that corporations need to apply in order to reduce their environmental footprint (Kusku, 2007). The review of the literature shows that CEC and

green intellectual capital are ineffective GHRM methods and form the environmental component of CSR.

Demographic Variables (Gender, Age, Sector, Years of Experience, and Education), Green Human Resource Management, Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour, and Employee Retention

Younger employees view organizational assignments differently than do older employees (Wagner & Rush, 2000). Gender is an important element that is closely correlated with OCB. Research has found that demographic factors have a significant effect on OCB (Khan et al., 2015). Walsh and Bartikowski (2013) found that organizational leaders need to acknowledge situational factors, such as employee demographics that affect turnover intention within the organization. Lambert et al. (2012) noted that demographic factors (length of tenure, age, and income) are potential turnover antecedents. Furthermore, job embeddedness theory suggests a relation between demographic factors and employee retention (Mitchell et al., 2001). Employees are more embedded when they sense that demographic factors are favourable and that they are getting fair outcomes. Consequently, embedded employees are more likely to have positive job outcomes, such as retention and performance (Bibi et al., 2016). Factors such as employee life cycle, education and training, employee empowerment, and manager involvement all significantly influence the in-role and extra-role green behaviour of employees positively, while rewards only significantly predict extra-role behaviours (Zhang et al., 2019).

A literature review of demographic predictors (age, gender, tenure, education, and income levels) by Agyeman and Ponnaihi (2014) showed a stable association with retention and turnover intentions. Moreover, Emiroglue et al. (2015) found a relationship between demographic factors (e.g. age, gender, marital status, and education) and turnover factors. One study found that employee age had a direct effect on turnover intention, employee perceptions of satisfaction, and employee commitment (Lambert et al., 2012). Rani and Samuel (2016) suggested that managing the dynamics of a multigenerational workforce is a crucial challenge for managers today. Okun et al. (2016) noted that employees aged 35 to 55 have different perspectives on their jobs compared to younger and older workers, and Gibson

and Sodeman (2014) similarly found that employees between 35 and 55 were relatively stable, focused, and loyal to their organizations. Okun et al. (2016) also found that younger employees (35 years and under) were more likely to move to new jobs compared to employees aged 35 to 55. Ouimet and Zarutskie (2014) found a higher employee turnover among younger employees compared to older employees. Rani and Samuel (2016) noted a significant difference between the working styles of employees from Generation Y and those from older generations. Menefee and Murphy (2004) noted that the major reason for young employees having low engagement level is dissatisfaction with management and remunerations, inadequate opportunity for career-related skills advancement, dissatisfaction with remuneration, poor work environment and conflicting and poor relationships with their manager or co-workers (Szamosi, 2006). Demographic variables have a significant effect on employee engagement as the personal profile of an employee plays an important role in deciding the level of engagement (Sharma and Gangwani, 2015, Latha and Deepa, 2017, Sridhar, 2014, Sharma, Bajpai and Holani, 2011).

Gender is a determiner of turnover intentions (Hayes, 2015) and there are dissimilarities in the notions of organizational equity, work fulfilment, organizational responsibility, and turnover aim amongst male and female employees (Jepsen & Rodwell, 2013). The latter finding indicates that gender differences affect turnover expectation in organizations. Similarly, the most significant aspect that affected turnover was the relationship between male employees with female supervisors (Grissom et al., 2012). Likewise, Agyeman and Ponnaiah (2014) examined the factors that affect employee retention in micro, small, and medium enterprises (MSMEs). Schaufeli et al. (2006) established a weak but vague relationship between work engagement and gender. Previous studies have also noted that men are socialized to promote themselves whereas women are socialized to be modest in this regard (Farrell & Finkelstein, 2007). However, one study found no gender differences in employee engagement in service industries in Yogyakarta, Indonesia. Farrekk and Finkelstein (2007) found that the mean OCB score of male employees' OCB was higher than that of female employees and gender effects on OCB (Allen & Jang, 2018). In the present study, there are significant differences in the mean scores of OCB and CWB among male and female employees. Chiaburu, Harris, and Smith (2014) emphasised on expectations concerning sportsmanship citizenship behaviours and found that there is no gender difference in sportsmanship citizenship behaviours.

