Green Human Resource Management Practices and Perceived Corporate Social Responsibility as Predictors of Workplace Behaviour

Ph.D. Synopsis

Researcher	Guide
Mr. Kiransinh Rajput	**Prof. Urmi Nanda Biswas**

Submitted to

Department of Psychology

Faculty of Education and Psychology

The Maharaja Sayajirao University of Baroda,

Vadodara

August- 2021

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Abstract

Green Human Resource Management (GHRM) practices assistant an organization to develop environmentally friendly procedures and strategies. Perceived Corporate Social Responsibility (CSR) facilitate prosocial and positive image of the organization and play an important role in employee branding. Organizations face a challenge to retaining skilful and talented human resources within the organization. Employee Engagement refers to employees' physical, cognitive and emotional engagement at workplace and Organization Citizenship Behaviour considerate as positive organization behaviour. Employee Retention plays a significant role in effective organization. The objective of the study is to investigate whether Green Human Resource Management practices and Perceived Corporate social Responsibility significantly predict Employee Engagement, Organization Citizenship Behaviour and Employee retention. The total sample comprised 405 employees from manufacturing sector and service sector. Green Human Resource Management practices were measured by a scale developed by the researcher based on parameters of Green Human Resource Management Practices. Perceived Corporate Social Responsibility standardized scale, The Utrecht Work Engagement Scale (UWES) standardized, Organizational Citizenship Behaviour standardized scale and Employee retention standardized scale was used to measure Perceived CSR, Employee Engagement, Organization Citizenship behaviour and Employee retention. The researcher used survey method. The result shows that Green Human Resource Management practices and Perceived Corporate Social Responsibility enhance Employee Engagement, Organization Citizenship behaviour and employee retention. There is neither any significant difference between employees of manufacturing sector and employees of service sector nor among and male employees and female employees in terms of Employee Engagement, Organization Citizenship behaviour and employee retention. Employees from manufacturing sectors reported higher GHRM practices and *Perceived* CSR to compare employees from service sectors. These findings may be useful for researchers, practitioners, and managers in organizations in the Indian context.

Keywords: Green Human Resource Management (GHRM) practices, Perceived Corporate Social Responsibility (CSR), Employee Engagement, Organization Citizenship behaviour, Employee retention and organizational sectors.

CHAPTER I

INTRODUCTION

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 estimated to have already caused approximately 1.08C of global warming (United Nations Environment Programme, 2019). The recent interest in environmentalism globally has arisen from specific treaties to combat climate change, especially by the manufacturing industry (Victor, 2001). The situation is so alarming that scientists and environmentalists are discussing the issues of ecological imbalances and biodiversity. In international conferences on the environment, nations have discussed about carbon credits, global warming, and changes in the climate—the latter two resulting in earthquakes, frequent floods, and the extinction of certain 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 achieve 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 about 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 concept in today's scenario. Growing concern for the global environment and the development of international standards for environmental management has created a need for businesses to adopt environmental strategies and programs Organizations today have become more conscious about the growing importance of Integration of environmental management and human resource management. The world is entering a green economy and so the impact of our daily activities on the environment and our desire to go green has expanded from just individuals to organizations. Organizations today believe that employees must be inspired, empowered, and environmentally aware of green to carry out green management practices.

Organizations are nowadays realizing that, in addition to focusing on financial profits, they must think about all social and environmental impacts for their long term sustainability. Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their needs. Organizations need to understand their responsibility towards social and environmental risks and opportunities for all business decisions taken by them. This simultaneous approach of delivering positive results for 3P's- People, Planet and Profit- is referred to as the "triple bottom line." HRM plays a critical role in embedding the sustainability strategy of the organization for creating the skills, motivation, values, and trust to achieve a triple bottom line (People, Planet and Profit). It ensures long

term health and sustainability of both the organization's internal and external stakeholders with policies that reflect equity, development, and well- being; and supports environmentally friendly practices. Thus there is a growing need for the combination of environmental sustainability into human resource management (HRM) - Green HRM. In a nutshell, creating a green world where consumers and employees force change. The HR function can be renamed as "People and Society" (Deshwal, 2015). Green HRM is the contribution of employee's management policies and activities towards the organizations goals. As it is a

significant consideration for all employees, customers and stakeholders, it's an important concept for HRM (Kumari, 2012). Previous research found that Green HRM practices positively influence employees' job satisfaction, and meaningfulness through work is a strong mediator in this relationship (Shafaei, Nejati, and Mohd Yusoff, 2020).

Definition of Green Human Resource Management (GHRM)

Green Human Resource Management refers to using every employee interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc. Efficiency created by green HRM can lower operational costs and enables industry professionals to realize their Corporate Social Responsibilities in a better manner. As yet, there are very few reported studies of the impact of GHRM systems as a whole on either environmental outcome, such as waste reduction or on wider organizational performance metrics (Mandip, 2012). Green HRM play importance role in sustainable development so that it is essential to conduct research related green HRM practices and its influence on organization (Yu et al., 2020 and Ren et al., 2018).

Sustainability:

The concept of Sustainability can be defined as the development that meets the present without compromising the ability of future generations to meet their needs. It defined three components for sustainability development being environmental protection, economic growth, and social equity. Sustainable development is indeed mostly identified by referring to this creation of a balance between Profit, Planet, and People. Sustainability is seen by many as increasingly essential to creating shareholder value, as investors and employees look to organizations to be good 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 No Poverty, Zero Hunger, Good 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, Peace, Justice, 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 motivate practitioners and researchers to broaden their perspectives to approach 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 increasingly concerned with sustainability and corporate social responsibility. The HR function is uniquely positioned to assist in both developing and implementing a sustainability strategy. The HR function can serve as a partner in determining what is needed or what is possible in formulating corporate values and sustainability policies. The Human resource department of an organization can play a significant role in the creation of their company's sustainability culture. The role of HR in creating a sustainable business is two-pronged. As a part of business strategy, HR will have to embrace a more sustainable approach to managing its people (Jain, 2009).

In organizations adopting a sustainability strategy— whether for business, legal or values-based reasons— HR has an important role to play. The HR function should help formulate and achieve environmental and social goals while also balancing these objectives with traditional financial performance metrics. The HR function can serve as a partner in determining what is needed or what is possible in formulating corporate values and sustainability strategy. At the same time, HR should play a key role in ensuring that employees implement the strategy consistently across the organization. Sustainable human resource management (HRM) can be defined as using the tools of HR to create a workforce that has the trust, values, skills, and motivation to achieve a profitable triple bottom line. It is found that employees with environmental values and responsibility play a essential role in helping organisations to proactively adopt and enact principles of environmental

sustainability and increase organisation'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. For example, the HR function must expand its view of who the company's stakeholders are and ensure that the HRM system enables their sustainability. Only by waking up to the new demands of sustainable businesses can the HR function become an indispensable business partner and safeguard its future. Jamal, Zahid, Martins, Mata, Rahman and Mata (2021) concluded that three GHRM practices namely green recruitment and selection, green pay and rewards, and green employee involvement have positive influence on corporate sustainability. However, green training has no association with corporate sustainability.

Sustainable Green HRM practices include:
- Assisting employees in identifying ways to recycle products that can be used for Further reuse
- Encouraging employees, through training and compensation to find ways to reduce the use of environmentally damaging materials.
- Emphasizing long term employment security to avoid disruption for employees.

Conceptualization of GHRM:

The term 'GHRM' is most often used to refer to the contribution of people management policies and practices towards the broader corporate environmental agenda. Typical green activities include video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution. While many employees often feel it is not their responsibility to protect the environment while they are at work, the new workforces of millennials are emphasizing environmental consciousness as they chose their employers. There is also a broader opportunity to engage the workforce given that more and more people seek meaning and self-actualization in their jobs. Other simple green actions include

minimizing the number of printed materials used in performance management, salary reviews, and so on. While there is a substantial amount of 'greenwashing' occurring in reducing waste, there are many opportunities here too. However, HR is never going to have a truly significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda of the business as a whole. GHRM is the use of Human Resource Management policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability (Mandip, 2012).

GHRM is referred to all the activities involved in the development, implementation, and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees to achieve the environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business. The purpose of green HRM is to create, enhance and retain greening within each employee of the organization so that he or she gives a maximum individual contribution to each of the four roles, i.e., preservationist, conservationist, non-polluter, and maker.

The need for a proactive approach to environmental management across the world and the adoption of environmental management systems by the corporate sector is increasing Literature has given importance to the adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. The main environmental focus of many businesses is placed on reducing waste and optimizing resources. Human Resource Management has also started taking initiatives. Many companies are adopting green HR practices which help in reducing carbon footprint through less printing of paper, video conferencing and interviews, etc. The HR Professional today is also helping the companies to adopt strategies to green their business through online sharing of training/self-learning materials, by Encouraging employees to turn off their computer monitor when they are away from their desk, it also encourages its employees to keep minimum lighting during non- working hours and more usage of LED is also encouraged by the organizations, Green HR is one which involves two essential elements: environmentally friendly HR practices and the preservation of knowledge

capital. Green HRM policies and practices also help to safeguard and enhance worker health and well-being (Popli, 2014). Jabbour (2011) found that workers will assume responsibility towards the environment only if HR practices motivate their engagement which will affect the good performance observed in the formation of teams, organizational culture, and organizational learning. Only then the organizations can move from reactive to the proactive stage of environmental management. Green HRM refers to all employees involved in evolving, pursuing and continuance of a system those making employees environment aware (Aggarwal & Sharma, 2015).

Singh and colleagues (2020) suggested that Green HRM can implies to recruitment and training procedures, performance appraisal, rewards, and employee involvement practices. Green means environmental. 'Green' or 'Greening' has at least four meanings in the context of managing people at work/human resource management (HRM).

- *Preservation of the natural environment*:

  all the things in the world which are neither caused nor controlled by human beings and they include land, forests, plants, animals, and other natural phenomena are referred to like the natural environment. To keep it in its original form and protect it from harm, loss, or negative change.

- *Conservation of the natural environment*:

  To be very careful in the way of using it to let it last as long as possible, to use it at the minimum level so that future generations will be able to utilize it.

- *Avoidance or minimization of environmental pollution*:

  To stop contaminating the water, air, atmosphere, etc. through unpleasant and poisonous substances and wastes. To guard against outcomes that will ultimately endanger the planet/earth where humans and non-humans are living.

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

  To create parks and places that have plants, trees, and grass (Opatha & Arulrajah, 2014).

Indian Scenario:

According to Shaikh (2010), there are following ways organizations implicated GHRM in an organization in the Indian context.

- Some of the company's actions have been simple, but still very effective (at least for raising awareness), for example allowing employees to buy a coffee mug at their

coffee bar rather than using disposable cups, and then receiving 10p off a cup of coffee

- Some Companies have a "Waste to Wealth" recycling programme where they encourage employees to separate waste at their work stations. They have to tie up with various NGO's who take this further and recycle it.

- Some Hospitals have their patient welfare team who ensures that all paediatric girl patients are gifted a green sapling. This comes under their initiative of protecting girl child as well as preserving nature called "Nanhi Chaoon".

- Some Companies motivate their employees for the "Tree plantation" on their birthdays while some others organize a ramp show on social massages like save trees to help the environment.

- Some Companies give free reusable grocery bags to clients or employees (Shaikh, 2010).

Lado and Wilson (1994) defined the HRM system as a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources. HR practices are generally implemented with the strategic systems that are in line with the culture and business strategy (Boselie et al., 2001). To implement an effective corporate green management system it is important to promote a great deal of technical and management skills among all employees of the organization (Daily et al., 2012; Unnikrishnan and Hedge 2007). Wehrmeyer (1997) stated in going green is good for business and HR staff, an article of in an annual survey of top management graduates in Europe, with respect to the environment, has come up with four most important factors for these graduates: (1) green image helps recruitment (2) more support from employees to changes linked with improvement in environmental performance than to cutting costs or raising competitiveness (3) Bonuses tied to environmental performance (4) Pay attention to 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 stakeholders, minimize cost, facilitates growth improvement and provides 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) seven case studies in Singapore revealed that companies attained substantial monetary savings from EMS implementation/ISO14001 through recycling activities, product, and process modification, reduced energy consumption, reduction in chemical use, improvement in pollution prevention processes but difficulty in securing employee commitment was found in most of the companies. Beard & Rees (2000) describes "green teams" used in Kent County Council a UK local authority. It states that the teams were used to: generate ideas, enhance learning experiences, explore issues, identify conflict and focus action to enhance understanding about why, what, how, where, and when to pursue the best practicable environmental options. Daily and Huang (2001) proposed a conceptual model of various HR factors and their relationship with EMS implementation. The basic elements of ISO14001 has to have an interface with HR factors for its implementation like Policy &teams, Planning & training, implementation, and Empowerment, checking corrective action & rewards, management review, and top management. The limitation given was to quantify the impact of HR factors for the deployment of EMS. Govindarajulu & Daily (2004) presented a theoretical framework on "motivating employees for environmental improvement" by integrating top management commitment, employee empowerment, rewards, feedback and review, and environmental performance.

The modern-day HR manager has devised a novel employee engagement initiative that helps a company to achieve environmental sustainability. Green HR could very well imply using every employee interface to promote sustainable practices and increase employee awareness. 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.

Theoretical Background of Green HRM

The concept of Green HRM has emerged with the initiation of Green Movement. Green Movement is a political movement that advocates four important principles: environmentalism, sustainability, non-violence, and social justice. Supporters of the green movement are called "Greens", adhere to green ideology, and share many ideas with ecology,

conservation, environment, feminist and peace movements. With the growing awareness of the green movement across the world, management scholars from diverse areas such as accounting, marketing, supply-chain management, and HRM also start analyzing that how managerial practices in these areas can contribute to environmental management goals. Already today, the UN Global Compact in collaboration with several educational organizations has developed the (PRME) Principles for Responsible Management Education, encouraging scholars and managers to jointly work on developing new knowledge to promote environmental responsibility (PRME, 2010). Organization should organize a number of seminar and symposiums to make their clients aware of Green practice as well as to introduce their Green Products or services. It can lead the customer to be habituated to the Green organizational practices (Rahman, Ahsan, Hossain, & Hoq, 2013).

The development and the execution of a corporate environmental initiative involve several 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 firm. The HRM does not only represent a major internal stakeholder within the company, but it is also a source for competitive advantage (Wright, Dun ford & Snell, 2007). In 2000 Dunphy, Benveniste, Griffiths, and Sutton linked the implementation of ecological sustainability with human sustainability. The authors pointed out that the training and investment in human resources go ideally along with ecological sustainability. Currently, many corporations are implementing a proactive, strategic tool known as the environment management (EMS) system to gain competitive advantage (Daily and Huang, 2001). This system provides a structure that allows management of the firms the ability to better control the firm's environmental impacts (Barnes, 1996; Florida and Davison, 2001). However, it is maintained by many that the role of employee involvement in EMS implementation has one of the most fundamental influences on its effectiveness and success. Sudin (2011) discussed the positive effects of the types of green intellectual capital on corporate environment citizenship, leading to the competitive advantage of firms. Thus there is a need to redefine HR role from HR executives to environmental executives who achieve employee cooperation in implementing environmental policies (Wehrmeyer and Parker, 1996).

Against this backdrop, it can be assumed that GHRM is all about the holistic application of the concept of sustainability to the organization and its workforce. It involves green actions focused on increasing efficiency within processes, reducing and eliminating environmental

waste, and revamping HR products, tools, and procedures resulting in greater efficiency and lower costs. The results included: electronic filing, ride-sharing, job sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, and developing more energy-efficient office spaces. GHRM promotes various Green processes and practices in different HR functions. Some of the practices concerning Green management in which HR is actively involved have been described above. Specifically, the functional areas where HR can have a green approach have been discussed in the following section. GHRM practices assist to improve work climate and meeting 21st century work requirements and demands about environmental awareness benefit both employees and organisations (Obeidat et al., 2018).

