

CHAPTER IV

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The objectives of the research are to study whether green human resource management practices and perceived corporate social responsibility significantly predict employee engagement, organization citizenship behaviour, and employee retention and effect of employees' demographic variables (gender, age, education, experience, and organization

sector) on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Factorial design was used for the research and total of 405 managers, supervisors, executives, and employees from manufacturing- and service-sector organizations in Gujarat were included in the sample. The Green Human Resource Management Practices Scale was developed based on the parameters of GHRM practices and standardized scales from previous research were used for measuring perceived CSR, employee engagement, OCB, and employee retention. The data were analyzed using Pearson product-moment correlation, regression, t-tests, two-way ANOVA, structural equation modelling (SEM), and intensity indices.

Green human resource management practices as a predictor of workplace behaviour

The first hypothesis assumed that GHRM practices would significantly predict and affect employee engagement. Table 3.1 shows that there is a significant positive correlation between GHRM practices and employee engagement. Employees who perceived better GHRM practices in their organization had higher work engagement. Table 3.2 shows that GHRM practices positively and significantly predicted all the dimensions of work engagement (vigour, dedication, and absorption). This indicates that GHRM practices enhanced work engagement among employees. Figure 3.1 shows that GHRM practices significantly affected employee engagement and Table 3.5 indicates that GHRM practices affected employee engagement significantly and positively. Therefore, the hypothesis that GHRM practices significantly predict and affect employee engagement was supported, which is in line with the findings of previous research. In addition to enhancing employee engagement (Daily & Huang, 2001), Green HRM positively influences employees' job satisfaction (Shafaei, Nejati and Mohd Yusoff, 2020), GHRM can have psychological benefits such as improved employee morale, stronger public image, increased employee loyalty, and increased employee retention, which can differ according to organization size (Jafri, 2012). Vij et al. (2013) found that GHRM policies and practices help safeguard and enhance employees' health and well-being. Therefore, that GHRM practices hence employee engagement. It is found that green HRM can enhance corporate and organization image and brand (Uddin & Islam, 2015). In addition, GHRM helps increase employee engagement and

motivation (Ari, Karatepe, Rezapouraghdam and Avci, 2020; CIPD, 2007; Denton, 1999), increasing positive environmental effects (Arulrajah et al., 2016).

The second hypothesis posited that GHRM practices would significantly predict and affect OCB. Table 3.1 shows that there was a significant positive correlation between GHRM practices and OCB. Employees who perceived better GHRM practices in their organization exhibited higher OCB. Table 3.2 shows that GHRM practices positively and significantly predicted both dimensions of OCB: OCB-O (behaviour directed towards enhancing organizational effectiveness) and OCB-I (behaviour directed towards individuals in the organization). GHRM practices enhanced OCB among employees. Figure 3.1 shows that GHRM practices significantly affected OCB. Further, Table 3.5 indicates that GHRM practices significantly and positively affected OCB. Hence, the hypothesis that GHRM practices significantly predict and affect OCB was supported, which is in line with the review of the literature. GHRM significantly and positively enhanced OCB (Dumont et al., 2016; Renwick, 2008), and there is a significant relationship between GHRM practices and OCB towards the environment (Silvester et al., 2019). Furthermore, GHRM practices help increase employee motivation and motivate employees to engage in OCB (CIPD, 2007; Denton, 1999).

The third hypothesis posited that GHRM practices would significantly predict and affect employee retention. Table 3.1 shows that there was a significant positive correlation between GHRM practices and employee retention. Employees who perceived better GHRM practices in their organization were more willing to remain in their organization. Table 3.2 shows that GHRM practices positively and significantly predicted employee retention. Therefore, GHRM practices enhanced employee retention. Figure 3.1 shows that GHRM practices significantly affected employee retention. Table 3.5 indicates that GHRM practices significantly and positively affected employee retention. Therefore, the hypothesis that GHRM practices significantly predict employee retention was supported. Table 3.16 indicates that the majority of the employees agreed that GHRM practices attract exist potential talent and retain existing talent in the organization. A previous studies (Peerzadah et al., 2018) supports the current result: GHRM practices improved employee performance and retention, which help the organization. Mwita (2020) conducted a review and concluded that organizations that are willing and able to practice GHRM to attract more internal and external shareholders. GHRM practices maintain and attract the human resources of an organization

(Renwick et al., 2013), and furthermore, fair and equitable GHRM practices help organizations achieve higher engagement, commitment, morale, quality of work-life, and retention through (Hosain & Rahman, 2016) and Environmental consciousness among employees improves employee retention (Kumari, 2012). HR is involved in engaging the employees in implementing the green HR practices. Previous studies found that it enhanced the morale and sense of loyalty among employees with regard to the organization's sustainability, which in turn improved employee retention (Das & Singh, 2016; Bangwal & Tiwari, 2017).

According to social identity theory, GHRM practices increase the social image of an organization where employees perceive themselves to belong and help employees become motivated and perform positive organizational behaviours, namely employee engagement, OCB, and employee retention (Tajfel, 1974). GHRM practices enhance employees' positive attitudes and behaviour (Hewstone & Jaspars, 1984). When an organization transforms the regular employee into the green employee by providing them green training that promotes the morale and the attitude of the employees toward the profit of the individual, society, organization, and environmental sustainability (Sharma & Gupta, 2009). Green HRM is help organization to boost up their image, gear up employee morale and reduce expenses across all sectors (Aggarwal & Sharma, 2015). These results are in congruence with the results of previous studies carried out in other countries. GHRM practices result in increased efficiency, sustainable use of resources, less wastage, improved job-related attitudes, improved work/private life, lower costs, and improved employee performance and retention, which help organizations reduce employee carbon footprints (Bangwal & Tiwari, 2015) and results in increased employee morale, loyalty, positive behaviour (Deshwal, 2015) and job satisfaction (Shafaei, Nejati and Mohd Yusoff, 2020). The present research found that green human resource management help to enhance positive behaviour outcome namely employee engagement, organization citizenship behaviour and employee retention.

.Perceived corporate social responsibility as a predictor of workplace behaviour

The fourth hypothesis posited that perceived CSR would significantly predict and affect employee engagement. Table 3.1 shows that there was a significant positive correlation between perceived CSR and employee engagement. Employees who perceived higher CSR in

the organization had higher work engagement. Table 3.3 shows that perceived CSR positively and significantly predicted all the dimensions of employee engagement, namely vigour, dedication, and absorption. Thus, perceived CSR enhanced employee engagement among the participants. Figure 3.1 shows that perceived CSR significantly affected employee engagement and Table 3.5 indicates that perceived CSR significantly and positively affected employee engagement. Hence, the hypothesis that perceived CSR significantly predicts and affects employee engagement was supported. The review of the literature indicated similar results: CSR perceptions affected outcomes such as performance, turnover, and well-being (Gross & Holland, 2007) and organizational identity (Aguinis and Glavas (2019). An employee may feel emotionally involved with their organizational membership and experience organizational success or failure as part of their own achievements (Lindgreen & Swaen, 2010). CSR practices have been found to significantly and positively influence employee engagement (Foster & Jonker, 2005) and are associated with the use of engagement strategies (Googins, 2005); furthermore, employees who perceived higher CSR had higher engagement with their organization (Gunawan & Putra, 2014; Hewitt Associates, 2009; Tariq, 2015). Previous studies found that Internal CSR enhances employee involvement, engagement, and identification in an organization (Adu-Gyamfi et al., 2021; Qudsia, Ali, Sajjad, Ilyas, 2016).