Previous research shows that, after improving their higher education status, employees were inclined to seek employment with other organizations (Wren et al., 2014). Similarly, Islam et al. (2013) and Nadiri and Tanova (2010) found that turnover intentions were more likely in individuals with higher levels of education; employees with high tenure generally had lower turnover intentions—worker's length of tenure has been found to be a moderating variable between employee intention and turnover goals (Avery et al., 2011). Research among military personnel shows that for single officers without children, 58 percent of men and 53 percent of women said they intended to remain in uniform (Crawly, 2005; Govindaraju, 2018); furthermore, compared to unmarried employees, married employees have higher intention to leave due to family commitments. Luekens et al. (2004) suggests that retained employees are more likely to be men than women and Ingersoll (2001) found that male employees were slightly more likely than were female employees to stay on in the organization.

In summary, the review of the literature indicates that CSR practices are engaged in more in large manufacturing enterprises (Buhovac, 2014; Ioannou & Serafeim, 2015; Jamali, 2008; Jušćius & Snieška 2015; Rahman & Post, 2012); yet, there is little proof from the service sector (Kang et al., 2010; Lee & Heo, 2009) and even less in restaurant and hotel businesses (Chou et al., 2012; Perramon et al., 2014). One of the most prominent findings is that all demographic variables, namely age, experience, and level of education, have a statistically significant influence on CSR behaviour (Kukanja et al., 2016). Arlow (1991) conducted a study examining personal characteristics in college students' evaluations of business ethics and CSR and concluded that women are more ethical and socially responsible than are men. Nath et al. (2012) found that compared to male retail investors, female retail investors have a greater interest in the utilization of CSR information. Women have higher levels of internalized moral identity than do their male counterparts (Hatch & Stephen, 2015). Previous research by Aquino and Bommer (2003) and Farh et al. (1997) showed no gender differences across self-reports of any of the facets of OCB. Yadav (2016) tested the engagement of academic staff in India and concluded that no relationship exists between engagement and gender; similar results have been reported by other studies. There is no significant association between employee engagement and gender (Reissová et al., 2017) and while HRM practices had a positive effect on employees' job satisfaction, individual characteristics such as age,

gender, sector, and education had no significant effect (Steijn, 2004). Latan (2018) concluded that employees reported there is no significant difference in term of GHRM practices across demographic variables such as hotel type, age and marital status.

Previous research concludes that demographic variables (gender, age, sectors years of experience, and education) have a significant influence on GHRM practices, CSR, employee engagement, OCB, and employee retention; however, there are studies with contrary results. Thus, there is no clear-cut evidence regarding the influence of demographic variables (gender, age, sector, years of experience, and education) on the organizational variables in question.

1.8 Rationale of Research:

In the current scenario, GHRM is required because of the excess consumption of natural resources as raw material by industries and other commercial organizations and the tremendous pressure on Earth's natural resources. Nowadays, GHRM is a globally popular concept because it can improve employee engagement and the quality of hired talent with fewer recruitment tools. Consumers are willing to spend more on a product that is healthier, safer, or more beneficial for the environment, regardless of the state of the economy. By going green, companies may receive significantly higher profits than they were before adopting green practices. GHRM can help employers and manufacturers with regard to image and brand building, strict implementation of the ISO 14000 standards, and environmental audits, thereby changing the organizational culture and waste management practices, reducing pollution, and helping society. It can also make employees and society members aware of utilizing natural resources more economically and encourage the adoption of eco-friendly products (Shaikh, 2010). It is fact that there is a need for a proactive approach to environmental management across the world (Gonzalez-Benito, 2006). In the Indian context, few studies have explored the influence of perceived GHRM practices and perceived CSR on organizational behaviour. Accordingly, the emerging research question is whether there is any influence of perceived GHRM practices on OCB, employee engagement, and employee retention in the Indian context.