Benefits of GHRM in the Organisations

GHRM has its prime importance in the achievement of broader objectives such as cost-saving, corporate social responsibility, talent acquisition, and management and gaining an advantage over the competition (Deshwal, 2015; Hosain & Rahman, 2016 and Bangwal & Tiwari, 2015). It further has the following benefits:

- It increases employee morale.

- It helps in employee retention and reduces labor turnover.

- It provides lucrative opportunities for quality human talent.

- It helps in building company image to attract good human resources.

- Improves the brand image of the company in the market.

- It can also be used as a marketing strategy.

- It improves the quality of the overall organization both internal and external.

- It improves the relationship of the company with its stakeholders- customers, suppliers, vendors, shareholders, government agencies, employees, and the media.

- It reduces the overall cost of the company as costs are largely influenced by the size of the company and the steps taken to make it environment friendly.

- It provides a competitive advantage to the company in the industry as well as the market.

- Green HRM practices will decrease the negative environmental impacts of the organization and increase the positive environmental impacts of the organization. The green HRM practices are more powerful tools in making organizations and their practices and strategies green. The green performance, green behaviours, green attitude, and green competencies of human resources can be used through adaptation of green HRM practices. (Arulrajah et al., 2015).

- Green HR practices help organizations to discover substitute ways to reduce cost without losing their top talent. It ensures more inspired problem solving, increased attractiveness as an employer, improvement in quality and enhancement of procedures and a practice, helps in proper utilize of resources, manages risks more efficiently and develops green learning culture in the organization (Aggarwal & Sharma, 2015). Green practice can lead the consumers to purchase those product or service which are safe and less harmful to the environment (Yusoff et al., 2015).

- With increasing global issues, many organizations are becoming vigilant of their activities and their impact on the environment.

- Green management practices are also beneficial to the companies as it helps to save money and reduces ill effects on the environment, hence avoiding much government interventions.

- It stimulates innovation facilitating growth, improvement in quality, and enhancement of procedures and methods.

- It helps in the efficient use of resources and manages risks more effectually.

- It develops a green learning environment in the organization.

- It leads to refinement of employee behaviour to develop eco- friendly habits in their private and professional lives.

- It serves as a helping hand in the realization of the self-actualization needs of an employee.

- It helps in the generation of employment opportunities.

- When choosing a company to work for, applicants seem to value eco-friendly initiatives much more than even ten years ago. In fact, according to the Corporate Environmental Behaviour and the Impact on Brand Values Survey, 81% of US participants would rather work for a company that has a good reputation for environmental responsibility. This gives a clear indication of the HR of the organizations. Companies that implement a green strategy can improve candidate engagement and thus, talent quality, with fewer recruitment tools.

- Green practices are a pathway to gather pace within the HR space (Mehta & Chugan, 2015).

- Consumers are willing to spend more on a product that is healthier, safer, or more beneficial for the environment, regardless of the current economic state.

- Green HRM practice enhances an organization as well as its employees through improvement rate of retention in employees, improved company image, improvement in attracting better human resources, improvement in productivity, improvement in sustainable use of resources, minimize of practices that cause the environmental degradation, reduced utility cost, save environmental impact, rebates and tax benefits and increased business 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 help organisations diminish their environmental effects and increasing their positive environmental effects which more environmental friendly (Arulrajah et al., 2016).

Challenges of GHRM Implementation

Apart from the above-mentioned advantages or benefits, GHRM faces certain challenges (Hosain & Rahman, 2016). The challenges of GHRM are as follows:

- Challenges for applied green HRM practices are that it is very hard to change employee behaviour and habits, all employees will not be motivated easily, developing green culture is a time consuming process, need high investment primarily (Aggarwal & Sharma, 2015).

- It is difficult to alter the behaviour of employees in a short period.

- Not every employee is equally motivated to participate in the promotion of GHRM practices in the organization.

- Developing the culture of GHRM in the entire organization is a cumbersome and lingering process.

- It requires high investment at the initial stage and a comparatively slow rate of return.

- Sourcing and recruitment of green employees with quality talents is a challenging task.

- It is difficult to measure the effectiveness of green HR practices in employees' behaviour.

- The challenge in front of HR is to understand the scope and deepness of green HRM in transforming their organizations as green units. To create, practice and nurture environmental related innovative behaviours of employees with right attitude of being green, green HRM practices are significant and without proper green HRM practices, it is hard to create and maintain sustainable environmental performance (Arulrajah et al., 2015).

- HR professionals faced problems of being expected to provide the essential green structures, green processes, green tools, and green thinking to make the best selection and develop the future green leaders of the organization(Deshwal, 2015)

- Fayyazia et al. (2015) noted that there is two major obstacles that create the problem in implementing a Green HRM. First is lack of a comprehensive plan to implement Green HRM and second is lack of support and interest of highest level that become obstacles in a way of implementing a Green HRM and Green HRM practices.

Suggestions to the HR for Becoming Greener

There are the following suggestions for Becoming Greener;

- *Use of light as little as possible:*

  Artificial lighting accounts for 44 percent of the electricity use in office buildings. Employees should make it a habit to turn off the lights when they are leaving any room for 15 minutes or more and utilize natural light when you can. Organizations should also make a policy to buy Energy Star-rated light bulbs and fixtures, which use at least two-thirds less energy than regular lighting and install timers or motion sensors that automatically shut off lights when they're not needed.

- *Maximize computer efficiency*:

Computers in the business sector unnecessarily waste $1 billion worth of electricity a year. Employees should make a habit to turn off their computers when not needed.

- *Print smarter:*

  The average Indian office worker goes through 10,000 sheets of copy paper a year. Employees should make it a habit to print on both sides or use the backside of old documents for faxes, scrap paper, or drafts. They should avoid color printing and print in draft mode whenever feasible.

- *Use of Eco-friendly paper:*

  Organizations should make it a policy to buy chlorine-free paper with a higher percentage of post-consumer recycled content. They should also consider switching to a lighter stock of paper or alternatives made from bamboo, hemp, organic cotton, or kenaf. They should use Recycle toner and ink cartridges and buy remanufactured ones.

- *Go paperless when possible:*

  Employees should make it a habit to think before they print. Organizations should make it a policy to post employee manuals and similar materials online, rather than distribute print copies. They're easier to update in this way too.

- *Ramp up recycling:*

  Organizations should make it a habit to recycle everything they collect. Just about any kind of paper encountered in the office, including fax paper, envelopes, and junk mail, should be recycled. So should be employees' old cell phone, PDA, or pager, etc.

- *Eco-Friendly fixtures:*

  Organizations should make it a policy to purchase office supplies and furniture made from recycled materials.

- *Watch what (and how) the employees eat:*

  Organizations should make it a habit to bring their mug and dishware for the meals they eat at the office. They should also provide reusable dishes, silverware, and glasses. They should switch to Fair Trade and organic coffee and tea, and buy as much organic and local food as possible for parties and other events. Provide filtered drinking water to reduce bottled-water waste.

- *Rethink the travel by top management:*

  Some rental agencies now offer hybrids and other high-mileage vehicles. Organizations should make it a policy to invest in videoconferencing and other technological solutions that can reduce the amount of employees' travel.

- *Reconsider the way by which employees commute:*

Organizations should make it a habit to carpool, bike, or take transit to work, and/or telecommute when possible. They should also make it a policy to encourage telecommuting and make it easy for employees to take alternative modes of transportation by subsidizing commuter checks, offering bike parking, or organizing a carpool board.

- *Create a healthy office environment:*

  Organizations should make it a habit to use nontoxic cleaning products. They should go to the office premises brighten up with plants, which 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.

- *Fulfilment 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

Some common examples of Green HR activities can be the use of job portals of companies for recruitment and the use of telephonic, online, and video interviews. Green HR can reduce the travel requirements of the candidates, besides causing a reduction in paperwork. As part of compensation management, companies can introduce Green rewards to employees in the form of the nature-friendly workplace and lifestyle benefits, which may include carbon credit offsets, free bicycles, and pollution-free vehicles for commuting to and in the workplace in order to engage people in the green agenda. While many employees are not aware of their responsibility to protect the environment while they are at work, the new workforce of millennials, particularly the knowledge and highly skilled workers, are emphasizing environmental consciousness as they choose their employers. The talented and knowledgeable workers look for meaning and self-actualization in their jobs to stay committed to the companies they are working in and Green HR can help create this commitment by following green values and practices. Other green activities can concern the minimum use of paper and printed materials in recruitment, performance appraisals, and

learning and development (Deshwal, 2015). Green HRM practices encourage environment friendly practices by engaging employees in greener activities (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

Specifically, the functional areas where HR can have a green approach and which can have a bearing on acquisition, development, and retention of human capital could be the following:

- *The On boarding process:*

  With the use of new and advanced technology, organizations need less paper in all procedures of the recruitment and selection process. Resumes are submitted online, company websites are used by candidates to search for jobs and resumes are invited online, which helps to substantially reduce waste created from printing and mailing resumes. This process is not only completely paperless but also makes one's career more accessible and easily shared with potential hirers. Organizations can also use online portals for on boarding documentation such as offer letter, credentials, and testimonials regarding qualifications and experience of selected candidates, acceptance letter, and so on, which can significantly reduce the amount of paper used after an offer, has been accepted by a new employee.

Information about the company and job descriptions of advertised positions on its website also help companies in the orientation of new employees.

- *Sourcing and Acquisition of Human Resources:*

  To start with, the HR department can make Green job descriptions for employees. While developing the competency model for talent, an organization can include environmental consciousness as one of the core competencies required of employees. Green job candidates, who comprise a large section of talented and knowledgeable manpower, use Green criteria when applying for jobs, and, therefore, companies having green practices can attract good talent. Preference in selection should be given to candidates who are 'Green aware', which becomes an aspect of the HR acquisition policy.

- *Induction:*

  Employee orientation programs should be designed in such a way as to help the integration of new employees into a culture of green consciousness. Induction programs should emphasize an organization's concern for green issues of employees like their health, safety, and green working conditions.

- *Performance management and appraisals:*

  Performance management systems should be developed to include 'green' targets in the key performance areas (KPA). This can be translated into Green performance standards and Green behavior indicators which should serve as yardsticks in performance appraisal of employees at all levels. Green targets, goals, and responsibilities should be established for managers and achievement of managers in accomplishing Green results should be included in performance appraisals. Examples of such contributions can include creating awareness and familiarization of green issues amongst the subordinates, encouraging them to involve themselves in green activities of the company, and assist environment management learning, etc.

- *Learning and Development:*

  Extensive use should be made of online and web-based training modules and interactive media as training tools for not only for environment management training. Environment-related components of safety, energy efficiency, waste management, and recycling can become the focal points of green training. Training managers should depend more on online course material and case studies rather than on printed handouts, thus further reducing the use of paper. Training, development, and learning plans should include

programmes, workshops, and sessions to enable employees to develop and acquire knowledge in environment management, green skills, and attitude.

- *Compensation and Reward management:*

Compensation and reward management should recognize contributions in green management. Compensation packages should be modified to reward green skills acquisition and achievements by employees. Financial- based, non-financial-based, and recognition- based rewards can be used for the green achievements of employees. Monetary-based rewards for contributions in environmental management can be allocated in the forms of salary increase, cash incentives, and bonuses while non-monetary rewards may include sabbaticals, special leave, and gifts to employees and their family members. Recognition-based awards can highlight green contributions of employees through wide publicity and public praise and appreciation of green efforts by top management executives.

- *Employee Relations:*

Promoting 'eco-entrepreneurs' to add value to the organization's products and/or services with efficient utilization of existing financial, human, and natural resources. Encourage the employees for involvement and participation in social and ecological initiatives. Green suggestion schemes and problem shooting circles should be developed through employee participation. Companies will be developing a green workplace that is environmentally sensitive, resource-efficient, and socially responsible. Green commuting habits like flexi-hours, car-pooling, free or discounted transportation passes, etc. should be introduced, Arrangements of telecommuting or e-work to reduce travel and emission. HR can encourage green printing by reducing paper and toner usage and Adopting '3R' approach of 'Reduce- Recycle-Reuse' resources. Organizations can establish focus groups as Low carbon-chiefs (including CEO and Board) for green initiatives. Provide 'green whistleblower' help-lines in addition to this the companies implementing employee wellness programs.

- *Exit:*

For the Strict Compliance of the green strategies and policies the organization should take certain actions and they are as follows: Environmentally unfriendly behaviour may constitute a breach of the agreement and possible ground for dismissal. Exit interviews to gauge employee's perceptions of organizations' green practices (Deshwal, 2015). Environment friendly HRM practices resulting in greater efficiencies, lower costs and create

an atmosphere of better industrial relation, which in turn assists organizations to work in an environmentally sustainable way (Dutta, 2012). Green HRM practices help an organization to minimize wastages, discover new sources of business and minimize problems (Mehta & Chugan, 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 (Aggarwal & Sharma, 2015). Human resources of current time are realizing the social and environmental consciousness by gearing up employers to follow green practices in the organization (Nijhawan, 2014) and improved employee retention (Kumari, 2012).

Green HRM Practices

Dechant and Altman (1994) studied the importance of employee perception of a firm's environmental behavior. The authors found that the employees' perception is vital as employees are willing to work in a firm only when they feel it adds to their value profile. Hewitt Associates (2009) found a strong correlation between employee engagement and their perception of employer corporate social responsibility initiatives. The researchers found that eighty-six percent of employees at organizations with high engagement agreed that they worked for an employer that was socially and environmentally responsible. Further, the survey reported that the potential benefits of investing in or pursuing socially and environmentally responsible practices are positive organizational reputation; higher or sustained employee engagement, and eliminating waste/reducing their impact on the environment. In fact 'Green' may be considered as a powerful recruitment and retention tool. According to a recent Ipsos Mori survey, eighty percent of respondents across 15 developed nations would prefer working for a company that has a good reputation for environmental responsibility. Knox et. Al, (2005) found out that environment management/ CSR initiatives have been linked to employee engagement, through reduced costs due to increased employee retention as well as improved reputation in the eyes of employees. The authors point out that CSR programs impact the drivers of employee engagement (e.g. employee behavior and motivation); stakeholder attitudes and behaviors (e.g. potential employees), and the business outcomes (e.g. employee productivity and retention).

Further to promote GHRM practices organizations could approve Green Staffing procedures. Green Staffing involves hiring individuals with Environment Management skills, mindsets, and behaviors. In green staffing, job analysis procedures generally focus on environmental

aspects such as environmental reporting duties and responsibilities; identification and influencing of candidates with EM related experiences; EM-cantered testing (e.g., knowledge of risks, harmful substance, potential emissions, etc.), and interviewing techniques that enable managers in identifying candidates that fit environment centered jobs (Renwick et al., 2008). Such practices ensure that the selected candidates should have personality and attitudinal attributes that prevent waste, show creativity, and innovative ideas vis-à-vis the environment.

Thirdly, it has been found (Daily & Huang, 2001) that a positive correlation between employees and employers facilitate productivity and involves empowerment, participation, and engagement activities. It promotes EM by aligning employees' goals, capabilities, motivations, and perceptions with EM practices and systems. Employee empowerment positively influences productivity and performance and facilitates self-control, individual thinking, and problem-solving skills (Renwick et al., 2008; Wee and Quazi; 2005) also for the successful implementation of Environment Management initiatives teamwork is essential in demonstrating the value of HR; it influences EM within organizations (Daily & Hung, 2001). HR managers can use teams to promote EM particularly when environmental problems are group-oriented (Daily, Bishop, & Steiner, 2007). Further, through EM teamwork solutions may be devised to eliminate extant or future environmental problems at their sources (Carter & Dresner, 2001).