The fifth hypothesis posited that perceived CSR practices would significantly predict and affect OCB. Table 1 shows that there was a significant positive correlation between perceived CSR and OCB. Employees who perceived higher CSR in the organization exhibited more OCB. Table 3.3 shows that perceived CSR positively and significantly predicted all of the dimensions of OCB, that is, OCB-O and OCB-I. Perceived CSR enhanced OCB among employees. Figure 3.1 shows that perceived CSR significantly affected OCB, and Table 3.5 indicates that perceived CSR significantly and positively affected OCB. Therefore, the hypothesis that perceived CSR significantly predicts and affects OCB was supported. The review of the literature supported the current finding. Abdullah and Rashid (2012) concluded that CSR for employees, the environment, and customers had the strongest relationships with OCB. Paruzel, Klug and Maier (2021) and Turker (2009) found that new dimensions of CSR (CSR for governments, employees, society, environmental protection, and customers) were positively correlated with OCB. An important assumption in the OCB literature is that OCB on the collective level serves to provide additional critical resources for an organization,

thereby improving the effectiveness of the organization as a whole (Organ, 2018). Previous research has explained the positive effect of CSR on employees' OCB; all those studies were conducted at the individual level (Hansen et al., 2011; Lin et al., 2010; Ong et al., 2018). Swanson and Niehoff (2001) found that CSR can positively affect OCB and the positive correlation between CSR and OCB is more pronounced among employees high in moral identity. CSR increases employees' organizational identification, which in turn has a positive impact on their OCB (Farooq et al., 2017; Jones, 2010; Shen & Benson, 2016), and it has a positive impact on OCB as well (Kumar & Priyadarshini, 2017). One study found that CSR increased organizational prestige and employees' collective organizational identification, which consequently enhanced their collective OCB (Olaniyan, Efuntade, and Efuntade, 2021; Wang et al., 2019).

The sixth hypothesis posited that perceived CSR would significantly predict and affect employee retention. Table 1 shows that there was a significant positive correlation between perceived CSR practices and employee retention. Employees who perceived higher CSR in the organization were more willing to remain in the organization. Table 3.3 shows that perceived CSR positively and significantly predicted employee retention. Thus, perceived CSR enhanced employee retention. Figure 3.1 shows that perceived CSR significantly affected employee retention and Table 3.5 indicates that perceived CSR significantly and positively affected employee retention. Therefore, the hypothesis that perceived CSR significantly predicts and affects employee retention was supported. These results are in congruence with the results of previous studies carried out in other countries. The literature review showed that CSR significantly predicts and affects employee retention. Ali et al. (2010) concluded that there is a significant correlation between organizational commitment to CSR and the desire for turnover. CSR is positively enhanced by employee performance (Jones, 2010) and commitment (Maignan et al., 1999, ALshbiel & AL Awawdeh, 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); helps increase employee retention in organizations (Aminudin, 2013; Kim & Park, 2011); and has a significant positive correlation with employee engagement (Albdour & Altarawneh, 2012; Foster & Jonker, 2005). Further, CSR plays an important role in enhancing employee attitudes and behaviour towards their organization (Alshbiel & Al-Awawdeh, 2011) and employee retention (Aminudin, 2013; Briggs & Verma, 2006; Peterson, 2004). Employee

engagement with the organization is one of the factors that can enhance employees' loyalty and productivity. CSR activities improve employee engagement and commitment (Gunawan & Putra, 2014). Employees have better working attitudes and higher engagement, productivity, job satisfaction, and retention rates when their organizations engage in CSR (Trevino & Nelson, 2011; Tuzzolino & Armandi, 1981). CSR activities also increase the attractiveness of organizations to prospective employees (Greening & Turban, 2000), OCBs (Jones, 2010; Lin et al., 2010), engagement (Foster & Jonker, 2005; Glavas & Piderit, 2009), and identification with the organization (Carmeli et al., 2007). Perceived CSR helps organizations enhance OCB and employee engagement (Farid et al., 2019; Tariq, 2015). Knox et. al. (2005) concluded that environmental management and CSR initiatives positively affect employee engagement through minimized costs due to increased employee retention as well as improved reputation in the eyes of employees and the development of a positive attitude towards the organization among employees. Researchers have found that employees working for companies engaged in CSR tend to experience high levels of organizational identification, leading to positive organizational behaviour (De Roeck & Delobbe, 2012; Zheng, 2010). When employees perceived their organization engaged in CSR practices, they less likely to quit organization (Bode et al., 2014). Perceived CSR increase employees job satisfaction (Lee et al., 2009; Earl, 2004), develop a positive attitude toward the organization (Maignan & Ferrell, 2001, Rodrigo & Arenas, 2007), 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). The European Commission (2009) stated that CSR implementation and communication can increase and enhance employee motivation as well as productivity and company, brand, or product reputation. Inoue and Lee (2012) and Gunawan and Putra (2014) found that CSR can help build and strengthen an organization's reputation; it strengthened employee identification with the organization and led to positive organizational behaviour. Perceived CSR positively predicts and affects employee engagement, OCB, and employee retention. The present research found that Perceived CSR help to enhance positive behaviour outcome namely employee engagement, organization citizenship behaviour and employee retention.

Model: Green human resource management practices, perceived corporate social responsibility and Behavioural outcomes

The conceptual model of the research proposed that Green HRM practices and perceived CSR will significantly positively predict workplace behaviours namely employees engagement, organization citizenship behaviour, and employee retention. The model also assumed that green HRM practices will significantly positively predict perceived CSR. Structural equation modelling (SEM) was used to test the conceptual model of the research. Figure 3.1 shows that Green HRM practices and perceived CSR significantly positively predict workplace behaviours namely employees engagement, organization citizenship behaviour, and employee retention. Table 3.4 indicates that the model is fit and fulfils all statistical parameters. The model name is green human resource management practices, perceived corporate social responsibility and Behavioural outcomes model. Green HRM practices significantly positively predict employee engagement. The reviews of the literatures support the current finding that employees who reported higher green HRM practices, engage more in the organization (Obeidat et al., 2018; Shafaei, Nejati and Mohd Yusoff, 2020; Vij et al., 2013). The model indicates that green HRM practices enhance organizational citizenship behaviour among employees. The previous studies support the finding of the model (Silvester et al., 2019; Denton, 1999). The model shows that green HRM practices positively contribute to employee retention. When employees reported higher green HRM practices in the organization, have more intention to remain with the organization. The reviews of literatures support that green HRM practices enhance employee retention (Benevene and Buonomo, 2020; Hosain & Rahman, 2016; Kumari, 2012). Chaudhary (2020) conducts research on an Indian sample that found that organizational prestige and organizational attractiveness sequentially mediated the association between green HRM and job pursuit intentions.

The model indicates that perceived CSR positively contributes to employee engagement. The previous studies show that employees, who perceived higher CSR within the organization, have higher engagement (Lee, & Chen, 2018; Tariq, 2015; Foster & Jonker, 2005). The model indicates that perceived CSR positive contribute to organizational citizenship behaviour and the reviews of literatures show that employees, who perceived higher CSR within the organization, have engaged more in organizational citizenship behaviour

(Khaskheli, Raza, Khan & Salam, 2020; Ouimet, & Simintzi 2018; Aguinis and Glavas, 2019). The model indicates that perceived CSR positively contributes to employee retention. The previous studies suggested that employees who perceived higher CSR within the organization, have more intention to remain with the organization (Story, & Castanheira, 2019; Aminudin, 2013; Briggs & Verma, 2006; Peterson, 2004). Perceived CSR enhance organization image and prestige among employees and improve organizational identification (Olaniyan, Efuntade, and Efuntade, 2021; Adu-Gyamfi et al., 2021), employee involvement and engagement (Adu-Gyamfi et al., 2021; Qudsia, Ali, Sajjad, Ilyas, 2016). The model shows that Perceived CSR emerges as a strong predictor of workplace behaviour than green human resource management practices. Green human resource management practices and Perceived CSR significantly positive predict employee engagement, organization citizenship behaviour and employee retention.