CSR refers to the responsibility of enterprises for their impact on society and the environment. Enterprises should have in place a process to integrate social, environmental, and ethical human rights and consumer concerns regarding their business operations and core strategy in close collaboration with the necessary stakeholders. The Government of India implemented The Companies (Corporate Social Responsibility) Act in 2014, according

to which, CSR is compulsory for every company in India having a net worth of Rs. 500 crore or more, a turnover of Rs. 1000 crore or more, or a net profit of Rs. 5 crore or more during any financial year from 1 April, 2014 onwards. There is a positive influence of perceived CSR on employee behaviour because CSR help organizations increase employee engagement and attracts talent who share their set of values. Additionally, CSR can help with the marketing of products and sales. Many employees are pleased to work for an organization that is keen to be involved in CSR activities; this often helps in the retention of talent. Employees can feel motivated by working for good causes and helping with community activities, with the result that their morale improves, and consequently, their performance as well. In some CSR activities, employees from different departments and levels learn to work together, which improves workplace collaboration. Reputation management is now recognized as being an important element of business management, and CSR involvement is often an important way of managing reputational risk. It is important for organizations to look for new customers as well as retain their current customers. Thus, the present research intends to examine whether perceived CSR influences OCB, employee engagement, and employee retention in the Indian context after the implementation of The Companies (Corporate Social Responsibility) Act, 2014.

It is important for managers to cultivate employee engagement, given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation. Meaningless work is often associated with apathy and detachment from one's works. In such conditions, individuals are thought to be estranged from their selves. The review of the literature suggested that employee engagement is influenced by HRM practices and perceived CSR. The research question, therefore, is whether employee engagement is influenced by perceived HRM practices and perceived CSR in India.

OCB has been shown to have a positive impact on employee performance and well-being, and this in turn has noticeable flow-on effects in the organization. The review suggested that OCB is positively influenced by HRM practices and perceived CSR; however, there are very few studies regarding this in the Indian context. Employee retention is an important aspect in order for organizations to survive in competitive environments and it helps retain talent. Talented and skilled employees enhance organizational effectiveness and increase the quality of an organization's products and services. The review of the literature suggested that there is a positive influence of HRM practices and perceived CSR on employee retention. The current

research explores whether employee retention is significantly predicted by HRM practices and perceived CSR.

This research examines the influence of GHRM practices and perceived CSR on workplace behaviour (OCB, employee engagement, and employee retention). GHRM helps and increases employee engagement, employee motivation, and positive attitudes toward the organization (Margaretha & Saragih, 2013). Green HRM practices are essential concept and need more research in developing country (Ramasamy, Inore and Sauna, 2017). Green HRM and proactive environmental approaches which are not well developed and implied in developing countries and Sustainability and environmental affairs are becoming the most significant drive of green HRM practices, but there is a limited resource in literature and academic work (Rawashdeh, 2018). CSR is an emerging and increasingly important driver of employee engagement; it has a positive influence on employee behaviour, provides opportunities to increase proximity and coordination among the employees of an organization, and strengthens employee identification with the company. The academic literature consistently identifies an attitudinal as well as a performance dimension with regard to the influence of CSR on OCB, employee engagement, and employee retention.

This research also explores whether employee gender influences GHRM practices and perceived CSR, OCB, employee engagement, and employee retention. The review of the literature suggested that the influence of gender on the studied variables is ambiguous and there are many contradictory findings. There is a gap in the research with regard to the influence of gender on the above-mentioned organizational variables, which the current research tries to fill. Additionally, this research explores whether organizational sector influences the above-mentioned organizational variables. Despite previous research on the positive effects of GHRM and CSR in organizations, few studies have compared the manufacturing and service sectors in terms of their GHRM practices and influence of CSR on employee behaviour. Environmental issues are some of the most complex and important managerial challenges of the twenty-first century and Organizations are responsible for the environmental degradation and pollution (Alshuwaikhat & Abubakar, 2008; Haden, Oyler & Humphreys, 2009; Rugman and Verbeke 1998). Because 60 percent of India's business depends on the service and manufacturing sectors, which respectively contributed to 54.40 and 29.3 percent of Indian GDP in 2018-19 (Sector-wise contribution of GDP of India, 2019), it is important to understand GHRM and CSR practices in both sectors and how it affects employee perception

and behaviour. The review of the literature was not clear regarding the effect of employees' age, education, and years of experience on the studied variables, because only a few studies have examined them. The current research also studies the influence of employees' age, education, and years of experience on GHRM practices and perceived CSR, OCB, employee engagement, and employee retention.