Finally, other HR practices such as training and development, performance and compensation management, reward systems are also concerned with protection, safety, and responsibility for environmental management. As a component of GHRM, training and development practices should focus on the development of employees' skills, knowledge, and attitudes about environment conversation and EM initiatives. These activities include training employees in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunities to engage employees in environmental problem-solving. It also increases employees' ability to adapt to change and develop proactive attitudes toward environmental issues (Carter & Dresner, 2001).

Another HR practice which is focused on aligning employees' work efforts in contributing and achieving the organization's objectives is the performance appraisal system. So as the green wave is affecting the overall corporate strategy it also has an impact on Performance Management System (PMS). HR managers prevent harm to EM when they integrate

environmental performance into performance management systems by setting EM objectives, monitoring EM behaviors, and evaluating the achievement of environmental objectives (Epstein & Roy, 1997). Renwick, Redman, and Maguire (2008) introduced a comprehensive compartmentalization of Green HRM practices and Ramus (2002) noted that rewards motivated the environmental behaviour and positive attitude of employees. As a basis for incorporating Environment Management initiatives in HRM, currently, two major underlying frameworks are available (Länsiluoto & Järvenpää, 2010). These are ISO 14000 standards and the Global Reporting Initiative (GRI). ISO 14000 family incorporates several standards for environmental management and reporting (ISO, 2009). The ISO 14001 provides the key performance indicators (KPIs) for the environmental PMS. The standard 14004 provides additional guidelines for implementing and reporting the standard. Furthermore, the ISO 14000 family includes standards 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 fulfil its environmental agenda and better control on the environmental impacts and minimize pollution (Singh & Shikha, 2015). Organizations experience that they have to develop a powerful social ethics and green sense of responsibility where corporate responsibility will be used as an important factor for business development. Organizations taking a green HRM practices approach within organization are experiencing a positive and expected influence on the patterns of employee relations in the organization (Ruchismita, Shitij, Pallavi, & Vivek, 2015).

Green HRM practices help the organization to promote HR social responsibility among employees (Mehta & Chugan, 2015) and to improve organization's environmental performance; employee's factor is one of the prime factors (Arulrajah et al., 2015). Human Resources Management practices plays a significant role in promoting and facilitating corporate social responsibility as it has contribution to the development of the coordination between economic and social goals and performance of the organization (Buciuniene & Kazlauskaite, 2012). Green HRM practices and CSR policies emerge from the organization vision, mission and objectives. Organization does not operate in Vacuum; they are part of society and environment and accountable to different stakeholders. Organization has to take responsibility for the impact of their practices and activities on the environment (Shaikh, 2012). The implication of the green HRM practices in the organizations can rectify the sustainability by improving employee's behaviors that guide to environmentalism (Snape &

Redman, 2010; Paillé et al., 2013). The objective of going green is to utilize products, services and methods that would not negatively impact the environment through pollution or depleting natural and environmental resources (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

Corporate Social Responsibility (CSR) is defined as an organization's discretionary involvement in business practices that appear to further economic, societal and environmental well-being (Du et al., 2011). Corporate Social Responsibility (CSR) is the way a corporation achieves a balance among its economic, 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 commitment by any business organization whereby they emphasize the ethical elements in their management and overall organizational structure (Richardson et. al, 1999). At the same time, companies are responsible for national economic development by improving the quality of life of the whole workforce and their families as well (Abbott & Monsen, 1979). India a rapidly developing country, the business environment is typically characterized by powerful business enterprises, a legal environment aimed at ethical behaviors on the part of businesses, and societal expectations that businesses should be more ethical and socially responsible. Along with that, in developing countries the organizations need to be more competitive, therefore, issues of customer service and satisfaction are of great importance. Thus, in decision-making processes, companies try to avoid actions that may breach any regulation or negatively

impact their reputation in order to avoid consumer dissatisfaction. It is known by many names, including 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 management concern; that is, it is important to all aspects of business, and it is integrated into a corporation's operations through its values, culture, decision making, strategy, and reporting mechanisms. In other words, CSR is the continuing commitment by business/ organization to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large. The working model of business ethics states that (Moscardo et al., 2013; Van Marrewijk, 2003), environment is one of the main pillars of corporate social responsibility (CSR) in creating a sustainable business. CSR is now a widely accepted indicator of the financial performance of organization (Chung *et al.*, 2018).

The Concept of Corporate Social Responsibility

The concept of corporate social responsibility (CSR), calls for a lengthy discussion due to its varied history. In the past, there have been traces of evidence in the business community that showed their concerns for society in general. Although there are many definitions of CSR available, the research centres attention on more recent concepts of CSR. According to Richardson, Welker, and Hutchinson (1999), CSR behaviors can be defined as discretionary actions undertaken by companies that are intended to advance their social issues. Joyner, Payne & Raiborn (2002) noted that CSR are categories of economic, legal, ethical and discretionary activities of a business entity as adapted to the values and expectations from society. They also added that CSR are the basic expectations of the company regarding initiatives that take the form of protection to public health, public safety, and the environment. In this concept, they explained that values and ethics influence the extent of a corporation's perceived social responsibility that is influenced by societal activities, norms, or standards.

 In today's world, CSR can be defined as regards to all aspects of business behavior so that the impacts of these activities are incorporated in every corporate agenda (Orgrizek, 2001; Coldwell, 2001). So, with the definition of the literature of CSR, it can be concluded that CSR is the continuing commitment taken by business organizations to strengthen their ethical

concepts and social involvement in society, contribute to economic development, sponsor charitable programs, and improve the quality of the workforce and also the increment of services provided and corporate sustainability (Sheehy and Farneti, 2021). However, on the other hand, Freeman & Liedtka (1991) argue that CSR can promote incompetence by leading the managers to get them involved in areas beyond their expertise, that is, trying to repair society's ill.

CSR is concerned with treating the stakeholders of the firm ethically or in a responsible manner. Ethically or responsible means treating stakeholders in a manner deemed acceptable in civilized societies. Social includes economic responsibility. Stakeholders exist both within a firm and outside. The natural environment is a stakeholder. The wider aim of social responsibility is to create higher and higher standards of living while preserving the profitability of the corporation, for peoples both within and outside the corporation (Hopkins, 2014) CSR, therefore, means the ethical behaviour of business towards its constituencies or stakeholders. Nevertheless, there are a wide variety of concepts and definitions associated 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 performance can be an effective approach for organizations to grow positive terms with their employees, CSR puts a significant influence on job performance 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?

Companies that are socially responsible in making profits also contribute to some, although obviously not all, aspects of social development. Aguinis and Glavas (2019) found that employees will develop a strong sense of organisational identification when they perceived their organisation is concerned about environmental issues and takes a proactive role in addressing them. Every company should not be expected to be involved in every aspect of social development. That would be ludicrous and unnecessarily restrictive. But for a firm to be involved in some aspects, both within the firm and on the outside will make its products and services (for example financial services) more attractive to consumers as a whole, therefore making the company more profitable. There will be increased costs to implement CSR, but the benefits are likely to far outweigh the costs. It would help to avoid the excessive exploitation of labour, bribery, and corruption. Companies would know what is expected of

them, thereby promoting a level playing field. Many aspects of CSR behaviour are good for business (such as reputation, human resources, branding, and making it easier to locate in new communities) and legislation could help to improve profitability, growth, and sustainability. Some areas, such as downsizing, could help to redress the balance between companies and their employees. Rogue companies would find it more difficult to compete through lower standards. The wider community would benefit as companies reach out to the key issue of underdevelopment around the world (Hopkins, 1999).

There are many potential benefits for business from being involved in a CSR program, in terms of its impact on the organization's employees. Examples are as follows: Working in a new environment, employees will possibly be learning new skills. These might be transferrable skills to their own organization which will prove to be beneficial and they might spark off some innovations which may result in some positive changes. The theory is that this commitment to a higher standard of performance stimulates a search for new and better ways of doing things. Many employees are pleased to work for an organisation that is keen to be involved in CSR activities; this often helps in the retention of such staff. Similarly, they will tell friends and family about such activities and practices (thereby recommending the organisation they work for to others), and as a result, the recruitment of new employees can be made easier. Indeed, some organisations refer to their CSR activities in their recruitment adverts. Employees can feel motivated by working with good causes and helping with community activities, with the result that their morale improves and consequently their performance.

Linked with the previous points, the culture of an organisation can change and be improved; as such activities become an acceptable way of behaving in the responsible organisation. In some CSR activities, employees from different departments and levels learn to work together, which improves their workplace collaboration. Essentially, employees desire to be confident that the organisation they work for shares the same values as they do. An important point, therefore, is that internal communication from the management does reinforce the desire for a specific type of behaviour and the potential results of positive behaviour.

The importance of an organization of its reputation and brand has grown significantly over the last few years and so it has become important to find ways of achieving this. CSR programmes can provide many opportunities to reach an organisation's stakeholders with

important messages. 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. In some cases, businesses are targeted by activists uncomfortable with aspects of their business operation. It is in their interest to behave responsibly as the costs of reputational damage can also be significant. CSR is also relevant to companies whose customers may switch to another supplier. In some cases, organizations need to introduce CSR activities to hold their customers'/consumers' support. There are direct business benefits for organizations making environmental improvements in their activities which improve performance and increase profitability. This helps their relationships with environmental authorities and improves their general image. In some cases, they can then charge a price premium or increase market share in environmentally-conscious markets. It is always important for an organisation to be looking for new customers and for the retention of their current customers. In some cases, CSR activities provide ways of promoting the business and its products and services to its customers and other stakeholders. In some cases, CSR activities provide ways of promoting the business and its products and services to its customers and other stakeholders. While minimizing the direct costs of doing components of the business, which make them more socially responsible, the result can be increased efficiency and reduced costs of materials. The organization becomes greener and is perceived as such, while it reduces its expenditure and potentially increases profitability and growth rate.

Harold Johnson (1971) introduced four views of CSR as narrated below:

➢ A socially responsible firm/ organization are one whose managerial staffs balance a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation.

➢ Social responsibility states that businesses carry out social programs to add profits to their organization.

➢ A socially responsible entrepreneur or manager is one who has a utility function of the second type, such that he is interested not only in his own well-being but also in that of the other members of the enterprise and that of his fellow citizens.

➢ The goals of the enterprise, like those of the consumer, are ranked in order of importance and that targets are assessed for each goal. These target levels are shaped by multiple factors, but the most important is the firm's past experience with these

goals and the past performance of similar business enterprises; individuals and organizations generally want to do at least as well as others in similar circumstances.

➢ CSR is defined as the degree to which an organization will strive to improve the overall welfare of society. It is an obligation to the general society. According to Certo & Certo (2008), CSR is the managerial obligation to take action that protects and improves both the welfare of society as a whole and the interests of the organization. Four specific reasons are given below for CSR:

➢ The organization gets natural resources including materials, people, and water from the environment in which it is operating. Hence it has to show gratitude to give something to protect and improve the environment.

➢ The organization causes to pollute the environment (air, land, noise, etc.). The polluted environment will be a danger to the organizational members in the future. Environmental pollution will threaten the survival of all. Hence it needs to be stopped, or at least minimized by various CSR activities.

➢ The people of the society and the government will make demands to the organization to conserve resources for the future generation, to protect and improve the prevailing conditions of the environment where all citizens live.

➢ Through CSR activities an organization can enhance its image as a good corporate citizen which will make people appreciate the organization and consequently customers will become loyal and employees will become loyal. Also, the organization will be able to attract more suitably qualified applicants for its job vacancies. Investor preference generates. Eventually, the organization can reap an increased profit from a generally improved society. Ethical social responsibility is significantly associated corporate social responsibility through employee performance, which in turn has a significant and positive impact on financial performance of organization (Olaniyan, Efuntade, and Efuntade, 2021).

Describing Corporate Social Responsibility

There have been many definitions of Corporate Social Responsibility. Listing the key elements found in various definitions may be more insightful. Definitions:

- Corporations have responsibilities that go beyond the production of goods and services at a profit.

- These responsibilities involve helping to solve important social problems, especially those they have helped create.

- Corporations have a broader constituency than stockholders alone.

- Corporations have influences that go beyond simple marketplace transactions.

- Corporations serve a wider range of human values than can be captured by a sole focus on economic values (Waddock, 2004).

CSR addresses some of the following areas: (1) the environmental dimension, (2) the human resource dimension, (3) the philanthropic dimension, and (4) the human rights dimension. Figure 1.2 depicts 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)

Human Resource Dimension
- Protecting in health and safety
- Treating employees fairly in terms of wages, working hours etc.
- Promoting equal opportunities
- Investing in education and training

Environmental Dimension
- Good waste and recycle policy
- Energy conservation
- Ensuring products do not harm environment
- Undertake initiatives to promote environmental responsibility.

CSR

Human Rights Dimension
- Promoting human rights
- Ensuring operation respect human rights
- Refrain lending to oppressive regime or companies violating human rights.

Philanthropic Dimension
- Help solve social problems
- Supporting charities and community projects
- Participate in management of public affairs
- Play a role on society goes beyond profit maximisation

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) social responsibility refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action, which are desirable in terms of the objectives, and values of our society. The new concept of social responsibility recognizes the closeness of the relationships between the corporation and society and realizes that such relationships must be kept in mind by top managers as the corporation and the related groups pursue their respective goals. The essential ingredient of the corporation's social responsibilities includes a degree of voluntarism (Walton, 1967). Corporate social responsibility is the concept that corporations 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. These are classical and modern approaches. Classical social responsibility argues that managers of the company are only responsible to the shareholders of the company. On the other hand, modern social responsibility approach argues that the economic system functions best when companies take responsibility to solve the problems of the society.

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).

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). 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). Csikzentmihalyi (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.

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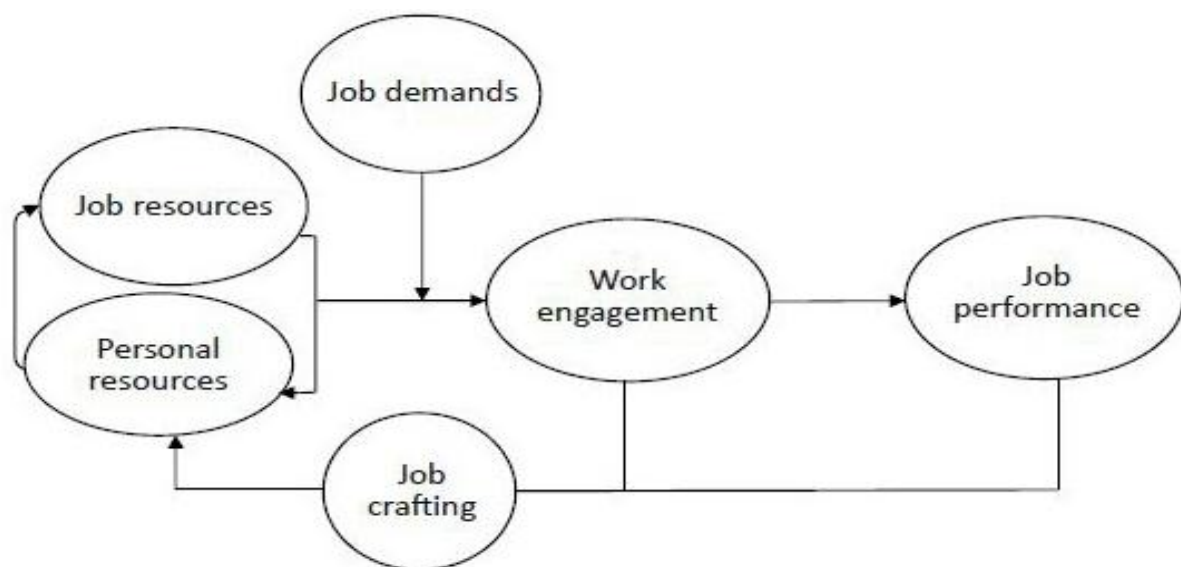
Note : From Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. Journal of Managerial Psychology, 22(3), 309–328. https://doi.org/10.1108/02683940710733115

Engaged employees exhibit the following behaviours:

- Personal initiative on the job

- Willingness to go the extra mile

- Motivation to perform to the highest standards

- Apply creative energy to their work

- Vested interest in their company's success

- Hold others in the organization to high standards of performance.