Effect of employees' gender on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The seventh (A) hypothesis posited that there would be no significant difference between male and female employees in terms of GHRM practices. Table 3.6 shows that there was no significant difference between male and female employees in terms of GHRM practices. Therefore, the hypothesis was supported. A previous study found that HRM practices had a positive effect on job satisfaction and employee behaviour whereas individual characteristics such as age, gender, sector, and education had no significant effect (Steijn, 2004). The seventh (B) hypothesis posited that there would be no significant difference between male and female employees in terms of perceived CSR. Table 3.6 shows that there was no significant difference between male and female employees in terms of perceived CSR. Therefore, the hypothesis was supported. However, the literature review suggested that women have higher levels of internalized moral identity than do their male counterparts (Hatch & Stephen, 2015).

The seventh (C) hypothesis posited that there would be no significant difference between male and female employees in terms of employee engagement. Table 3.6 shows that there was a significant difference between male and female employees in terms of dedication and absorption. Female employees rated higher on dedication and absorption as compared to male

employees. There was also no significant difference between male and female employees in terms of vigour. Hence, the hypothesis was not supported with respect to dedication and absorption and was supported with respect to vigour. This supported by the results of previous studies. For example, Schaufeli et al. (2006) found a weak but vague correlation between work engagement and gender and Farrell and Finkelstein (2007) and Reissová et al. (2017) found no gender differences in employee engagement.

The seventh (D) hypothesis posited that there would be no significant difference between male and female employees in terms of OCB. Table 3.6 shows that there was no significant difference between male and female employees in terms of OCB. Male and female employees had similar OCB-O and OCB-I ratings. Hence, the hypothesis was supported. Previous studies have also not found gender differences in OCB (Aquino & Bommer, 2003; Farh et al., 1997; Saxena et al., 2019). However, the literature review found contradictory results too. One study found that demographic variables had a significant effect on OCB (Khan et al., 2015) and another found significant differences in the mean OCB scores of male and female employees (the mean score of male employees' OCB was higher than that of female employees; Farrell & Finkelstein, 2007; Allen & Jang, 2018).

The seventh (E) hypothesis posited that there would be no significant difference between male and female employees in terms of employee retention. Table 3.6 shows that there was no significant difference between male and female employees in terms of employee retention. Both male and female employees had similarly employee retention ratings. Hence, the hypothesis was supported. However, previous research includes conflicting results. For example, Agyeman and Ponnaihi (2014) found that demographic predictors (age, gender, tenure, education, and income levels) were associated with retention and turnover intentions. Similarly, Emiroglu et al. (2015) found a relationship between demographic factors (e.g. age, gender, marital status, and education) and turnover factors. Hayes (2015) found gender to be a determiner of turnover intentions and Jepsen and Rodwell (2013) found dissimilarities amongst male and female views of organizational equity, work fulfilment, organizational responsibility, and turnover aim, highlighting the possibility 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). Luekens et al. (2004) showed that retained employees are more likely to be men than women and Ingersoll (2001) concluded that men were slightly more likely than women

to stay in an organization. There were no gender differences in the perception of GHRM practices, perceived CSR, vigour, OCB, and employee retention; however, there were gender differences in the perception of dedication and absorption—female employees reported higher dedication and absorption than did male employees.

Effect of employees' age on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The eighth (A) hypothesis posited that there would be no significant age differences in GHRM practices among employees. Table 3.7 shows that there were no significant age differences among employees. Hence, the hypothesis was supported. However, previous research found different results. Rani and Samuel (2016) found a significant difference between the working styles of employees belonging to Generation Y and those from older generations. The current finding is supported by Steijn (2004), who concluded that HRM practices had a positive effect on job satisfaction whereas demographic factors such as age, gender, sector, and education had no significant effect.

The eighth (B) hypothesis posited that there would be no significant age differences among employees in terms of perceived CSR. Table 3.7 shows that there were no significant age differences among employees in terms of perceived CSR. Therefore, the hypothesis was supported. However, the review of the literature suggested that there are differences in the perception of two different age groups in the context of a job (Rani & Samuel, 2016) and Okun et al. (2016) concluded that employees aged 35 to 55 have different perspectives on their jobs than do younger and older workers. Another study found that demographic variables (age, experience, and level of education) had a statistically significant influence on CSR behaviour (Kukanja et al., 2016). The eighth (C) hypothesis posited that there would be no significant age differences among employees in terms of employee engagement. Table 3.7 shows that there were no significant age differences among employees in terms of employee engagement. Employees across all age groups had similar ratings for vigour, dedication, and absorption. Therefore, the hypothesis was supported. However, a previous study found that employees aged 35 to 55 have different perspectives on their jobs than do younger and older workers (Okun et al. 2016). Menefee and Murphy (2004) and Szamosi (2006) concluded that the main cause for young employees having low engagement levels is dissatisfaction with

management and remuneration, insufficient opportunities for career-related skill development, dissatisfaction with benefits, an uncomfortable work environment, and conflicting relationships at workplace.

The eighth (D) hypothesis posited that there would be no significant age differences among employees in terms of OCB. Table 3.7 shows that there were no significant age differences among employees in terms of OCB. For example, employees aged 18–30, 31–40, and 41 years and above had similar OCB-O and OCB-I ratings. Therefore, the hypothesis was supported. The review of the literature indicated conflicting findings regarding differences between the working styles of those from Generation Y and those from older generations (Rani & Samuel, 2016), and that younger employees view organizational assignments differently compared to older employees (Wagner & Rush, 2000).

The eighth (E) hypothesis posited that there would be no significant age differences among employees in terms of employee retention. Table 3.7 shows that there were no significant age differences among employees in terms of employee retention. Therefore, the hypothesis was supported. The review of the literature did not find previous results similar to this present finding. Agyeman and Ponnaihi (2014) state that demographic predictors (age, gender, tenure, education, and income levels) were stably associated with retention and turnover intentions. Emiroglu et al. (2015) and Lambert et al. (2012) concluded that an employee's age had a direct effect on turnover intention, employee's perceptions of satisfaction, and employee commitment. Gibson and Sodeman (2014) found that employees aged between 35 and 55 were relatively stable, focused, and loyal to their organizations. Similarly, Okun et al. (2016) found that younger employees (35 years and under) were more likely to move to new jobs than were employees aged 35 to 55, and Ouimet and Zarutskie (2014) found a higher employee turnover rate among younger compared to older employees. Therefore, the present research found no age differences in the perception of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.

Effect of organizational Sector on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The ninth (A) hypothesis posited that there would be no significant differences between employees from manufacturing- and service-sector organizations in terms of GHRM practices. Table 3.8 shows that there was a significant difference between employees from manufacturing- and service-sector organizations in terms of GHRM practices. Employees from manufacturing-sector organizations had higher ratings for GHRM practices compared to employees service-sector organizations. Therefore, the hypothesis was not supported. The review of the literature supports the finding that most previous studies on GHRM focused on the manufacturing sector, as it has a greater environmental impact than does the service sector (Jabbour, 2013; Lee, 2009).