1.9 Operational Definitions of Variables:

There are following operational definition of variables;

Green Human Resource Management practices:

The term 'Green HR' is often used to refer to the contribution of HR policies and practices towards the broader corporate environmental agenda of protection and preservation of natural resources. Green HRM, two essential elements have to be considered in GHRM: environmentally friendly HR practices and the preservation of knowledge capital related environmental sustainability.

Perceived Corporate Social Responsibility:

How employee perceived his organizational CSR practices or activities is called Perceived Corporate Social Responsibility. CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a legal and voluntary basis. Corporate Social Responsibility means operating a business in a socially responsible manner.

Workplace Behaviour:

Work behaviour is the behaviour one uses in employment and is normally more formal than other types of human behaviour. This varies from profession to profession, as some are far more casual than others. All companies specify what acceptable behaviour is, and what is not, when hiring an employee. In the current research workplace behaviour included Organisational citizenship behaviour, employee engagement and employee retention.

Organizational Citizenship Behaviour:

Organisational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits

the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job.

Employee Engagement:

Employee Engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work.

Employee Retention:

Employee Retention is a degree to which want to remain with current organization. It is a desire of employee to stay within organization.

1.10 Objectives of the Research

There are following objectives of the study;

1. To study whether Green Human Resource Management practices will significantly predict Workplace behaviour of employees (Organizational Citizenship Behaviour, Employee Engagement and Employee Retention).
2. To study whether perceived Corporate Social Responsibility will significantly predict Workplace behaviour of employees (Organizational Citizenship Behaviour, Employee Engagement and Employee Retention).
3. To study whether there is a significant effect of employee's gender on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.
4. To study whether there is a significant effect of employee's age on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.
5. To study whether there is a significant effect of organizational sector on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.

6. To study whether there is a significant effect of years of work experience on Green Human Resource Management Practices, Perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.
7. To study whether there is a significant effect of employee's education on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.

1.11 Hypotheses of the Research:

There are following hypotheses of research based on the above objectives;

- H1- Green Human Resource Management practices will significantly predict and affect Employee Engagement.
- H2- Green Human Resource Management practices will significantly predict and affect Organizational Citizenship Behaviour.
- H3- Green Human Resource Management practices will significantly predict and affect Employee Retention.
- H4- Perceived Corporate Social Responsibility will significantly predict and affect Employee Engagement.
- H5- Perceived Corporate Social Responsibility will significantly predict and affect Organizational Citizenship Behaviour.
- H6- Perceived Corporate Social Responsibility will significantly predict and affect Employee Retention.
- H7 There will be no significant difference between male employees and female employee in term of
 - H7.A - Green Human Resource Management practices.
 - H7.B- Perceived Corporate Social Responsibility.
 - H7.C- Employee Engagement.
 - H7.D- Organizational Citizenship Behaviour.
 - H7.E- Employee Retention.

H8 There will be no significant differences among employees having age, for example; with 18 year to 30 years, with 31 years to 40 years and more than 41 years of age in term of.....

H8.A - Green Human Resource Management practices.

H8.B- Perceived Corporate Social Responsibility.

H8.C- Employee Engagement.

H8.D- Organizational Citizenship Behaviour.

H8.E- Employee Retention.

H9 - There will be no significant differences between employee of manufacturing sector and employee of service sector in term of

H9.A - Green Human Resource Management practices.

H9.B- Perceived Corporate Social Responsibility.

H9.C- Employee Engagement.

H9.D- Organizational Citizenship Behaviour.

H9.E- Employee Retention.

H10- There will be no significant differences among employees having different experiences, for example; with 2 year to 5 years experience, with 6 years and more years of experience in term of

H10.A - Green Human Resource Management practices.

H10.B- Perceived Corporate Social Responsibility.

H10.C- Employee Engagement.

H10.D- Organizational Citizenship Behaviour.

H10.E- Employee Retention.

H11 - There will be no significant differences among employees having different education, for example; employee having Diploma/ITI and below and employee having graduation and above the graduation in term of

H11.A - Green Human Resource Management practices.

H11.B- Perceived Corporate Social Responsibility.

H11.C- Employee Engagement.

H11.D- Organizational Citizenship Behaviour.

H11.E- Employee Retention.

H12 - There will be no significant interaction effect of gender and age on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.

H13- There will be no significant interaction effect of gender and sector on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.

H14 - There will be no significant interaction effect of employee's age and sector on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.