Figure 1.4: A Model of Antecedents and Consequences for Employee Engagement. (Kahn, 1990)
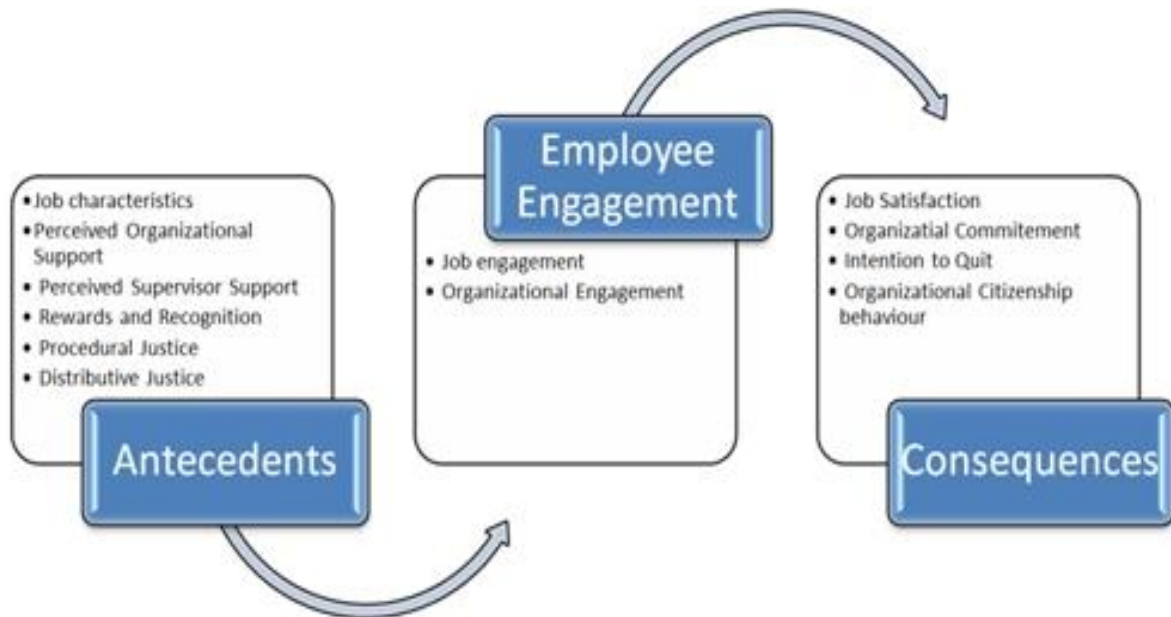
Note: From Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33, 692-724.

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)

- 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
- Increases employees' trust in the organization
- Creates a sense of loyalty in a competitive environment
- Provides a high-energy working environment
- Boosts business growth
- 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 imagine slights, and making federal cases out of small potatos (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 employes 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)

- 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).

Antecedents and outcome 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).
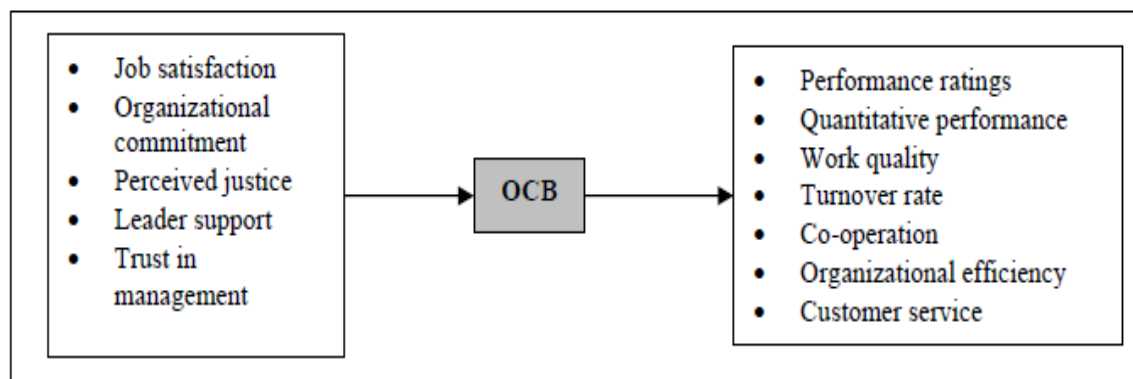
Note: from Swanson, D. and Niehoff, B. P. (2001). Business Citizenship outside and inside organisations, in Andriof Jörg and MacIntosh Malcolm (Ed.), Perspectives on Corporate Citizenship, Greenleaf Publishing 2001, Part 6, pp. 104-116 ; Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. 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).

These are the job-related constructs which will affect OCB, According to Chahal and Mehta (2010):

- Individual disposition (i.e. personality)

- Fairness perception (i.e. procedural and distributive justice)

- Motivational factors

- Role perception (i.e. is one's job clearly defined or ambiguous? Does it overlap with another co-worker's?)

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. Pezij (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.

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).

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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 originations 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 & 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; 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, & Pelser , 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 Ponnaih (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 a 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; Juščius & 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.A - There will be no significant difference between male employees and female employee in term of Green Human Resource Management practices.

H7.B- There will be no significant difference between male employees and female employee in term of perceived Corporate Social Responsibility.

H7.C- There will be no significant difference between male employees and female employee in term of Employee Engagement.

H7.D- There will be no significant difference between male employees and female employee in term of Organizational Citizenship Behaviour.

H7.E- There will be no significant difference between male employees and female employee in term of Employee Retention.

H8. A- 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 Green Human Resource Management practices.

H8.B- 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 perceived Corporate Social Responsibility.

H8.C- 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 Employee Engagement.

H8.D- 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 Organizational Citizenship Behaviour.

H8.E- 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 Employee Retention.

H9.A- There will be no significant differences between employee of manufacturing sector and employee of service sector in term of Green Human Resource Management practices.

H9.B- There will no significant differences between employees of manufacturing sector and employees of service sector in term of perceived Corporate Social Responsibility.

H9.C- There will be no significant differences between employees of manufacturing sector and employees of service sector in term of Employee Engagement.

H9.D- There will be no significant differences between employees of manufacturing sector and employees of service sector in term of Organizational Citizenship Behaviour.

H9.E- There will be no significant differences between employees of manufacturing sector and employees of service sector in term of Employee Retention.

H10.A- 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 Green Human Resource Management practices.

H10.B- 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 perceived Corporate Social Responsibility.

H10.C- 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 Employee Engagement.

H10.D- 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 Organizational Citizenship Behaviour.

H10.E- 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 Employee Retention.

H11.A- 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 Green Human Resource Management practices.

H11.B- 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 perceived Corporate Social Responsibility.

H11.C- 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 Employee Engagement.

H11.D- 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 Organizational Citizenship Behaviour.

H11.E- 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 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
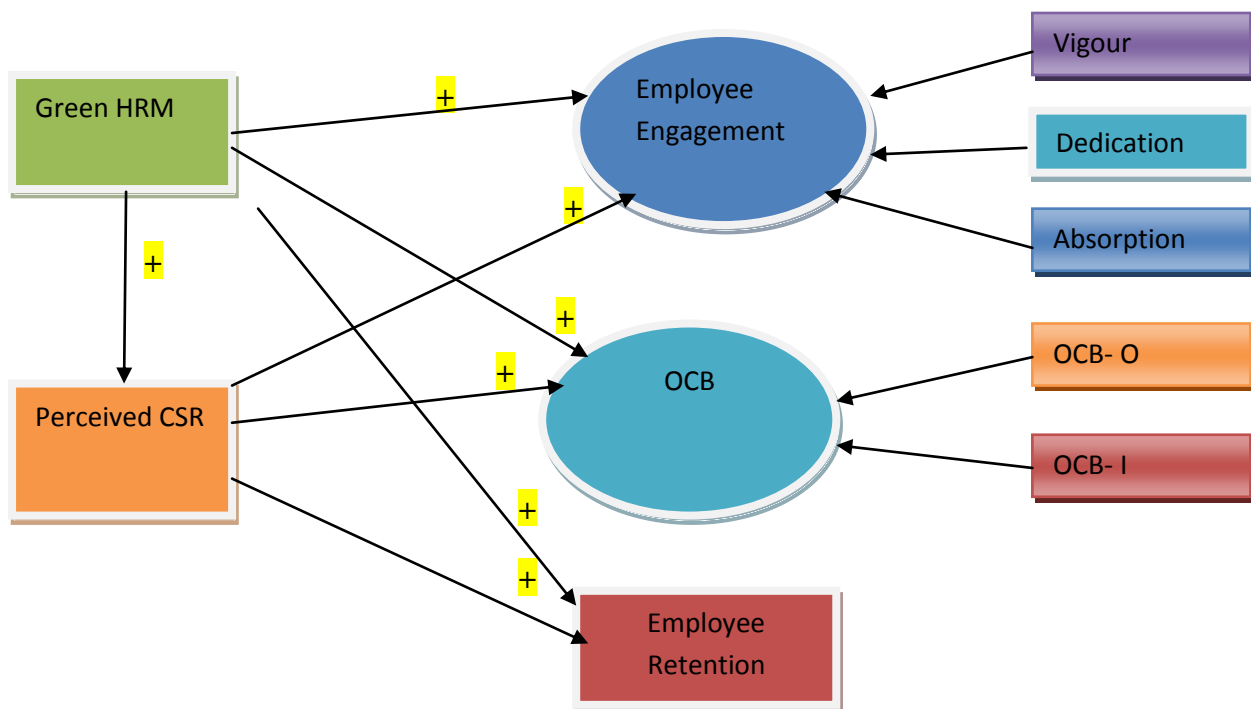
Figure 1.6 shows the conceptual model of the research and proposes that Green HRM practices will significantly positively predict workplace behaviours namely employees engagement, organization citizenship behaviour, and employee retention. Green HRM practices will significantly positively predict perceived 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).

CHAPTER II – METHODOLOGY

This chapter outlines the research design that will be used to explore the research questions. Generally, the methodology is carved out to meet the research objectives and address data gathering problems imminent in research. The major components of this chapter are the research design, population of the study, sample, Tools, Procedure for data collection including sources of data, data collection instrument and procedure for data collection. The methods used for analysing the data from the field are also discussed in this chapter.

2.1 Sample

Population:

Manager, supervisor, executive, and employee of manufacturing sector and service sector of Gujarat are research population.

Description of study participants:

· Manager and Assistant Manager

· Senior Executive and Junior Executive, supervisor and employees

Inclusion Criteria:

· Minimum one-year work experience in the current organization.

· Full-time employee only

Exclusion Criteria:

· Part-time and apprentice employees

Sample:

Total 405 Manager, supervisor, executive, and employee of manufacturing sector and service sector of Gujarat are taken as a sample. The sample comprises 405 managers, executives, and supervisors from private and public sectors of Gujarat which consists of 251 (62%) male

employees and 154 (38%) female employees. A total of 178 (44%) employees belong manufacturing sector and 227 (56%) employees belong to the service sector. An inclusive criterion is minimum one-year work experience in the current organization as full-time employees were used to select the sample. A total of 100 (24.7%) employees have Diploma/ITI and below education, 157 (38.8%) employees have Graduate and 148 (36.5%) employees have Post-graduate and above education. 160 (39.5%) sample age are 18 to 30 years, 143 (35.3%) sample age are 31 to 40 years and 102 (25.2%) sample are 41 years and above age. Out of the total sample, 214(52.8%) sample designation is employee, 93(23%) sample designation is executive, 74 (18%) sample designation is supervisor, and 24(5.9%) sample designation is a manager. A total of 264 (65.2%) employees have 2 years to 5 years of work experience in current organization and 141 (34.8%) employees have 6 years and above years of work experience in the current organization. A total of 159 (39.3%) employees have 2 years to 5 years of work experience and 246 (60.7%) employees have 6 years and above years of work experience. A total of 79 (19.5%) employees are single, 312 (77%) employees are married and 14 (3.5%) employees are divorced and single.

Sample are divided based on different demographical variables name gender, age, sector, experience, designation education, etc

Figure: 2.1 Sample break on the basis of Gender
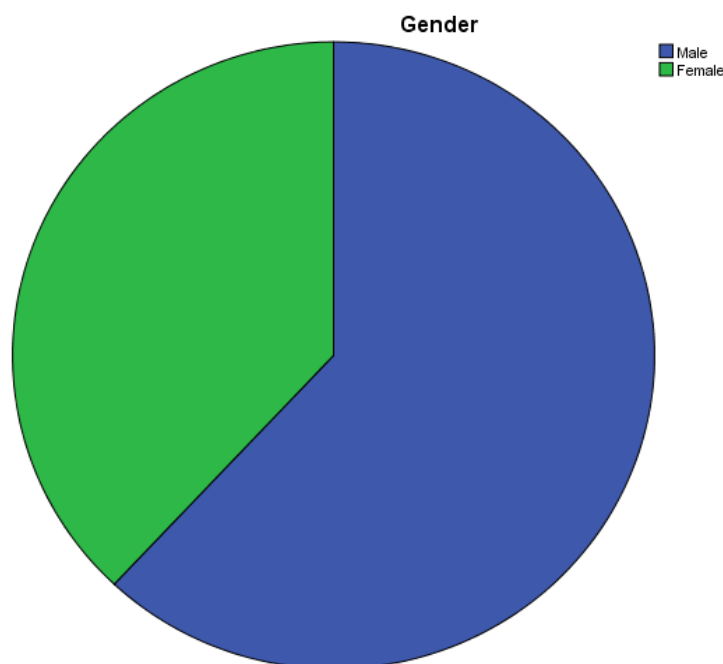
A total of 251 (62%) samples are male employees and 154 (38%) samples are female employees.

Figure: 2.2 Sample break on the basis of sector

Type of Sector

■ Service Sector
■ Manufacturing Sector

A total of 178 (44%) employees belong manufacturing sector and 227 (56%) employees belong to service sector.

Figure: 2.3 Sample break on the basis of sample educational qualification
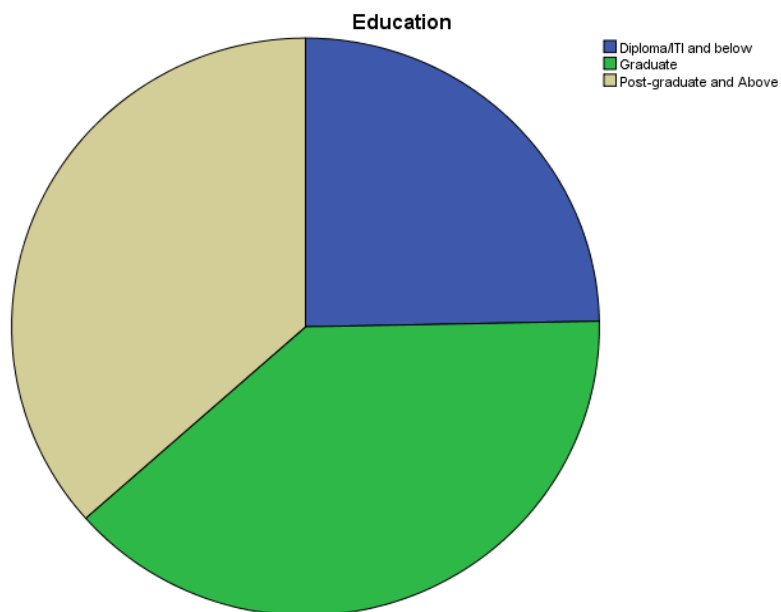
Education

Diploma/ITI and below
Graduate
Post-graduate and Above

A total of 100 (24.7%) employees have Diploma/ITI and below education, 157 (38.8%) employees have Graduate and 148 (36.5%) employees have Post-graduate and above education.