The ninth (B) hypothesis posited that there would be no significant differences between employees from manufacturing- and service-sector organizations in terms of perceived CSR. Table 3.8 shows that there was no significant difference between employees from manufacturing- and service-sector organizations in terms of perceived CSR. Therefore, the hypothesis was supported. However, a review of the literature revealed findings that were different from the current result. Although CSR practices are engaged in more by organizations in the manufacturing sectors (Buhovac, 2014; Ioannou & Serafeim, 2015; Jamali, 2008; Jušćius & Snieška 2015; Rahman & Post, 2012), there is little evidence from the service sector (Kang et al., 2010; Lee & Heo, 2009), and even less in the restaurant and hotel businesses (Chou et al., 2012; Perramon et al., 2014).

The ninth (C) hypothesis assumed that there would be no significant differences between employees from manufacturing- and service-sector organizations in terms of employee engagement. Table 3.8 shows that there was no significant difference between employees from manufacturing- and service-sector organizations in terms of employee engagement. Employees from manufacturing- and service-sector organizations had similar ratings for vigour, dedication, and absorption. Therefore, the hypothesis was supported. This finding was supported by a previous study with similar results that found that manufacturing- and service-sector organizations in India realized the need to have engaged employees (Sarkar, 2011). However, Desai et al. (2011) found that employee engagement was higher in the manufacturing sector compared to the IT/service sector; further, manufacturing-sector organizations cared for and valued their employees more and were characterized by free communication with supervisors and employee participation in decision-making.

The ninth (D) hypothesis posited that there would be no significant differences between employees from manufacturing- and service-sector organizations in terms of OCB. Table 3.8 shows that there was no significant difference between employees from manufacturing- and service-sector organizations in terms of OCB. Employees from manufacturing- and service-sector organizations had similar ratings for OCB-O and OCB-I. Therefore, the hypothesis was supported. However, the literature review revealed contrary findings. OCB is significantly higher in the service industry than in the manufacturing industry because service-oriented employees have contact with customers (Bartel, 2004; Tokay & Eyupoglu, 2018) and their behaviour can improve organizational performance; furthermore, service-oriented employees have to adapt their organizational behaviour to cope with the highly individualized nature of customer needs, thereby highlighting the vital role of OCB in service industries (Stamper & Van Dyne, 2003).

The ninth (E) hypothesis posited that there would be significant differences between employees from manufacturing- and service-sector organizations in terms of employee retention. Table 3.8 shows that there was no significant difference between from manufacturing- and service-sector organizations in terms of employee retention. Therefore, the hypothesis was supported. However, previous findings do not support the current research. Agyeman and Ponnaiah (2014) found that factors that significantly affected employee retention in MSMEs (micro, small, and medium enterprises). There were no sectoral differences in the perception of perceived CSR, employee engagement, OCB, and employee retention, and a difference in the perception of GHRM practices. Employees in the manufacturing sector reported better GHRM practices than did those in the service sector because the manufacturing sector is a major contributor to environmental pollution and engages more in preventive actions, in compliance with laws (Jabbour, 2013; Lee, 2009). The current research found that there is no significant difference between employees of manufacturing sector and employees of service sector in terms of perceived CSR, employee engagement, and OCB and employee retention. Employees of manufacturing sector reported higher GHRM practices than employees of service sector.

Effect of years of experience on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The tenth (A) hypothesis posited that there would be no significant differences among employees with different experiences in terms of GHRM practices. Table 3.9 shows that there was a significant difference among employees with different experiences. Employees with 2–5 years of experience had higher ratings for GHRM practices as compared to employees with 6 years of experience or more. Therefore, the hypothesis was not supported. Previous research had similar findings and suggested that job tenure (in years) affects the levels of employees' organizational identification (Brammer & Mellah, 2015; Carmeli et al., 2007).

The tenth (B) hypothesis proposed that there would be no significant differences among employees with different experiences in terms of perceived CSR. Table 3.9 shows that there was no significant difference among employees with different experiences in terms of perceived CSR. Employees with 2–5 years of experience and those with 6 or more years of experience perceived CSR similarly. Therefore, the hypothesis was supported. However, researchers have found that job tenure (in years) affects the levels of employees' organizational identification (Brammer & Mellah, 2015; Carmeli et al., 2007) and job satisfaction (Avolio et al., 2014; Hartmann et al., 2014; Kim, 2014). All of the demographic variables (age, experience, and level of education) in this research had a significant influence on CSR behaviour (Kukanja et al., 2016).

The tenth (C) hypothesis proposed that there would be no significant differences among employees with different experiences in terms of employee engagement. Table 3.9 shows that there was no significant difference among employees with different experiences in terms of employee engagement. Employees with 2–5 years of experience and employees with 6 or more years of experience had similar ratings of employee engagement. Therefore, the hypothesis was supported. On the contrary, previous research found that age (in years), gender, and job tenure (in years) affected the levels of employees' organizational identification (Brammer & Mellah, 2015; Carmeli et al., 2007), job satisfaction (Avolio et al., 2014; Hartmann et al., 2014; Kim, 2014), and job performance (Bowen et al., 2000; Sturman, 2003).

The tenth (D) hypothesis proposed that there would be no significant differences among employees with different experiences in terms of OCB. Table 3.9 shows that there was no significant difference among employees with different experiences in terms of OCB. Employees with 2–5 years of experience and those with 6 or more years of experience had

similar ratings of OCB. Therefore, the hypothesis was supported. Contrarily, previous research found that younger and older workers may differ in their orientations towards the self, others, and work (Wagner & Rush, 2000). Older employees tend to have lower needs for achievement and higher needs for affiliation than do younger employees (Doering et al., 1983). Moreover, Ng and Feldman (2008) concluded that older workers engage slightly more in OCB than do younger workers, and Podsakoff et al. (2000) found that gender and tenure influenced OCB. It has also been suggested that older employees are willing to spend more energy on building and maintaining strong interpersonal relationships with others in their workgroups (Dirican & Erdil, 2016).

The tenth (E) hypothesis assumed that there would be no significant differences among employees with different experiences in terms of employee retention. Table 3.9 shows that there was no significant difference among employees with different experiences in terms of employee retention. Employees with 2–5 years of experience and employees with 6 or more years of experience had similar ratings of employee retention. Therefore, the hypothesis was supported. However, Walsh and Bartikowski (2013) found that organizational leaders need to acknowledge situational factors, such as employee demographics, that affect turnover intention within the organization. Agyeman and Ponnaihi (2014) stated that literature reviews of demographic predictors (age, gender, tenure, education, and income levels) found a stable association with retention and turnover intentions. Emiroglue et al. (2015) found a relationship between demographic factors (e.g. age, gender, marital status, and education) and turnover factors; individuals with a high tenure generally had a lower turnover intention. Avery et al. (2011) concluded that workers' length of tenure is a moderating variable between employee intention and turnover goals.

Thus, there were no experiential differences in the perception of perceived CSR, employee engagement, OCB, and employee retention, and a difference in the perception of GHRM practices. Employees with 2–5 years of experience had higher ratings of GHRM practices than did those with 6 or more years of experience.

Effect of employees' educational on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The eleventh (A) hypothesis proposed that there would be no significant differences among employees with different education levels (employees with a diploma/industrial training institute (ITI) certificate and below, with a graduate degree, and with a post-graduate degree and above) in terms of GHRM practices. Table 3.10 shows that there was a significant difference among employees with different education levels in terms of GHRM practices. Employees with a graduate degree reported higher ratings of GHRM practices, as compared to those with a diploma/ITI certification and below. Employees with a post-graduate degree and above had higher ratings of GHRM practices as compared to employees with a diploma/ITI certificate and below. Therefore, the hypothesis was supported. Previous research found similar results: demographic variables (gender, age, education, position, and tenure) influenced employees' green behaviour (Abrahamse & Steg, 2009). However, other studies found that HRM practices had a positive effect on job satisfaction, whereas demographic factors such as age, gender, sector, and education had no significant effect (Steijn, 2004).