H15 - There will be no significant interaction effect of employee's education and sector on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour and Employee Retention.

1.12 Conceptual Model of the research

The review of the literature shows that Green HRM practices have a positive influence on organization and organization performances (Shafaei, Nejati, and Mohd Yusoff, 2020; Benevene and Buonomo, 2020). Perceived CSR enhances employees' identity with their organization and positive influence on employee's behaviour (Story, & Castanheira, 2019; Olaniyan, Efuntade, and Efuntade, 2021). Green HRM practices have a significant positive influence on Perceived CSR within the organization that leads to positive organization behaviours (Ouimet, & Simintzi 2018). Organizations are becoming competent enough to improve their image, boost employee morale, and drastically reduce expenses and GHRM practices are helping the organization in achieving those goals (Aggarwal & Sharma, 2015; Lee, & Chen, 2018). The research included employee engagement, organization citizenship behaviour, and employee retention as Workplace behaviours.

Figure 1.6 Conceptual Model of the research

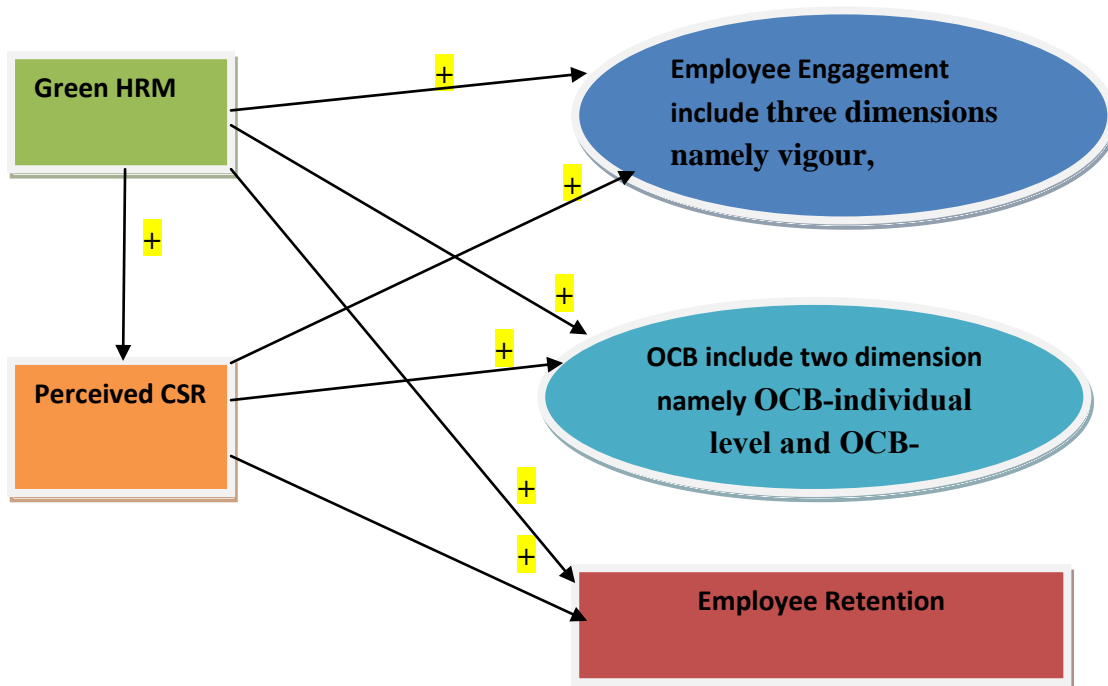


Figure 1.6 shows the conceptual model of the research and proposes that Green HRM practices will significantly positively predict workplace behaviours namely employees engagement, organization citizenship behaviour, and employee retention. Green HRM practices will significantly positively predict perceived CSR. The conceptual model of the research proposes that Perceived CSR will significant positive influence on workplace behaviours namely employee engagement, organization citizenship behaviour, and employee retention. Employee engagement has three dimensions namely vigour, dedication and absorption will significantly positively contribute to employee engagement. Organization citizenship behaviour has two dimensions namely organization citizenship behaviour-organization-level and organization citizenship behaviour- individual level, which will significantly positively contribute to organizational citizenship behaviour. The conceptual model of the research will be tested by structural equation modelling (SEM).