Figure: 2.4 Sample break on the basis of age
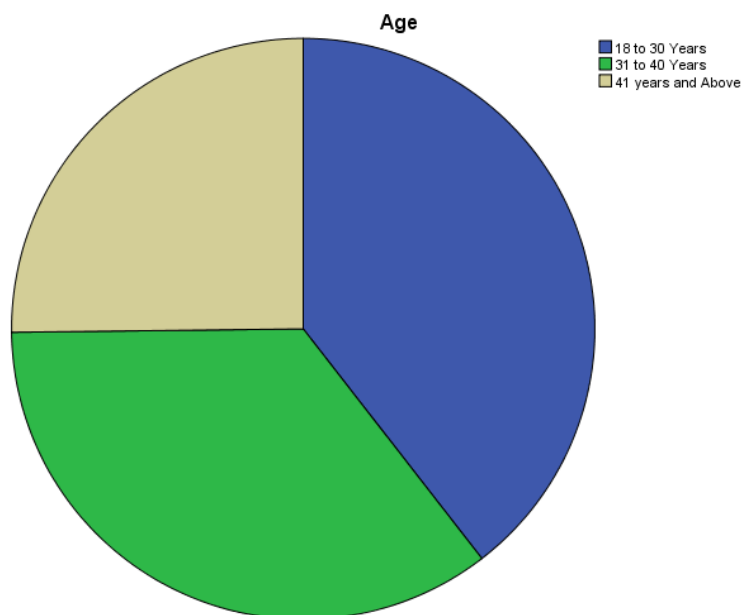
Age

18 to 30 Years
31 to 40 Years
41 years and Above

160 (39.5%) sample age are 18 to 30 years, 143 (35.3%) sample age are 31 to 40 years and 102 (25.2%) sample are 41 years and above age.

Figure: 2.5 Sample break on the basis of designation
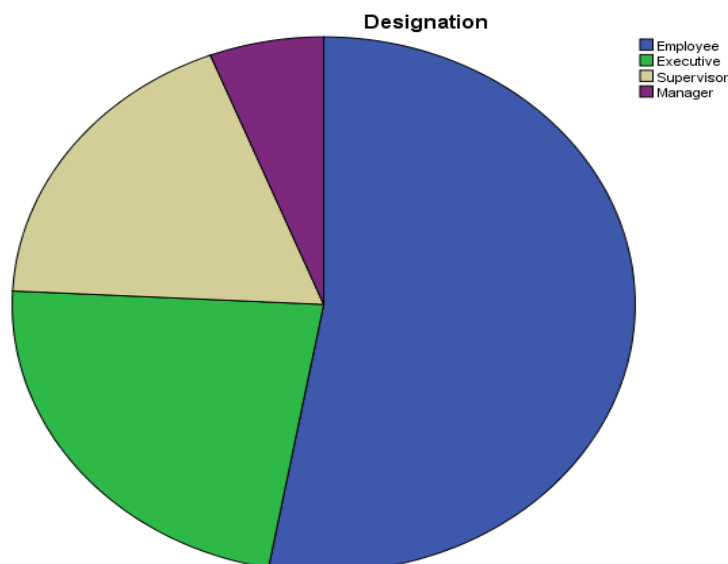
Out of the total sample, 214(52.8%) sample designation is employee, 93(23%) sample designation is executive, 74 (18%) sample designation is supervisor, and 24(5.9%) sample designation is the manager.

Figure: 2.6 Sample break on the basis of work experience in current organization
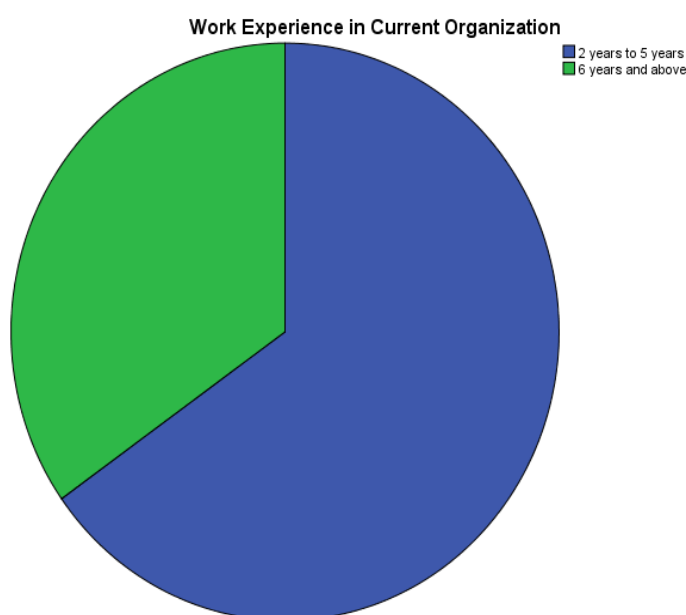
A total of 264 (65.2%) employees have 2 years to 5 years of work experience in current organization and 141 (34.8%) employees have 6 years and above years of work experience in the current organization.

Figure: 2.7 Sample break on the basis of total work experience
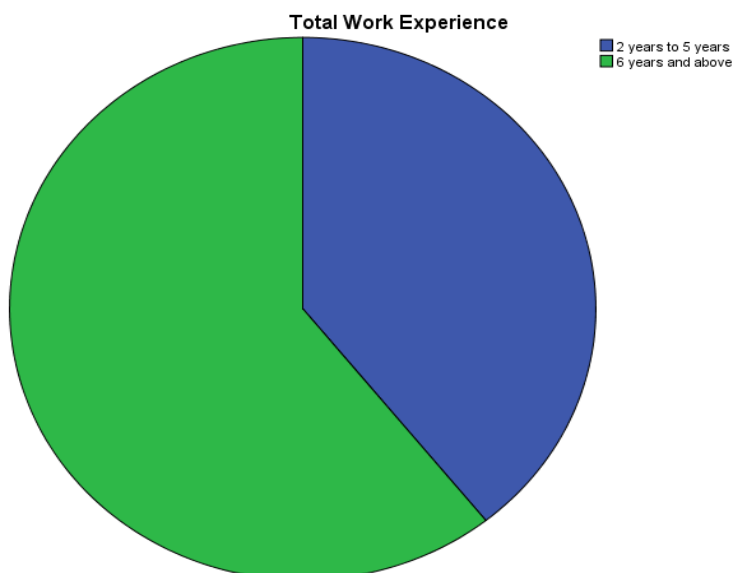
Total Work Experience

■ 2 years to 5 years
■ 6 years and above

A total of 159 (39.3%) employees have 2 years to 5 years of work experience and 246 (60.7%) employees have 6 years and above years of work experience.

Figure: 2.8 Sample break on the basis of marital status
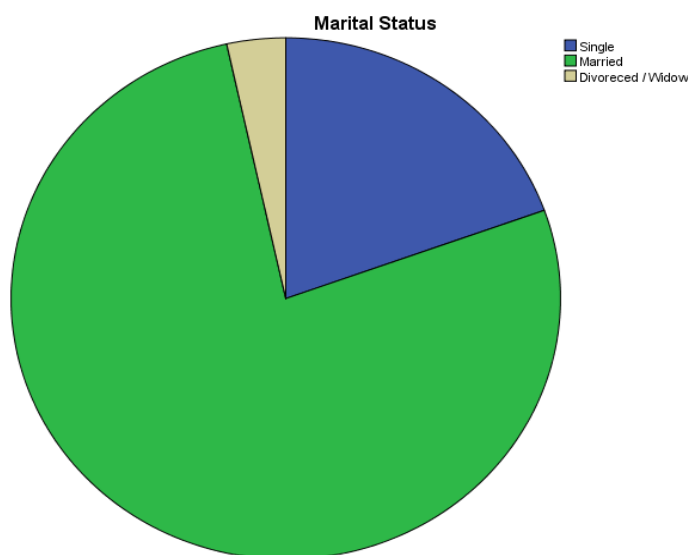
Marital Status

■ Single
■ Married
□ Divoreced / Widow

A total of 79 (19.5%) employees are single, 312 (77%) employees are married and 14 (3.5%) employees are divorced and single.

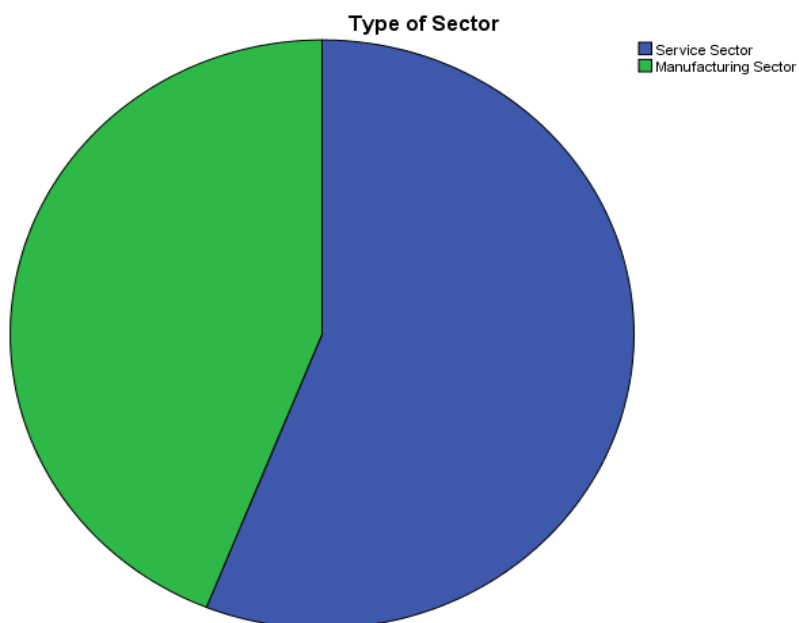*Figure: 2.9 Sample break on the basis of daily working hours*

Daily Working Hours
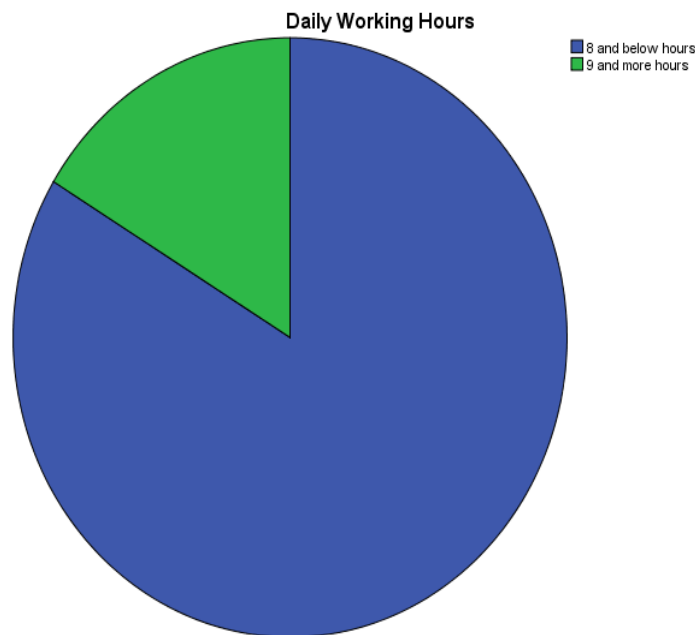
A total of 339 (83.7%) employees work 8 and less hours daily and 66 (16.3%) employees work 9 and more hours daily.

2.2 Tools

A survey questionnaire was used for data collection. The questionnaire has the following subscales.

Green Human Resource Management Practices: Green Human Resource Management Practices were measured by a scale that was developed by the researcher based on parameters of Green Human Resource Management Practices. The scale was face validated by experts. Five points Likert's scale was used to collect quantitative Information in which 1 stands for never and 5 for always and it consists of 25 items. The Chronbach Alpha for the scale on sample of the reserach is 0.94.

Perceived Corporate Social Responsibility:

Perceived Corporate Social Responsibility scale was developed by Turker (2009). There were 10 items of the scale used to measure Perceived Corporate Social Responsibility. Five points Likert's scale was used to collect quantitative Information in which 1 stands for strongly disagree and 5 for strongly agree. The Chronbach Alpha for the scale on sample of the reserach is 0.87.

Work Engagement:

The Utrecht Work Engagement Scale (UWES) is developed by Schaufeli & Bakker (2003). The following are the dimensions used in this scale are Vigour, dedication and, absorption. It consists of 17 items which are to be rated on a 5-point scale ranging from 0 (strongly disagree) to 5 (strongly agree). Its current reliability of the scale on sample of the reserach is 0.89 in which reliability of vigour is 0.75, Dedication is 0.71 and Absorption is 0.75.

Organizational Citizenship Behavior:

Organizational Citizenship Behaviour scale used in the study was developed by Williams and Anderson (1991). This scale includes 7 items that measure OCBs directed at other individuals (α=.79) and 7 items that measure OCBs directed at the organization (α =.63). Participants indicated the extent to which they perform this behaviour on a 5- point Likert scale (1=strongly disagree to 5= strongly agree). Its reliability measured from the current sample is 0.83 in which reliability of OCB individual level is 0.78 and OCB Organization level is 0.80. There are three reverse item in scale, items number 3,4 and 5 scored 5 to 1 in which (5=strongly disagree to 1= strongly agree).

Employee Retention:

Employee Retention scale was developed by Egan, Yang & Bartlett (2004). There are 9 items in Employee retention scale. Reliability of original scale was 0 .91. Five points Likert's scale was used to collect quantitative Information in which 1 stands for strongly degree and 5 for strongly agree. Its current reliability is 0.68. There is five reverse items in scale, items number 1, 3, 5, 6 and 9 scored 5 to 1 in which (5=strongly disagree to 1= strongly agree).

The survey questionnaire was prepared in English language and Gujarati language. Dimensions wise detail of survey questionnaire given in below table;

Table No. – 2.1 Dimensions wise detail of survey questionnaire

Sr. No.	Variables	Dimensions	Number of items measured on 5 points scale	Range of Score	Reliability of current research (Chronbach Alpha)

1.	Green Human Resource Management Practices	Green Human Resource Management Practices	25 items	25 - 125	0.94
2	Perceived Corporate Social Responsibility	Perceived Corporate Social Responsibility	10 items	10 – 50	0.87
3	Work Engagement- The Utrecht Work Engagement Scale (UWES)	Vigour	**6** (Item No. 1,4,8,12,15, 17)	6-30	0.75
		Dedication	**5** (Item No. 2,5,7,10,13)	5- 25	0.71
		Absorption	**6** (Item No. 3,6,9,11,14, 16)	6-30	0.75
4	Organizational Citizenship Behavior(OCB)	Individual OCB(OCBI)	**7** (Item No. 8,9,10,11,12, 13,14)	7-35	0.78
		Organizational OCB(OCBO)	**7** (Item No. 1,2,3,4,5,6,7 - Reverse items- 3,4,5)	7-35	0.80
5	Employee Retention	Employee Retention	**9** items (Reverse items- 1,3,5,6,9)	9-45	0.68

2.3 Research Design

2 X 2 factorial design was used where one factor is types of sector (manufacturing sector and service sector) and second factor is gender (male and female). 2 X 2 factorial design presented in the following Table;

Table 2.2: Research design- 2 X 2 factorial design

		Types of sector	
		Manufacturing	Service
Gender	Male	Male Manufacturing	Male Service
	Female	Female Manufacturing	Female Service

Table 2.2 shows that the research used 2 X 2 factorial design and a survey method was used. A survey questionnaire was used for data collection. Based on GHRM parameters, a questionnaire was developed to measure GHRM practices. The questionnaire for the research included the following standardized scales used in previous research: the Perceived Corporate Social Responsibility Scale, Organizational Citizenship Behaviour Scale, Utrecht Work Engagement Scale, and Employee Retention Scale. Data were collected online (Google form) and in hardcopy. The collected data were analyzed using the appropriate statistics.