The eleventh (B) hypothesis posited that there would be no significant differences among employees with different education levels in terms of perceived CSR. Table 3.10 shows that there was a significant difference among employees with different education levels in terms of perceived CSR. Employees with a graduate degree and with a post-graduate degree and above perceived higher CSR in the organization compared to those with a diploma/ITI certificate and below. Therefore, the hypothesis was not supported. A previous study found similar results in that demographic variables (level of education, age, and experience) had a significant influence on CSR (Kukanja et al., 2016).

The eleventh (C) hypothesis proposed that there would be no significant differences among employees with different education levels in terms of employee engagement. Table 3.10 shows that there was a significant difference among employees with different education in terms of employee engagement. Employees with a post-graduate degree and above had higher vigour, dedication, and absorption (i.e. higher employee engagement) compared to employees with a diploma/ITI certificate and below. Therefore, the hypothesis was not supported. Previous studies found similar results: Garg (2014) and Robinson (2006) found that individual differences (age, experience, education, etc.) play a vital role in determining an employee's engagement.

The eleventh (D) proposed that there would be no significant differences among employees with different education in terms of OCB. Table 3.10 shows that there was a significant difference among employees with different education levels in terms of OCB-I but not OCB-O. Employees with a post-graduate degree and above had higher OCB-I compared to employees with a diploma/ITI certificate and below. Therefore, the hypothesis was not supported in terms of OCB-I and OCB-O. In support of this finding, a previous study showed that employee life cycle, education and training, employee empowerment, and manager involvement all significantly influence employees' in-role and extra-role behaviour (Zhang et al., 2019).

The eleventh (E) hypothesis posited that there would be no significant differences among employees with different education levels in terms of employee retention. Table 3.10 shows that there was no significant difference among employees having different education levels in terms of employee retention. Therefore, the hypothesis was supported. However, previous research does not support this result. Lambert et al. (2012) noted demographic factors (education, length of tenure, age, and income) as potential turnover antecedents. Job embeddedness theory suggests a relation between demographic factors and employee retention (Mitchell et al., 2001). Islam et al. (2013) and Nadiri and Tanova (2010) similarly found that turnover intentions were more likely in individuals with advanced levels of education. Emiroglue et al. (2015) found a correlation between demographic factors (e.g. age, gender, marital status, and education) and turnover factors. As employees improve their education status, they are inclined to seek employment with other organizations (Wren et al., 2014). Islam et al. (2013) and Nadiri and Tanova (2010) also found that turnover intentions were more likely in individuals with advanced levels of education.

Employees with graduation differed significantly on GHRM practices as compared to diploma/ITI and below and post-graduation and above and employee with post-graduate and above significantly higher than diploma/ITI and below. There is a significant difference between respondent of education qualification of on perceived CSR, postgraduate and above had higher mean score as compared to diploma/ITI and below and not with graduate. There is a significant difference between respondent of education qualification of on dedication, postgraduate and above had higher mean score as compared to diploma/ITI and below and no significant difference with graduate respondents. Whereas there is no significant difference between respondents with respect to their education qualification on OCB-O. Whereas, there

is no significant difference between respondents with respect to their education qualification on employee retention. The result indicates that across all the education groups OCB-O and employee retention are similar.

Interaction effect of gender and age on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The twelfth hypothesis assumed that there would be no significant interaction effect of gender and age on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Table 3.11 shows that there was no significant interaction effect of gender and age on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Therefore, the hypothesis was supported. There was no significant difference among male and female employees aged 18–30, 31–40, and 41 years and above in terms of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. One previous study found that individual characteristics such as age, gender, sector, and education had no significant effect on employee behaviour (Steijn, 2004). However, previous research findings are overall not similar to the current finding. Demographic variables (gender, age, education and experiences) have a significant effect on employee engagement as the personal profile of an employee plays a important role in the level of engagement (Sharma and Gangwani, 2015, Latha and Deepa, 2017, Sridhar,2014, Sharma , Bajpai and Holani, 2011). Demographic factors (age, gender) were stably associated with retention and turnover intentions (Agyeman & Ponnaihi, 2014; Emiroglue et al., 2015). Okun et al. (2016) concluded that employees aged 35 to 55 have different perspectives on their jobs than do younger and older workers. Demographic variables (age, experience, and levels of education) were found to influence CSR behaviour (Kukanja et al., 2016). Schaufeli et al. (2006) and Farrell and Finkelstein (2007) found an association between work engagement and gender. Menefee and Murphy (2004) and Szamosi (2006) concluded that the main cause for young employees having low engagement levels is dissatisfaction with management and remunerations, insufficient opportunities for career-related skill development, dissatisfaction with benefits, an uncomfortable work environment, and conflicting relationships at workplace. Male employees had higher ratings of OCB than did female employees (Farrell & Finkelstein, 2007). Further, one study showed that employee age had a direct effect on turnover intention and employee commitment (Lambert et al., 2012). Nonetheless, the current research found no significant effect of employee gender and age on the studied variables.

Interaction effect of gender and sector on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The thirteenth hypothesis proposed that there would be no significant interaction effect of gender and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Table 3.12 shows that there was a significant interaction effect of gender and sector on GHRM practices. Male employees from the manufacturing sector engaged more in GHRM practices as compared to male employees from the service sector and female employees from the manufacturing and service sectors. Female employees from the manufacturing sector engaged more in GHRM practices as compared to male employees from the service sector and female employees from the service sector. This finding is supported by previous research that found that employees in the manufacturing sector engage more in GHRM practices than do those in the service sector (Jabbour, 2013; Lee, 2009). There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention. Therefore, the hypothesis was not supported in terms of GHRM practices, but was supported in terms of perceived CSR, employee engagement, OCB, and employee retention. In support of the current result, a previous study found no gender differences in employee engagement (Farrell & Finkelstein, 2007). However, there have been conflicting findings in previous research. Demographic variables (age, experience, and levels of education) had a significant influence on CSR behaviour (Kukanja et al., 2016), and there is a relationship between work engagement and gender (Farrell & Finkelstein, 2007; Schaufeli et al., 2006). Farrell and Finkelstein (2007) found significant differences in OCB between male and female employees in the service sector. 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 evidence from the service sector (Kang et al., 2010; Lee & Heo, 2009). Agyeman and Ponnaihi (2014) found that demographic predictors (age, gender, tenure, education, and income levels) affected retention and turnover intentions. Emiroglu et al. (2015) found a relationship between demographic factors (e.g. age, gender, marital status, and education) and turnover factors. In summary, the interaction of gender and sector had no significant effect on perceived CSR, employee engagement, OCB, and employee retention, and a significant effect on GHRM practices. There is a significant difference in GHRM

practices among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector.