2.4 Procedure

The Green Human Resource Management Practices scale was developed by the researcher based on GHRM parameters. Researcher prepared a GHRM questionnaire on the basis of established parameters of GHRM in early studies to assess the GHRM practices.   The standardized scales (Perceived Corporate Social Responsibility Scale, Organizational Citizenship Behaviour Scale, Utrecht Work Engagement Scale, and Employee Retention Scale) were borrowed from previous research. The survey questionnaire was prepared in English and was also translated into Gujarati. The questionnaire was translated into Guajarati and back translated into English to establish translational equivalence. Permission for data collection was taken from the concerned manufacturing- and service-sector organizations. After permission was granted, the participating employees were briefed about the study. The survey questionnaire was then given to those employees who met the research criteria and the data were collected. Ethical informed consent was taken from the sample before collecting data and instructed the sample that your data would be remain confidential.

2.5 Statistical Analysis:

The survey questionnaire was used to collect data and applied various statistical to analyze it. Structural Equation Modelling (SEM) was used to study whether Green Human Resource Management practices and perceived Corporate Social Responsibility significantly predict or affect Workplace behaviour of employees (Organizational Citizenship Behaviour, Employee

Engagement, and Employee Retention). Pearson Product Moment correlation was used to study correlation among Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour, and Employee Retention. Two ways Analysis of Variance (Two ways ANOVA) was used to explore the main and interaction effect of employee's gender, age, sector, and employee's education on Green Human Resource Management Practices, Perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour, and employee retention. Independent t-test was used to study the effect of employee's years of experience on Green Human Resource Management practices, perceived Corporate Social Responsibility, Employee Engagement, Organizational Citizenship Behaviour, and Employee Retention. Intensity index was used to study the barriers and positive outcomes of GHRM practices.

CHAPTER II
Result

To study correlation between GHRM practices, perceived CSR, Vigor, Dedication, Absorption, OCB, and employee retention, Pearson product movement correlation was used and the results are given below;

Table -3.1- Correlation among GHRM Practices, Perceived CSR, OCB and employee engagement and employee retention factors

Variable	Mean (SD)	GHRM	CSR	Vigor	Dedication	Absorption	OCB-O	OCB-I	Employee Retention
GHRM	80.53 (18.97)	1							
CSR	33.94 (7.91)	.76**	1						
Vigor	19.40 (4.79)	.46**	.55**	1					
Dedication	16.71 (3.98)	.40**	.50**	.76**	1				
Absorption	20.24 (4.59)	.44**	.54**	.75**	.74**	1			

OCB-O	25.62 (5.39)	.48**	.46**	.33**	.33**	.37**	1	
OCB-I	23.35 (5.39)	.51**	.59**	.66**	.63**	.65**	.41**	1
Employee Retention	32.99 (7.85)	.39**	.38**	.27**	.27**	.28**	.71**	.31**	1

N = 405

**. p < 0.01 level (2-tailed)

Table -3.1 indicates the correlation between GHRM practices, perceived CSR, OCB, and Work Engagement factors. There is a significant positive correlation found between GHRM practices with respect to perceived CSR, Vigor, Dedication, Absorption, OCB-O, OCB-I and employee retention. It means an employee who reported higher GHRM practices in organization; they perceived higher CSR in an organization. An employee who reported higher GHRM practices in organization, they engage higher in the organization. An employee who reported higher GHRM practices in organization, they engage higher in OCB. An employee who reported higher GHRM practices in the organization, they have a higher will to remain within the organization.

There is a significant positive correlation of perceived CSR with vigor, dedication, absorption, OCB-O, OCB-I, employee retention. vigor is positively correlated to dedication, absorption, OCB-O, OCB-I and employee retention. It means employee who perceived higher CSR in organization, they engage higher in organization. Employee who perceived higher CSR in organization, they engage higher in OCB. Employee who perceived higher CSR in organization, they have higher will to remain with organization.

There is a significant positive correlation of dedication with absorption, OCB-O, OCB-I, employee retention. There is a significant positive correlation of absorption to OCB-O, OCB-I, employee retention. There is a significant positive correlation of OCB-O to OCB-I and employee retention. There is a significant positive correlation of OCB-I to employee retention. It means employees who engage higher in an organization, they behave more OCB. Employees, who engage higher in OCB, want to remain with the organization. Employees who engage higher in an organization, they want to remain with the organization.

To study whether GHRM Practices significantly predict employee engagement, OCB and employee retention, regression analysis was carried out and the results are given below;

Table -3.2 - GHRM Practices as a predictor of employee engagement, OCB and employee retention

Variables	Beta value	t	F	R	R^2	Adjusted R^2
Vigor	0.46	10.44**	109.02**	0.46	0.21	0.21
Dedication	0.40	8.76**	76.71**	0.40	0.16	0.16
Absorption	0.44	9.96**	99.23**	0.44	0.20	0.20
OCB-O	0.48	10.96**	120.02**	0.48	0.23	0.23
OCB-I	0.51	11.89**	141.39**	0.51	0.26	0.26
Employee Retention	0.39	8.40**	70.62**	0.39	0.15	0.15

** $p < 0.01$ level (2-tailed)

Table -3.2 shows the regression analysis where employee engagement, OCB, and employee retention among employees as positively predicted by GHRM practices. A significant correlation of GHRM Practices is found positive with the variables as can be seen with respect to vigor, dedication, absorption, OCB-O, OCB-I and employee retention. The table also shows that GHRM practices predict employee engagement, organizational citizenship behaviour at an individual level, organizational level, and employee retention. GHRM practices explain 21% of variance in Vigour, 16% variance in dedication, 20% variance in absorption, 23% variance in individual-level OCB, 26% variance in organizational level OCB, and 15% of variance in employee retention. It means an employee who involves higher in GHRM practices; they have higher employee engagement, OCB, and more willingness to remain with the organization.

To study whether perceived CSR significantly predict employee engagement, OCB and employee retention, regression analysis was carried out and the results are given below;

Table - 3.3 - Perceived CSR as a predictor of employee engagement, OCB and employee retention

Variables	Beta value	t	F	R	R^2	Adjusted R^2
Vigor	0.55	13.10**	171.71**	0.55	0.30	0.30
Dedication	0.50	11.65**	135.69**	0.50	0.25	0.25

Absorption	0.55	13.06**	170.44**	0.55	0.30	0.30
OCB-O	0.46	10.43**	108.84**	0.46	0.21	0.21
OCB-I	0.60	14.88**	221.40**	0.60	0.35	0.35
Employee Retention	0.38	8.30**	68.97**	0.38	0.15	0.14

** $p < 0.01$ level (2-tailed)

Table -3.3 shows the regression analysis where employee engagement, OCB, and employee retention among employees as positively predicted by perceived CSR. A significant positive correlation among all the variables exist as can be seen in vigor, dedication, absorption, OCB-O, OCB-I, and employee retention. The table also shows that perceived CSR significantly positively predicts employee engagement, organizational citizenship behaviour at an individual level, organizational level, and employee retention. Perceived CSR explains positive 30% of variance in vigor, 25% variance in dedication, 30% variance in absorption, 21% variance in individual-level OCB, 35% variance in organizational level OCB, and 15% of variance in employee retention. It means perceived CSR significantly positively predict employee engagement, OCB, and employee retention.

Structural Equation Modelling (SEM) was used to investigator whether GHRM practice and perceived CSR affect employee engagement, OCB and employee retention and the results are presented in figure 3.1 below;

Figure-3.1: Model showing GHRM practice and Perceived CSR as a predictor of workplace behaviour
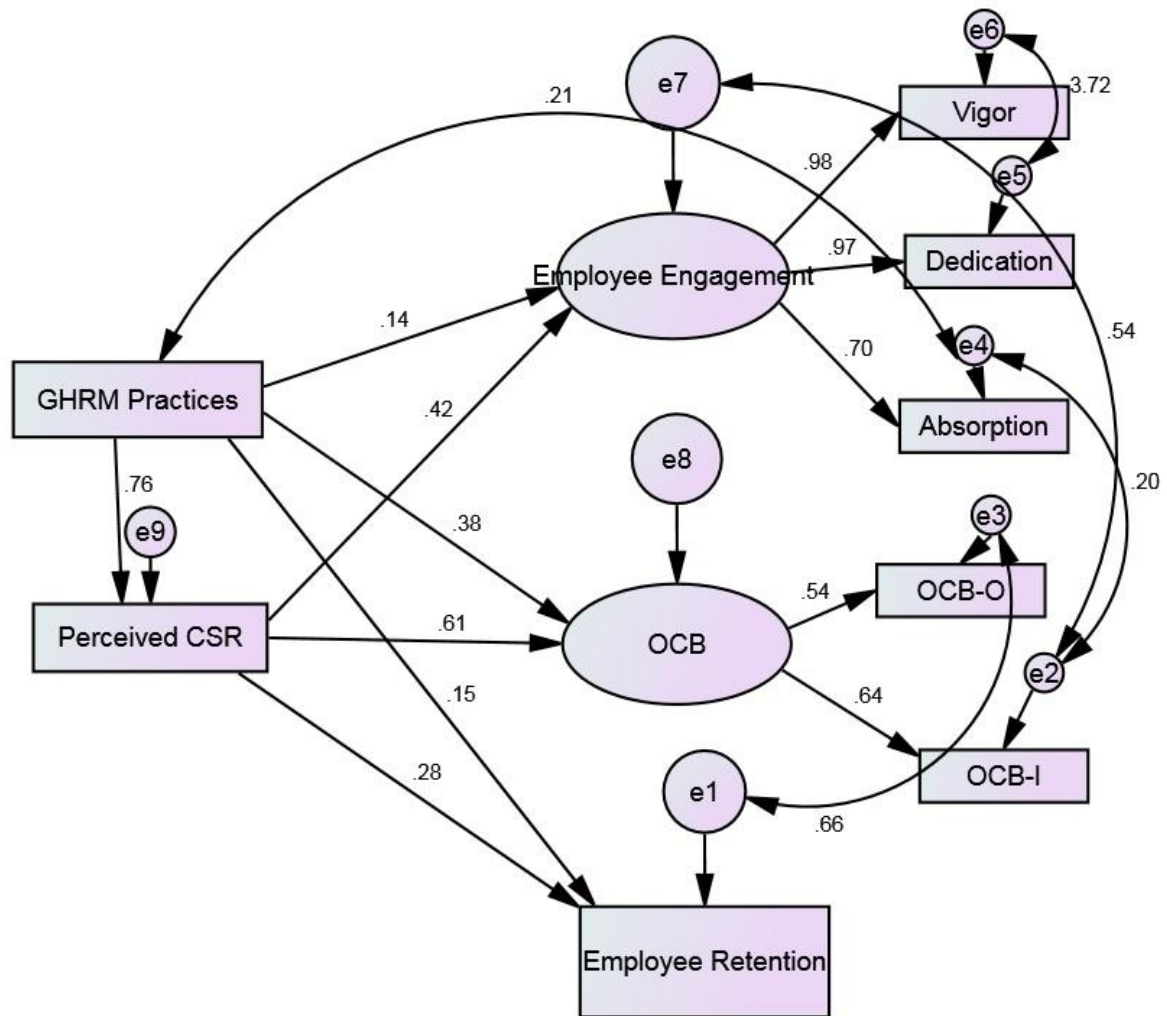
Legends: ⟶ Significant impact ·····▸ No significant impact

GHRM= Green Human Resource Management Practices, CSR= Corporate social Responsibility

OCBO = Organizational Citizenship Behaviour- Organizational level, OCBI = Organizational Citizenship Behaviour- Individual level

Table No-3.4 Fit Measurement of Model

Fit Measures	X^2 (Significant)	DF	X^2/DF	CFI	GFI (AGFI)	NFI (IFI)	TLI (RFI)	RMSEA
Default Model	32.41 (0.01)	12	2.70	0.990	0.982 (0.946)	0.984 (0.990)	0.976 (0.963)	0.065

Table -3.4 indicates fit measures of models. Chi-square($X2$) values were very sensitive to sample size, the relative Chi-square values ($X2$/DF) were estimated that were not below the set level of 3 (Kline 1998). The model Chi-square($X2$) values is 32.41 which is significant at 0.05($X2$ =16.88, p >0.05). The model $X2$/DF is 2.70 which is less than 5 which means the model is fit ($X2$/DF <5). Hence, other fit measures of the models were considered. Goodness of Fit Index (GFI) is analogous to square multiple correlations (R2) in multiple regressions.

GFI is 0.982 which is more than 0.90 (GFI< 0.90). Comparative fit index (CFI) indicates the overall fit of the model relative to a null model and Normed fit index (NFI) adjusts for the complexity of the model. Tucker-Lewis index (TLI) shows the overall performance of the model. CFI, GFI, TLI, and NFI had values above or close to the cut-off limit of 0.90. For the model CFI is 0.990, GFI is 0.982, NFI is 0.984 and TLI is 0.976. That means all other measure is above .90 and the model is fit. Adjusted Goodness of Fit Index (AGFI) is attempting to adjust the GFI for the complexity of the Model. AGFI is 0.954 which is above 0.90 which means the Model is perfect. Relative fit index (RFI) is 0.963 and the incremental fit index (IFI) is 0.990 which is above 0.90 which means the Model is perfect. Root Mean Square Error Approximation (RMSEA) indicates the approximation of the observed model to the true model. Lower the RMSEA, the better is the model. RMSEA is 0.065. The values of RMSEA were below the prescribed limit of 0.08 in the model. What best can be concluded was that the model can be accepted.

Table -3.5 Path Analytic Results of GHRM practice and Perceived CSR as a predictor of workplace behaviour

Criterion variable		Explanatory variable	SRW	URW	SE	CR	p (significant)	Decision
Perceived CSR	←	GHRM Practices	.758	.316	.014	23.37	0.01	H₁ accepted
Employee Engagement	←	GHRM Practices	.139	.009	.004	2.39	0.01	H₁ accepted
OCB	←	GHRM Practices	.377	.054	.017	3.16	0.01	H₁ accepted
Employee retention	←	GHRM Practices	.153	.063	.025	2.55	0.01	H₁ accepted
Employee Engagement	←	Perceived CSR	.420	.063	.009	6.96	0.01	H₁ accepted
OCB	←	Perceived CSR	.610	.209	.056	3.69	0.01	H₁ accepted
Employee retention	←	Perceived CSR	.279	.277	.061	4.55	0.01	H₁ accepted
Vigour	←	Employee Engagement	.981	3.964	.186	21.29	0.01	H₁

								accepted
Dedication	←	Employee Engagement	.968	3.252	.121	26.95	0.01	H₁ accepted
Absorption	←	Employee Engagement	.705	2.740	.167	16.37	0.01	H₁ accepted
OCB- O	←	OCB	.536	1.065	.260	4.09	0.01	H₁ accepted
OCB-I	←	OCB	.635	1.257	.307	4.09	0.01	H₁ accepted

GHRM= Green Human Resource Management Practices, CSR= Corporate social Responsibility
OCBO = Organizational Citizenship Behaviour- Organizational level, OCBI = Organizational Citizenship Behaviour- Individual level,
Notes: SRW standardized regression weights; URW unstandardized regression weights

Table 3.5 indicates that explanatory variable (independent variable) predicts criterion variable (dependent variable). Green Human Resource Management practices significantly positively predict perceived Corporate Social Responsibility (SRW= 0.758, p> 0.01). It means that employees who engage higher in GHRM practices in organization, they perceived higher CSR in the organization. Green Human Resource Management practices significantly positively predict employee engagement. (SRW= 0.139, p>0.01). It means that employees who reported higher GHRM practices in organization, they engaged higher in the organization. Green Human Resource Management Practices significantly positively predict OCB (SRW= 0.377, p>0.01). It can conclude that employees who engage higher in GHRM practices in organization, they engage more in OCB. Green Human Resource Management practices significantly positively predict employee Retention (SRW= 0.153, p>0.01). Perceived Corporate Social Responsibility significantly positive affect OCB (SRW= 0.377, p> 0.01). It means an employee who perceived higher CSR in the organization, they engaged more in OCB. Perceived Corporate social Responsibility significantly positive employee engagement (SRW= 0.420, p> 0.01). It means an employee who perceived higher CSR in the organization, they engaged more in the Organization. Perceived Corporate social Responsibility significantly positive predicts employee retention (SRW= 0.279, p> 0.01). It means employees who perceived higher CSR in organizations, they more willing to remain with the organization.