Interaction effect of employee's age and sector on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The fourteenth hypothesis assumed that there would be no significant interaction effect of employee's age and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Table 3.13 shows that there was no significant interaction effect of employee's age and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. There is no significant difference among employees in the service and manufacturing sectors in terms of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Therefore, the hypothesis was supported. In support, a previous study found that employee variables such as age, gender, sector, and education had no significant effect on job satisfaction, which directly influences employee attitude and behaviour (Steijn, 2004). However, other previous studies found contrary results in that employees are more embedded in their organization when they sense that demographic factors are favourable and that they are getting fair outcomes. Embedded employees are more likely to have positive job outcomes such as retention and performance (Bibi et al., 2016). CSR practices are engaged in more in large manufacturing enterprises (Buhovac, 2014; Ioannou & Serafeim 2015; Jamali, 2008; Jušćius & Snieška, 2015; Rahman & Post, 2012) than in service-sector organizations (Kang et al. 2010; Lee & Heo, 2009). Further, demographic variables (age, experience, and levels of education) are associated with CSR behaviour (Kukanja et al., 2016). Okun et al. (2016) and Gibson and Sodeman (2014) found that employees aged 35 to 55 have different perspectives on their jobs than do younger and older workers and are 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 than those aged 35 to 55. Ouimet and Zarutskie (2014) found higher employee turnover among younger employees compared to older employees. Rani and Samuel (2016) noted a significant difference between the working styles of younger and older generations. Emiroglue et al. (2015) concluded that there is a relationship between demographic factors (e.g. age, gender, marital status, and education) and turnover factors. Furthermore, employee

age had a direct effect on turnover intention, employee perceptions of satisfaction, and employee commitment (Lambert et al., 2012). In summary, the current research found no significant interaction effect of employee's age and sector on the studied variables.

Interaction effect of employee's gender and education on GHRM practices, perceived CSR, work engagement, OCB, and employee retention

The fifteenth hypothesis assumed that there would be no significant interaction effect of employee's gender and education on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Table 3.14 shows that male employees with a graduate degree engaged more in GHRM practices as compared to male employees with a post-graduate degree and above, male employees with a diploma/ITI certificate and below, and female employees across all three levels of education. Female employees with a post-graduate degree and above engaged more in GHRM practices as compared to male employees with a diploma/ITI certificate and below, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Male employees with a post-graduate degree and above engaged more in GHRM practices as compared to male employees with a diploma/ITI certificate and below, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Male employees with a diploma/ITI certificate and below engaged more in GHRM practices as compared to female employees with a diploma/ITI certificate and below. Female employees with a graduate degree engaged more in GHRM practices as compared to female employees with a diploma/ITI certificate and below. The literature review supported the current finding that demographic variables (gender, age, education, position, and tenure) influence employees' green behaviour (Abrahamse & Steg, 2009).

Female employees with a post-graduate degree and above perceived higher CSR as compared to male employees with a diploma/ITI certificate and below, male employees with a post-graduate degree and above, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Male employees with a graduate degree perceived higher CSR as compared to male employees with a diploma/ITI certificate and below, male employees with a post-graduate degree and above, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with

a diploma/ITI certificate and below perceived lower CSR as compared to male employees across all three levels of education, female employees with a graduate degree, and female employees with a post-graduate degree and above. Previous research indicates similar findings. Demographic variables (age, experience, and levels of education) had a statistically significant effect on CSR behaviour (Kukanja et al., 2016) and women have higher levels of internalized moral identity than do their male counterparts (Hatch & Stephen, 2015). Female employees with a post-graduate degree and above exhibited higher vigour compared to male employees across all three levels of education, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with a diploma/ITI certificate and below exhibited lower vigour compared to male employees across all three levels of education, female employees with a graduate degree, and female employees with a post-graduate degree and above.

Female employees with a post-graduate degree and above exhibited higher dedication as compared to male employees across all three levels of education, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with a diploma/ITI certificate and below exhibited lower dedication compared to male employees across all three levels of education, female employees with a graduate degree, and female employees with a post-graduate degree and above. Female employees with a post-graduate degree and above exhibited higher absorption as compared to male employees across all three levels of education, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with a diploma/ITI certificate and below exhibited lower absorption as compared to male employees across all three levels of education, female employees with a graduate degree, and female employees with a post-graduate degree and above. The review of the literature showed findings that were similar to those of the current research in that there is an association between gender and employee engagement. Schaufeli et al. (2006), Garg (2014), and Robinson (2006) found that individual differences (gender, age, experience, education, etc.) play a vital role in determining an employee's engagement. There was no significant interaction effect of employee's gender and education on OCB-O. Female employees with a post-graduate degree and above engaged more in OCB-I as compared to male employees across all three levels of education, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with a diploma/ITI certificate and below engaged less in OCB-I as compared to male employees across all three

levels of education, female employees with a graduate degree, and female employees with a post-graduate degree and above. The literature review found that demographic features have a significant effect on OCB (Khan et al., 2015) and male employees had higher OCB ratings than did female employees (Farrell & Finkelstein, 2007; Latan (2018). Furthermore, demographical variables (age, education and training, employee empowerment, and manager involvement) significantly influenced in-role and extra-role behaviours (Zhang et al., 2019).

There was no significant interaction effect of employee's gender and education on employee retention. However, the review of the literature shows that there is a significant effect of gender and sector on employee retention. Nonetheless, there are conflicting results in previous research. For example, Agyeman and Ponnaiih (2014) found that literature reviews of demographic predictors (gender, education, tenure, age, and income levels) indicated a significant effect on retention and turnover intentions. Employees tend to seek employment with other organizations when their education status improves (Wren et al., 2014). Islam et al. (2013) and Nadiri and Tanova (2010) similarly found that turnover intentions were more likely in employees with advanced levels of education. Emiroglue et al. (2015) found a relationship between demographic factors (e.g. age, gender, marital status, and education) and turnover factors. Hayes (2015) found that gender was a determiner of turnover intentions and Jepsen and Rodwell (2013) concluded that there are dissimilarities in how male and female employees view organizational equity, work fulfilment, organizational responsibility, and turnover aim. In addition, Luekens et al. (2004) found that retained employees are more likely to be men than women. In summary, there was a significant interaction effect of employee's gender and education on GHRM practices, perceived CSR, employee engagement, and OCB-I, and no significant effect on OCB-O and employee retention.

4.1 Limitations of the Research

There are limitations of the present research.

- ❖ First, the number of male and female participants and number of service- and manufacturing sector participants was not equal.
- ❖ The sample was collected only within the state of Gujarat.

- ❖ Data were collected from manufacturing- and service-sector organizations while ignoring important aspects that could have influenced the dependent variables, namely whether the Company Act, 2014 applied to the organization, the size of the sectors, and so on.
- ❖ The sample sizes of each stratum of employees' education, age, and experience were not equal.
- ❖ In addition, the research findings were based solely on quantitative measures; no qualitative measures were used in this research.
- ❖ While there might be other variables that affect workplace behaviour, this study included only GHRM practices and perceived CSR. Therefore, other mediators and moderators, such as occupational stress, job satisfaction, organization justice, organizational identification, organizational supports, organizational commitment, and personality traits were not included in this study.

Whenever the possible use finding, they have to consideration keep limitations in mind.

4.2 Major Findings

The following are the major findings of the present research:

- ❖ Green HRM practices positively contribute and enhance employee engagement. Employees reported higher green HRM practices, have a more engagement in organization.
- ❖ GHRM practices positively contribute and enhance organizational citizenship behaviour (OCB). Employees reported higher green HRM practices, have a more engage in OCB.
- ❖ GHRM practices positively contribute and enhance employee retention. Employees reported higher green HRM practices, have a more desire to retain with the organization.
- ❖ Perceived CSR positively contributes and enhances employee engagement. Employees perceived higher CSR, have a more engagement in organization.
- ❖ Perceived CSR positively contributes and enhances organizational citizenship behaviour (OCB). Employees perceived higher CSR, have a more engage in OCB.
- ❖ Perceived CSR positively contributes and enhances employee retention. Employees perceived higher CSR, have a more desire to retain with the organization.