Employee engagement significantly positive affect vigour (SRW= 0.981, p> 0.01), dedication (SRW= 0.968, p> 0.01) and absorption (SRW= 0.705, p> 0.01). It means employee engagement significantly and positive contribute to all three sub-dimensions of employee

engagement namely vigour, dedication and absorption. Organization Citizenship Behaviour (OCB) significantly and positive affect OCB-O (SRW= 0.536, p> 0.01) and OCB-I (SRW= 0.635, p> 0.01). It means Organization Citizenship Behaviour (OCB) significantly positive affect both sub-dimensions namely OCB- and OCB-I.

In order to study whether there is any difference between male employees and female employees in terms of GHRM Practices, Perceived CSR, employee engagement, OCB and employee retention two-way analysis was carried out and results of the main effect are given below;

Table - 3.6 – F- test (main effect) between male employees and female employees on GHRM Practices, Perceived CSR, OCB, employee engagement and employee retention factors

Gender	Male	Female	F	DF	Sig. (2-tailed)
GHRM	81.83	78.42	2.50	1	0.11
Practices	(18.54)	(19.53)			
Perceived	33.69	34.36	0.664	1	0.42
CSR	(7.85)	(8.03)			
Vigor	19.22	19.71	0.833	1	0.36
	(4.53)	(5.21)			
Dedication	16.36	17.31	4.82	1	0.02
	(3.95)	(3.98)			
Absorption	19.82	20.94	5.25	1	0.02
	(4.57)	(4.56)			
OCB-O	25.84	25.28	0.848	1	0.35
	(5.16)	(5.75)			
OCB-I	23.03	23.89	1.56	1	0.212
	(5.34)	(5.45)			
Employee	33.22	32.63	0.519	1	0.47
Retention	(8.07)	(7.51)			

Table -3.6 shows the F-test (main effect) between male employees and female employees on GHRM Practices, Perceived CSR, employee engagement, OCB, and employee retention. A significant difference is found between male employees and female employees with respect to dedication and absorption. Females respondents show a higher mean score of 17.31(SD=3.98) on dedication than the male respondents mean score, 16.36(SD=3.95), and as well as in absorption, Female respondents showing a higher mean of 20.94(SD=4.56) than the mean of male respondents (M=19.82, SD=4.57). Whereas, on the other hand, there is no significant difference between the two genders in GHRM practices, the mean score of males is 81.83(SD=18.54) and females is 78.42(SD=19.53), Perceived CSR here, the mean score of males is 33.69(SD=7.85) and females are 34.36(SD=8.03), vigor, here, the mean score of males is 19.22(SD=4.53) and females are 19.71(SD=5.21), OCB-O, here mean score of males is 25.84(SD=5.16) and females are 25.28(SD=5.75), OCB-I , here mean score of males is 23.03(SD=5.34)and females are 23.89(SD=5.45), and lastly employee retention mean score of males is 33.22(SD=8.07) and females are 32.63(SD=7.51). The result shows that male employees and female employees are not different on GHRM practices, perceived CSR, vigour, OCB and a significant difference in dedication and absorption.

In order to study the difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention across different age groups namely 18 to 30 years, 31 to 40 years, and 41 years and above two-way ANOVA was done and the result of the main effect is given below.

Table -3.7 - Analysis of Variance (main effect) between the age groups on GHRM practices, perceived CSR, employee Engagement, OCB and employee retention factors

Variable	18 to 30 Years	31 to 40 Years	41 Years and Above	F	DF	Sig.
GHRM Practices	81.42 (19.99)	80.29 (17.49)	79.47 (19.45)	0.34	2	0.71

Perceived	34.22	33.67	33.88	0.18	2	0.83
CSR	(8.35)	(7.79)	(7.45)			
Vigor	19.54	19.36	19.26	0.12	2	0.89
	(4.71)	(4.94)	(4.77)			
Dedication	16.84	16.52	16.79	0.27	2	0.77
	(4.01)	(4.22)	(3.61)			
Absorption	20.33	20.18	20.20	0.05	2	0.95
	(4.75)	(4.58)	(4.41)			
OCB-O	25.87	25.57	25.33	0.32	2	0.73
	(5.81)	(5.45)	(4.61)			
OCB-I	23.73	22.80	23.56	1.22	2	0.30
	(5.60)	(5.50)	(4.89)			
Employee	33.10	32.83	33.07	0.05	2	0.95
Retention	(7.92)	(7.64)	(8.12)			

Table -3.7 reflects results of Analysis of Variance between the employees of age groups - 18 to 30 years, 31 to 40 years and 41 years and above on GHRM Practices, perceived CSR, employee engagement, OCB, and employee retention factors. There is no significant difference among the three age groups of 18 to 30 years, 31 to 40 years and 41 years and above in GHRM practices where mean of employees of age 18 to 30 years is 81.42(SD=19.99), employees of age 31 to 40 years is 80.29(SD=17.49) and employees of age 41 years and above is 79.47(SD=19.45), Perceived CSR where means of employees of age 18 to 30 years is 34.22(SD=8.35), employees of age 31 to 40 years is 33.67(SD=7.79) and employees of age 41 years and above is 33.88(SD=7.45), vigor where mean of employees of age 18 to 30 years is 19.54(SD=4.71), employees of age 31 to 40 years is 19.36(SD=4.94) and employees of age 41 years and above is 19.26(SD=4.77).

There is no significant difference among the employees of the three age groups on dedication where mean of employees of age 18 to 30 years is 16.84(SD=4.01), employees of age 31 to 40 years is 16.52(SD=4.22) and employees of age 41 years and above is 16.79(SD=3.61), absorption where mean of employees of age 18 to 30 years is 20.33(SD=4.75), employees of age 31 to 40 years is 20.18(SD=4.58) and employees of age 41 years and above is 20.20(SD=4.41), OCB-O where mean of employees of age 18 to 30 years is 25.87(SD=5.81), employees of age 31 to 40 years is 25.57(SD=5.45) and employees of age 41 years and above is 25.33(SD=4.61), OCB-I where mean of employees of age 18 to 30 years is

23.73(SD=5.60), employees of age 31 to 40 years is 22.80 (SD=5.50)and employees of age 41 years and above is 23.56(SD=4.89), and employee retention where mean of employees of age 18 to 30 years is 33.10(SD=7.92), employees of age 31 to 40 years is 32.83(SD=7.64)and employees of age 41 years and above is 33.07(SD=8.12). The result indicates that across all the age groups GHRM practices, Perceived CSR, OCB, and Work Engagement factors are similar.

In order to study the difference between employees of the service sector and employee of the manufacturing sector in terms of GHRM Practices, Perceived CSR, vigor, dedication, absorption, OCB-O, and OCB-I, and employee retention two ways ANOVA was carried out and results are given below:

Table- 3.8 - F-tests between Service sector Employees and Manufacturing sector Employees on GHRM practices, Perceived CSR, OCB and Work Engagement and employee retention factors

Variables	Service Sector	Manufacturing Sector	F	DF	Sig. (2-tailed)
GHRM Practices	76.53	85.63	12.53	1	0.01
	(18.89)	(17.87)			
Perceived CSR	32.98	35.17	3.05	1	0.08
	(7.89)	(7.80)			
Vigor	19.22	19.65	0.08	1	0.77
	(4.94)	(4.62)			
Dedication	16.67	16.78	0.93	1	0.76
	(3.95)	(4.03)			
Absorption	20.11	20.42	0.27	1	0.59
	(4.78)	(4.36)			
OCB-O	25.24	26.13	1.00	1	0.31
	(5.68)	(4.98)			
OCB-I	23.17	23.59	0.15	1	0.69

	(5.38)	(5.41)			
Employee	32.27	33.92	2.41	1	0.121
Retention	(8.54)	(6.79)			

Table - 3.8 shows the Independent F-tests between service employees and manufacturing sector employees on GHRM practices, Perceived CSR, OCB, employee engagement, and employee retention factors. A significant difference between service sector and manufacturing sector in GHRM practices. The mean score is higher of respondents from manufacturing sector (M=85.63, SD=17.87) than service sector (M=76.53, SD=18.89) on GHRM practices. There is no significant difference between service employees and manufacturing sector employees on perceived CSR and employee retention. The mean score for manufacturing sector employees (M=35.17, SD=7.80) and service sector employees (M=32.98, SD=7.89) on perceived CSR. The mean score for manufacturing sector (M=33.92, SD=6.79) and service sector (M=32.27, SD=8.54) on employee retention.

There is no significant difference in vigor between the service sector (M=19.22, SD=4.94) and manufacturing sector (M=19.65, SD=4.62), dedication where mean for employees in service sector is 16.67(SD=3.95)and employees in manufacturing sector is 16.78(SD=4.03), absorption where mean for employees in service sector is 20.11(SD=4.78) and employees in manufacturing sector is 20.42(SD=4.36), OCB-O (F(1)=1.0, p>0.05) where mean for employees in service sector is 25.24(SD=5.68) and employees in manufacturing sector is 26.13(SD=4.98), and OCB-I where mean for employees in service Sector is 23.17 (SD=5.38) and employees in manufacturing sector is 23.59(SD=5.41). Employees of manufacturing sector reported higher GHRM practices than employees of service sector. 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

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention for employees having work experience of 2 years to 5 years and 6 years and above with Independent sample t-test and results are given below.

Table - 3.9 Independent Sample t-tests between the years of experience of employees on GHRM practices, perceived CSR, employee engagement, OCB and employee retention **factors**

Variable	2 years to 5 years	6 years and above	t	df	Sig. (2-tailed)
GHRM Practices	81.86 (18.72)	78.04 (19.26)	1.94	403	0.05
Perceived CSR	34.29 (7.92)	33.29 (7.89)	1.21	403	0.23
Vigor	19.53 (4.64)	19.18 (5.10)	0.68	403	0.50
Dedication	16.78 (3.85)	16.61 (4.22)	0.40	403	0.69
Absorption	20.50 (4.62)	19.76 (4.52)	1.56	403	0.12
OCB-O	25.55 (5.56)	25.77 (5.07)	0.39	403	0.70
OCB-I	23.51 (5.52)	23.06 (5.15)	0.80	403	0.43
Employee Retention	32.69 (7.53)	33.58 (8.42)	1.09	403	0.27

Table - 3.9 shows independent sample t-tests between the years of experience of employees on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention factors. With respect to GHRM practices, employees with 2 to 5 years and 6 years and above experience, show a significant difference. The mean of employees with 2 to 5 years (M=81.86, SD=18.72) of experience is higher compared to 6 years and above (M=78.04, SD=19.26) experience. Whereas, there is no significant difference in perceived CSR where mean of employees with experience of 2 years to 5 years is 34.29(SD=7.92) and of those with experience of 6 years and above is 33.29(SD=7.89), vigor where mean of employees with experience of 2 years to 5 years is 19.53(SD=4.64) and of those with experience of 6 years and above is 19.18(SD=5.10), dedication where mean of employees with experience of 2 years to 5 years is 16.78(SD=3.85) and of those with experience of 6 years and above is 16.61(SD=4.22), absorption where mean of employees with experience of 2 years to 5 years is 20.50(SD=4.62) and of those with experience of 6 years and above is 19.76(SD=4.52),

OCB-O where mean of employees with experience of 2 years to 5 years is 25.55(SD=5.56) and of those with experience of 6 years and above is 25.77(SD=5.07) , OCB-I where mean of employees with experience of 2 years to 5 years is 23.51(SD=5.52) and of those with experience of 6 years and above is 23.06(SD=5.15), and employee retention where mean of employees with experience of 2 years to 5 years is 32.69(SD=7.53) and of those with experience of 6 years and above is33.58(SD=8.42). It means employees with experience of 2 years to 5 years engage more in GHRM practices than employees with experience of 6 years. The result indicates that across all the experience groups perceived CSR, OCB, and Work Engagement factors are similar.

In order to study the difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention across Employees of different Education qualifications namely Diploma/ITI and below, Graduate and Post-graduate, Two ways ANOVA was carried out and the result are given below;

Table - 3.10 - Two-way Analysis of Variance regarding the Education qualification of employees on GHRM Practices, Perceived CSR, Work Engagement, OCB and employee retention factors

Variable	Diploma/ITI and below	Graduate	Post-graduate and Above	F	DF	Sig.
GHRM Practices	76.22[b]	83.13[a]	80.69[c]	4.12	2	0.02
	(19.73)	(19.30)	(17.67)			
Perceived CSR	31.91[b]	34.24[a]	35.00[a]	4.81	2	0.01
	(8.46)	(7.65)	(7.61)			
Vigor	18.35[b]	19.17[ab]	20.38[a]	5.79	2	0.01
	(4.81)	(4.83)	(4.60)			
Dedication	15.59[b]	16.62[ab]	17.59[a]	7.85	2	0.01
	(3.63)	(4.03)	(3.98)			
Absorption	19.18[b]	20.24[ab]	20.97[a]	4.62	2	0.01
	(4.71)	(4.46)	(4.55)			
OCB-O	25.67	25.04	26.22	1.83	2	0.16

	(5.01)	(5.79)	(5.17)			
OCB-I	22.20[b]	23.23[ab]	24.27[a]	4.54	2	0.01
	(5.44)	(5.53)	(5.08)			
Employee Retention	32.99	32.66	33.36	0.31	2	0.73
	(7.61)	(7.44)	(8.45)			

Table- 3.10 indicates two-way Analysis of Variance regarding the education qualification of employees on GHRM practices, perceived CSR, employee engagement OCB, and employee retention factors. A significant difference among the education qualification of diploma/ITI and below, graduate and post-graduate in GHRM practices. To know the degree to which the four educational qualifications differ, Tucky HSD test was used. The results indicate that employees with graduation (M=83.13, SD=19.3) differed significantly on GHRM practices as compared to diploma/ITI and below (M=76.22, SD=19.73) and post-graduation and above (M= 80.69 SD=17.67), and employee with post-graduate and above (M=80.69, SD=17.67) significantly higher than diploma/ITI and below (M=76.22, SD=19.73). There is a significant difference between respondent of education qualification of on perceived CSR (F (2,402) =4.82, p=0.01), postgraduate and above (M=35.00, SD=7.61) had higher mean score as compared to diploma/ITI and below (M=31.91, SD=8.46) and not with graduate (M=34.24, SD=7.65). Employees with graduated (M=34.24, SD=7.65) reported higher perceived CSR as compared to employees with diploma/ITI and below (M=31.91, SD=8.46) in terms of perceived CSR.

There is a significant difference between respondent of education qualification of on vigor, postgraduate and above (M=20.38, SD=4.6) had higher mean score as compared to diploma/ITI and below (M=18.35, SD=4.81) and no significant difference with the graduate respondents (M=19.17, SD=4.83). Employees with graduated (M=19.17, SD=4.83) reported higher perceived CSR as compared to employees with diploma/ITI and below (M=18.35, SD=4.81) in terms of vigour. There is a significant difference between respondent of education qualification of on dedication, postgraduate and above (M=17.59, SD=3.98) had higher mean score as compared to diploma/ITI and below (M=15.59, SD=3.63) and no significant difference with graduate respondents (M=16.62, SD=4.03). There is a significant difference between respondent of education qualification of on absorption (F(2,402)=4.62, p=0.01), postgraduate and above (M=20.97, SD=4.55) had higher mean score as compared to

diploma/ITI and below (M=19.18, SD=4.71) and no significant difference with graduate respondents (M=20.24, SD=4.46).