- ❖ Male employees and female employees reported no difference in term of perception of GHRM practices, perceived CSR, vigour, OCB, and employee retention.
- ❖ Female employees rated higher on dedication and absorption as compared to male employees.
- ❖ Employees with different age groups (categorized into groups of those aged 18–30, 31–40, and more than 41 years) reported no difference in terms of perception of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.
- ❖ Employees in the manufacturing sector had higher ratings for GHRM practices as compared to employees in the service sector.
- ❖ Employees in the manufacturing sector and employees in the service sector reported no difference in terms of perceived CSR, employee engagement, OCB, and employee retention.
- ❖ Employees with 2–5 years of experience reported higher GHRM practices as compared to employees with 6 or more years of experience.
- ❖ Employees with 2–5 years of experience and employees with 6 or more years of experience reported no difference in terms of perceived CSR, employee engagement, OCB, and employee retention.
- ❖ Employees with a graduate degree had higher ratings of GHRM practices, perceived higher CSR, and employee engagement compared to employees with a diploma/ITI certificate and below.
- ❖ Employees having with a post-graduate degree and above had higher OCB-I scores as compared to employees with a diploma/ITI certificate and below. There was no significant difference among employees with different education levels in terms of OCB-O and employee retention.
- ❖ There was no effect of interaction between gender and age on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.
- ❖ Male employees in the manufacturing sector engaged more in GHRM practices as compared to male employees in the service sector and female employees in the manufacturing and service sectors. Female employees in the manufacturing sector engaged more in GHRM practices as compared to male employees in the service sector and female employees in the service sector. There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention.

- ❖ There was no effect of interaction between employee's age and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.
- ❖ There was an effect of the interaction between gender and education on GHRM practices, perceived CSR, employee engagement, and OCB-I, and no significant effect on OCB-O and employee retention.
- ❖ Participants reported two major barriers to GHRM practices: resistance to change (psychological fear) and lack of support by management (proper training and communication).
- ❖ Participants reported two major positive outcomes of GHRM practices: competitive advantages to the organizations (marketing, company image, and attractiveness to investors) and attracting potential talent to and retaining existing talent in the organization.

4.3 Conclusions

GHRM practices and perceived CSR help organizations to develop a positive organizational identity among internal employees, which in turn leads to increased organizational prestige and reputation (Lindgreen & Swaen, 2010; Uddin & Islam, 2015; Wang et al., 2019). A review of the literature reveals that the relationship among GHRM practices, perceived CSR, employee engagement, OCB, and employee retention could be explained through social identity theory. In 1985, Tajfel and Turner presented a framework wherein employees (individuals) possess the need to classify themselves and others into social groups. According to this theory, individuals/employees derive part of their identity from the organization to which they belong. If an organization has good practices with regard to society and the environment, employee belongingness becomes stronger and employees' motivation, engagement, OCB, and employee retention is enhanced (Tajfel & Turner, 1985). GHRM practices and perceived CSR have a positive impact on workplace behaviour. Employees who had higher ratings of GHRM practices were more engaged in the organization. HRM practices enhance employee engagement, that is, they help enhance vigour, dedication, and absorption among employees (Gunawan & Putra, 2014; Hewitt Associates, 2009; Tariq, 2015). Employees who perceived higher CSR and had higher ratings of GHRM practices in their organization were also more engaged in the organization. Research shows that employees who perceive higher CSR in the organization engage more in OCB (Paruzel, Klug

and Maier, 2021; Khaskheli, Raza, Khan & Salam, 2020; Farooq et al., 2017; Jones, 2010; Ong et al., 2018; Shen & Benson, 2016). Employees who had higher ratings of GHRM practices in the organization reported a higher willingness to remain in the organization and attracted the human resources of an organization (Renwick et al., 2013). Similarly, employees who perceived higher CSR in the organization reported a higher willingness to remain with the organization. Thus, GHRM practices and perceived CSR help organizations enhance employee engagement, OCB, and employee retention (Hosain & Rahman, 2016).

Male and female employees did not differ in terms of their perception of GHRM practices, perceived CSR, vigour, OCB, and employee retention whereas female employees rated higher on dedication and absorption as compared to male employees (Schaufeli et al., 2006). The present results also indicate that employees across different age groups have similar perceptions of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Employees in the manufacturing sector reported higher GHRM practices as compared to employees in the service sector. Further, employees in both sectors had similar perceived CSR, employee engagement, OCB, and employee retention. Employees with 2–5 years of experience were engaged more in GHRM practices compared to employees with 6 or more years of experience. Employees with 2–5 years of experience and employees with 6 or more years of experience reported similar perceived CSR, employee engagement, OCB, and employee retention. Employees with a graduate had higher ratings of GHRM practices, perceived higher CSR, and employee engagement compared to employees with a diploma/ITI certificate and below. Employees having a post-graduate degree or higher exhibited higher OCB-I as compared to employees with a diploma/ITI certificate and below (Zhang et al., 2019). Employees had similar OCB-O and employee retention scores across different levels of education.

Male employees in the manufacturing sector engaged more in GHRM practices as compared to their counterparts in the service sector and female employees in the manufacturing and service sectors. Female employees in the manufacturing sector engaged more in GHRM practices compared to male and female employees in the service sector. There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention. Similarly, there was no significant interaction effect of gender and age and employee's age and sector on GHRM practices, perceived CSR, employee

engagement, OCB, and employee retention, nor was there a significant interaction effect on OCB-O and employee retention.

Male employees with a graduate degree engaged more in GHRM practices compared to male employees with post-graduate degrees, male employees with a diploma/ITI certificate and below, and female employees across all levels of education. Female employees with post-graduate degrees engaged more in GHRM practices compared to male employees with a diploma/ITI certificate and below, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with a graduate degree perceived higher CSR compared to male employees with a diploma/ITI certificate and below, male employees with a graduate degree, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Male employees with a graduate degree perceived higher CSR compared to male employees with a diploma/ITI certificate and below, male employees with a post-graduate degree and above, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree.

Female employees with a post-graduate degree and above exhibited higher vigour, delicately, absorptive and OCB-I compare to male with diploma/ITI certificate and below, graduate and post-graduation and female with diploma/ITI and below and graduation. Female with diploma/ITI certificate and below less behave vigour, dedication, absorption, and OCB-I compared to male employees across all education levels, female employees with a graduate degree, and female employees with a post-graduate degree. The first major barrier of GHRM practices is resistance to change (e.g. psychological fear) and the second major barrier is lack of support by management (e.g. lack of proper training). The first major positive outcome of GHRM practices is a competitive advantage for the organization in terms of marketing, company image, and attractiveness to investors and the second major positive outcome of GHRM practices is attracting potential talent to and retaining existing talent in the organization (Chaudhary, 2020 ; Das & Singh, 2016; Greening & Turban, 2000; Tiwari, 2017).

4.4 Implications of the Research

Implication of the research can be divided into three categories namely theoretical implication, organizational implication and individual implication. There are the following implications of the research;

Theoretical implication;

The research makes a significant contribution to the literature at the academic and practical levels by extending knowledge regarding the impact of GHRM practices and CSR on employee attitude and behaviour in the Indian context. The present findings contribute to the literature on job design, of which one dimension emphasises how the attributes of work tasks influence motivational and performance outcomes for employees (Grant, 2008; Hackman & Oldham, 1976; Morgeson & Humphrey, 2006), and the individual-level boundary conditions of these effects, such as employee conscientiousness and prosocial values (Grant, 2008). Research suggests that employee job design can feed into GHRM practices and CSR, and these have significant outcomes for employees. Thus, it is vital to consider the broader organizational context in which job design, description, and evaluation are embedded and the extent to which job design, description, and evaluation augment or undermine an organization's macro-level initiatives. The green human resource management practices, perceived corporate social responsibility and Behavioural outcomes model will contribute and add to current theoretical knowledge of organizational behaviour. In summary, this study will help future researchers advance research on how GHRM practices and perceived CSR affect employee engagement, OCB, and employee retention.

Organizational Implication;

The findings of the research provide new insights to policymakers in organization and help them better implement policies and strategies related to GHRM practice and CSR. The study results imply that employee engagement can be increased by applying GHRM practices in the organization, in turn improving employee engagement predictors such as employee outcomes, organizational success, and financial performance (Bates, 2004; Richman, 2006). Further, organizations can use the present findings to enhance OCB by implementing GHRM practices, which may promote employee behaviours that are required for improved performance and negative voluntary intentions. Employers can increase employee retention

and minimize employee turnover by using GHRM practices. Organizations can identify barriers to GHRM practices using the present findings, allowing for the effective implementation of GHRM practices and policies. GHRM practices should be integrated into HRM as an effective measure for improving employee attraction and retention. GHRM practices and CSR strengthen the organization's reputation and employee identification with the organization (Tajfel & Turner, 1985).

One of the contributions that this study makes to the existing research is providing insight into how organizations use GHRM practices and CSR to attract, motivate, and retain human resource talent (Aguinis & Glavas, 2012). During periods of recession, GHRM practices help organizations find alternative ways to cut costs without losing their top talent: furloughs and part-time work (Jain, 2009). The present findings can help enhance employee engagement through the CSR policies of organizations and can help increase OCB through CSR activities in the organization. Relatedly, a study found that CSR could reduce employee turnover and increase employee retention in organizations (Biswas et al., 2017). The image and reputation of organizations improve when organizations actively engage in CSR activities, highlighting the importance of recruitment and selection processes and policies in which the organization emphasizes GHRM practices and CSR (Wehrmeyer, 1997). This study found a positive effect of GHRM practices and perceived CSR on employee behaviour, and therefore, organizations should include GHRM practices and CSR as an aspect of performance appraisal. Besides helping in marketing, GHRM would allow organizations to conduct CSR activities without sacrificing revenue because it initiates environment-friendly practices that minimize environmental pollution and maximize returns by reducing costs and wastage (Deshwal, 2015).

Employee retention could be enhanced with strategies that combine GHRM and CSR, which help organizations minimize costs, retain talented employees, and increase organizational image and identification (Chaudhary, 2020; Lindgreen & Swaen, 2010). There were variations in GHRM practices, CSR, employee engagement, and OCB with respect to employees' education level in both the manufacturing and service sectors. Therefore, the present results can help employer's select employee recruitment and selection processes and policies. The organization implies the finding to communicate GHRM policy to all internal

and external stakeholders through websites, induction training, and making sustainability an ethical value. GHRM practice and CSR may help to create competitive advantages for the organization by boosting its external and internal prestige (Wright et al., 2007). External stakeholders tend to believe that more socially responsible organizations are more credible and trustworthy, and thus perceive these companies more favourably in terms of prestige and reputation.

Individual implication;

The research may be useful for researchers, practitioners, and managers in organizations in the Indian context. This study also offers insight into the positive outcomes of GHRM practices, which help the formation of GHRM policies and practices, and also help understand the importance of GHRM practices in organizations, which foster the development of a strong organizational identity among employees (Tajfel & Turner, 1985) and motivate positive organizational behaviour (OCB, employee engagement, etc.; Deshwal, 2015). The good reputation of an organization can increase its profits over time and have an impact on financial performance; therefore, it must be actively managed within the organization. Because Indian work and corporate culture is characterized by collectivism, the impact of GHRM practices and perceived CSR on workplace behaviour deserves special attention. Culture is another factor that may influence GHRM practices and CSR, and should be taken into account by employers and researchers. Employees are often the first point of contact for customers, suppliers, and other key partners and their behaviour (positive or negative) may affect the organization. The findings of this study will help employers understand the importance of two factors—GHRM practices and CSR—that lead to higher engagement, increase OCB, and maximize employee retention among employees. HR practitioners and management experts can utilize model using these two factors in the Indian organizational context to nurture OCB, engagement, and employee retention for better performance.

The research would help researchers and HR expert to understand the role of GHRM practices, Perceive CSR, employee engagement, OCB and employee retention in producing better results for organizations. HR practitioners and management experts could utilize the

model very effectively in Indian organizational context to nurture employee engagement, OCB and employee retention for better organization performance and the study helps to improve employee engagement, CSR and employee retention. The findings indicate that CSR may positive change internal employees' behaviour via enhanced their social identification. Thus, CSR helps maintain a more talented and skilful human resource, which in turn may benefit performance of the organization. GHRM practices should be linked with the performance management system and rewarded employees for GHRM behaviour.

This research can be used by employers, expert trainers, and practitioners to design training and development modules and policies, as the results suggests that GHRM practices and CSR enhance positive organizational behaviour, thereby emphasizing the same for training and development. By making their GHRM practices and CSR initiatives visible to the public, organizations may be perceived positively and enjoy a more favourable reputation with key external stakeholders, such as customers and competitors. Therefore, organizations should actively engage in corporate communications about their GHRM practices and CSR activities via advertisements, promotions, and GHRM practices/CSR reports, which can help organizations, build a positive image and reputation among external stakeholders. As the study focuses on the variation in level of GHRM practices, Perceive CSR, employee engagement, OCB and Employee retention with respect to the gender, education, age, and experiences at which a person is working in service sectors and manufacturing sectors. So, it will provide an overview to the employers and HR experts in deciding at what time and level they need to focus on the research variables. The present research underlines the need for organizations to adopt GHRM practices and CSR as a goal and mission and in their policies and strategies and builds a stronger case for the effectiveness of GHRM practices and CSR in addressing environmental, organizational, and social needs.

Suggestions for the Future:

It is recommended that future research be conducted taking into the account the following:

- Future research should be conducted with an equal number of participants from the service and manufacturing sectors.
- The same research can be conducted with an equal number of male and female participants. The present research focuses on the state of Gujarat and the data were

collected only from Gujarat. Therefore, future research could collect data from other states/areas and regions of India, and consequently enhance the generalizability of the results.

- In the Indian context, comparative research can be conducted between organizations where the Companies Act, 2014 is applicable and organizations where it is not.
- Future research could compare micro, medium, and large (according to the new definition in 2020) organizations with regard to green human resource management practices, perceived corporate social responsibility, employee engagement, organizational citizenship behaviour, and employee retention.
- Future research could examine mediators or moderator variables such as occupational stress, job satisfaction, organizational justice, organizational identification, organizational support, organizational commitment, personality traits, and so on.
- Future research could be conducting taking into account more demographical variables such as the employee's designation, marital status, and working hours.
- Similar future research can be conducted in a cross-cultural context, wherein the studied variables could be compared across two different cultures.
- Future research could be conducted using qualitative or mixed methods and the data collected using multiple means such as interviews, focus group discussions, observation, and so on. It would also be interesting to expand the qualitative aspects of the present research in order to conduct a systematic analysis of the data.
- Future research could use a longitudinal study design to avoid uncertainty regarding causal relationships and temporary variables.
- Interventional research could be conducted using research variables namely green human resource management practices, perceived CSR, employee engagement, OCB and employee retention.
- Future research could be conducted to study effect of green human resource management practices on financial benefits, cost efficiency, attract investors etc.