There is a significant difference between respondent of education qualification of on OCB-1, postgraduate and above (M=24.27, SD=5.08) had higher mean score as compared to diploma/ITI and below (M=22.20, SD=5.44), graduate (M=23.27, SD=5.53) had higher mean score as compared to diploma/ITI and below (M=22.20, SD=5.44) and no significant difference with graduates (M=20.24, SD=4.46). Whereas there is no significant difference between respondents with respect to their education qualification on OCB-O where the mean score of employees with diploma/ITI and below is 25.67 (SD=5.01), graduate is 25.04 (SD=5.79) and postgraduate and above is 26.22 (SD=5.17). Whereas, there is no significant difference between respondents with respect to their education qualification on employee retention. Where the mean score of employees with diploma/ITI and below is 32.99(SD=7.61), graduate is 32.66(SD=7.44) and post graduate and above is 33.36(SD=8.45). The result indicates that across all the education groups OCB-O and employee retention are similar. There is significant difference among employee with diploma/ITI and below, employee with graduation and employee with post-graduation and above in terms of GHRM practice, perceived CSR, employee engagement and OCB-I.

In order to study the difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of (interaction between gender x age) male and female employees with respect to their age groups - 18 to 30 years, 31 to 40 years, 41 years and above, two-way ANOVA was done and the result is given below.

Table -3.11 - Two-way Analysis of Variance between Gender and age of employees on GHRM practices, perceived CSR, employee Engagement OCB and employee retention factors

Variables	Interaction	18 to 30 Years	31 to 40 Years	41 Years and Above	F	DF	Sig.
GHRM	Male	83.99	80.11	80.76	1.41	2	0.24

Practices		(18.91)	(17.48)	(19.54)			
	Female	76.90	80.65	77.96			
		(21.17)	(17.69)	(19.45)			
Perceived CSR	Male	33.98	33.38	33.65	0.01	2	0.99
		(8.39)	(7.60)	(7.34)			
	Female	34.64	34.22	34.15			
		(8.33)	(8.19)	(7.65)			
Vigor	Male	19.34	19.04	19.31	0.32	2	0.73
		(4.61)	(4.43)	(4.61)			
	Female	19.90	19.96	19.21			
		(4.90)	(5.80)	(5.01)			
Dedication	Male	16.53	16.03	16.60	0.47	2	0.62
		(3.89)	(4.18)	(3.65)			
	Female	17.40	17.47	17.02			
		(4.18)	(4.17)	(3.58)			
Absorption	Male	19.86	19.77	19.84	0.10	2	0.90
		(4.63)	(4.47)	(4.72)			
	Female	21.16	20.98	20.62			
		(4.88)	(4.74)	(4.02)			
OCB-O	Male	26.04	25.88	25.42	0.13	2	0.88
		(5.48)	(5.06)	(4.79)			
	Female	25.57	24.98	25.23			
		(6.40)	(6.14)	(4.44)			
OCB-I	Male	23.21	22.36	23.84	1.24	2	0.29
		(5.72)	(5.21)	(4.78)			
	Female	24.64	23.63	23.23			
		(5.30)	(5.98)	(5.05)			
Employee Retention	Male	33.63	32.63	33.49	0.61	2	0.54
		(7.77)	(7.76)	(9.14)			
	Female	32.17	33.22	32.57			
		(8.16)	(7.46)	(6.79)			

Table - 3.11 reflects the two-way analysis of variance between gender and age of employees on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention factors. There is no significant difference in GHRM practices among male employees with their age 18 to 30years (M=83.99), 31 to 40 years (M=80.11) and 41 years and above (M=80.76), female employees with their age 18 to 30years (M=76.90), 31 to 40 years (M=80.65) and 41 years and above (M=77.96). There is no significant difference in perceived CSR among male employees with their age 18 to 30years (M=33.98), 31 to 40 years (M=33.38) and 41 years and above (M=33.65), female employees with their age 18 to 30years (M=34.64), 31 to 40 years (M=34.22) and 41 years and above (M=34.15). There is no significant difference in vigor among male employees with their age 18 to 30years (M=19.34), 31 to 40 years (M=19.04) and 41 years and above (M=19.31), female employees with their age 18 to 30years (M=19.90), 31 to 40 years (M=19.96) and 41 years and above (M=19.21). There is no significant difference in dedication among male employees with their age 18 to 30years (M=16.53), 31 to 40 years (M=16.03) and 41 years and above (M=16.60), female employees with their age 18 to 30years (M=17.40), 31 to 40 years (M=17.47) and 41 years and above (M=17.02). There is no significant difference in absorption among male employees with their age 18 to 30years (M=19.86), 31 to 40 years (M=19.77) and 41 years and above (M=19.84), female employees with their age 18 to 30years (M=21.16), 31 to 40 years (M=20.98) and 41 years and above (M=20.62). There is no significant difference in OCB-O among male employees with their age 18 to 30 years (M=26.04), 31 to 40 years (M=25.88) and 41 years and above (M=25.42), female employees with their age 18 to 30years (M=25.57), 31 to 40 years (M=24.98) and 41 years and above (M=25.23). There is no significant difference in OCB-I among male employees with their age 18 to 30years (M=23.21), 31 to 40 years (M=22.36) and 41 years and above (M=23.84), female employees with their age 18 to 30years (M=24.64), 31 to 40 years (M=23.63) and 41 years and above (M=23.23). There is no significant difference in employee retention among male employees with their age 18 to 30years (M=33.63), 31 to 40 years (M=32.63) and 41 years and above (M=33.49), female employees with their age 18 to 30years (M=32.17), 31 to 40 years (M=33.22) and 41 years and above (M=32.57). It indicates that there is no significant interaction effect of gender x age on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention factors.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of (interaction between gender and

sector) male and female employees with respect to service sector and manufacturing sector, two-way ANOVA was used and result are given below.

Table 3.12 - Two-way Analysis of Variance between Gender and Sector of Employees on GHRM practices, perceived CSR, employee engagement, OCB and employee retention factors

Variable		Service Sector	Manufacturing Sector	F	DF	Sig.
GHRM Practices	Male	75.34[a]	87.23[b]	12.53	1	0.01
		(18.39)	(16.93)			
	Female	77.73[c]	80.29[d]			
		(19.39)	(20.02)			
Perceived CSR	Male	31.20	35.75	3.06	1	0.08
		(7.63)	(7.44)			
	Female	34.77	33.22			
		(7.77)	(8.71)			
Vigor	Male	18.44	19.88	0.08	1	0.77
		(4.50)	(4.46)			
	Female	20.01	18.88			
		(5.24)	(5.09)			
Dedication	Male	15.89	16.74	0.09	1	0.76
		(3.72)	(4.10)			
	Female	17.46	16.88			
		(4.04)	(3.83)			
Absorption	Male	19.07	20.45	0.28	1	0.60
		(4.79)	(4.30)			
	Female	21.16	20.32			
		(4.54)	(4.62)			
OCB-O	Male	25.20	26.38	1.00	1	0.32
		(5.48)	(4.84)			
	Female	25.27	25.29			
		(5.89)	(5.41)			
OCB-I	Male	22.17	23.74	0.15	1	0.70
		(5.42)	(5.19)			
	Female	24.19	23.07			

		(5.17)	(6.15)			
Employee	Male	32.08	34.18	2.41	1	0.12
Retention		(9.39)	(6.66)			
	Female	32.47	33.07			
		(7.63)	(7.23)			

Table 3.12 reflects two-way Analysis of Variance between (interaction between gender and sector) gender and sector of employees on GHRM practices, perceived CSR, employee engagement OCB, and employee retention factors. There is a significant difference in GHRM practices among male employees working in service sector (M=75.34) and manufacturing sector (M=87.23), female employees working in service sector (M=77.73) and manufacturing sector (M=80.29). There is no significant difference in perceived CSR among male employees working in service sector (M=31.20) and manufacturing sector (M=35.75), female employees working in service sector (M=34.77) and manufacturing sector (M=33.22). There is no significant difference in vigor among male employees working in service sector (M=18.44) and manufacturing sector (M=19.88), female employees working in service sector (M=20.01) and manufacturing sector (M=18.88). There is no significant difference in dedication among male employees working in service sector (M=15.89) and manufacturing sector (M=16.74), female employees working in service sector (M=17.46) and manufacturing sector (M=16.88). There is no significant difference in absorption among male employees working in service sector (M=19.07) and manufacturing sector (M=20.45), female employees working in service sector (M=21.16) and manufacturing sector (M=20.32). There is no significant difference in OCB-O among male employees working in service sector (M=25.20) and manufacturing sector (M=26.38), female employees working in service sector (M=25.27) and manufacturing sector (M=25.29). There is no significant difference in OCB-I (among male employees working in service sector (M=22.17) and manufacturing sector (M=23.74), female employees working in service sector (M=24.19) and manufacturing sector (M=23.07). There is no significant difference in employee retention among male employees working in service sector (M=32.08) and manufacturing sector (M=34.18), female employees working in service sector (M=32.47) and manufacturing sector (M=33.07). There is a significant effect of interaction between gender and sector on GHRM practices. There is no significant effect of interaction between gender and sector on perceived CSR, employee engagement OCB, and employee retention.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of employees with respect to (interaction between sector and age) service sector and manufacturing sector and age groups of - 18 to 30 years, 31 to 40 years, 41 years and above, two-way ANOVA was used and result are given below.

Table 3.13 - Two-way Analysis of Variance between sector and age of employees on GHRM practices, perceived CSR, employee engagement, OCB and employee retention factors

Variable	Interaction	18 to 30 Years	31 to 40 Years	41 years and Above	F	DF	Sig.
GHRM Practices	Service Sector	77.00	76.21	76.35	0.01	2	0.99
		(20.39)	(17.50)	(18.88)			
	Manufacturing Sector	85.95	85.48	85.19			
		(18.62)	(16.18)	(19.44)			
Perceived CSR	Service Sector	33.05	32.71	33.21	0.03	2	0.97
		(8.14)	(7.98)	(7.56)			
	Manufacturing Sector	35.42	34.89	35.11			
		(8.44)	(7.41)	(7.18)			
Vigor	Service Sector	19.48	19.14	19.00	0.13	2	0.88
		(4.79)	(5.25)	(4.78)			
	Manufacturing Sector	19.61	19.63	19.75			
		(4.66)	(4.54)	(4.78)			
Dedication	Service Sector	16.89	16.31	16.85	0.25	2	0.78
		(3.88)	(4.38)	(3.50)			
	Manufacturing Sector	16.80	16.79	16.69			
		(4.16)	(4.02)	(3.85)			
Absorption	Service Sector	20.32	20.10	19.86	0.31	2	0.73
		(5.12)	(4.74)	(4.43)			
	Manufacturing Sector	20.34	20.29	20.81			
		(4.37)	(4.42)	(4.35)			
OCB-O	Service Sector	25.52	24.86	25.35	0.69	2	0.50
		(6.24)	(5.94)	(4.59)			
	Manufacturing	26.23	26.48	25.31			

		(5.36)	(4.64)	(4.72)			
OCB-I	Service Sector	23.52	22.64	23.39	0.01	2	0.99
		(5.53)	(5.75)	(4.74)			
	Manufacturing	23.94	23.00	23.86			
	Sector	(5.69)	(5.20)	(5.22)			
Employee Retention	Service Sector	31.63	32.26	33.08	1.14	2	0.32
		(7.92)	(9.08)	(8.66)			
	Manufacturing	34.61	33.56	33.06			
	Sector	(7.68)	(5.26)	(7.13)			

Table 3.13 shows two-way Analysis of Variance between sector and age of employees on GHRM practices, perceived CSR, OCB, and employee engagement factors. There is no significant difference in GHRM practices among service sector employees with their age 18 to 30years (M=77.00), 31 to 40 years (M=76.21) and 41 years and above (M=76.35), manufacturing sector employees with their age 18 to 30years (M=85.95), 31 to 40 years (M=85.48) and 41 years and above (M=85.19). There is no significant difference in perceived CSR (F (2) =0.03, p>0.05) among service sector employees with their age 18 to 30years (M=33.05), 31 to 40 years (M=32.71) and 41 years and above (M=33.21), manufacturing sector employees with their age 18 to 30years (M=35.44), 31 to 40 years (M=34.89) and 41 years and above (M=35.11). There is no significant difference in vigor among service sector employees with their age 18 to 30years (M=19.48), 31 to 40 years (M=19.14) and 41 years and above (M=19.00), manufacturing sector employees with their age 18 to 30years (M=19.61), 31 to 40 years (M=19.63) and 41 years and above (M=19.75). There is no significant difference in dedication among service sector employees with their age 18 to 30years (M=16.89), 31 to 40 years (M=16.31) and 41 years and above (M=16.85), manufacturing sector employees with their age 18 to 30years (M=16.80), 31 to 40 years (M=16.79) and 41 years and above (M=16.69). There is no significant difference in absorption (F (2) =0.31, p>0.05) among service sector employees with their age 18 to 30years (M=20.32), 31 to 40 years (M=20.10) and 41 years and above (M=19.86), manufacturing sector employees with their age 18 to 30years (M=20.34), 31 to 40 years (M=20.29) and 41 years and above (M=20.81). There is no significant difference in OCB at organizational level among service sector employees with their age 18 to 30years (M=25.52), 31 to 40 years (M=24.86) and 41 years and above (M=25.35), manufacturing sector employees with their age 18 to 30years (M=26.23), 31 to 40 years (M=26.48) and 41 years and above (M=25.31).

There is no significant difference in OCB at individual level among service sector employees with their age 18 to 30years (M=23.52), 31 to 40 years (M=22.64) and 41 years and above (M=23.39), manufacturing sector employees with their age 18 to 30years (M=23.94), 31 to 40 years (M=23.00) and 41 years and above (M=23.86). There is no significant difference in employee retention among service sector employees with their age 18 to 30years (M=31.63), 31 to 40 years (M=32.26) and 41 years and above (M=33.08), manufacturing sector employees with their age 18 to 30years (M=34.61), 31 to 40 years (M=33.56) and 41 years and above (M=33.06). The result indicates that there is no significant effect of sector and employee's age on GHRM practices, perceived CSR, and OCB, and employee engagement factors.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of employees with (interaction between gender and education) respect to male and female employees with respect to education qualification - diploma/ITI and below, graduate, post-graduate and above, two-way ANOVA was carried out and result are given below;

Table 3.14 - Two-way Analysis of Variance between gender and education qualification of employees on GHRM practices, perceived CSR, OCB and employee engagement factors

Variable	Interaction	Diploma/ITI and below	Graduate	Post-graduate and above	F	DF	Sig.
GHRM Practices	Male	78.10[a] (19.21)	86.54[c] (18.15)	79.91[ad] (16.88)	5.08	2	0.01
	Female	61.00[b] (17.96)	77.62[a] (19.96)	81.30[d] (18.33)			
Perceived CSR	Male	32.29[a] (8.43)	35.42[c] (7.27)	33.00[a] (7.49)	7.84	2	0.01
	Female	28.82[b] (8.49)	32.32[a] (7.92)	36.57[dc] (7.37)			
Vigor	Male	18.69[a] (4.85)	19.64[a] (4.50)	19.34[a] (4.09)	6.20	2	0.01
	Female	15.64[b] (3.64)	18.40[a] (5.27)	21.19[c] (4.83)			

Dedication	Male	15.67 [a]	16.90 [a]	16.49 [a]	4.94	2	0.01
		(3.73)	(3.99)	(4.09)			
	Female	14.91 [b]	16.17 [a]	18.45 [c]			
		(2.74)	(4.08)	(3.69)			
Absorption	Male	19.30 [a]	20.34 [a]	19.75 [a]	3.59	2	0.03
		(4.78)	(4.30)	(4.66)			
	Female	18.18 [b]	20.07 [a]	21.93 [c]			
		(4.09)	(4.74)	(4.25)			
OCB-O	Male	25.79	25.25	26.82	0.10	2	0.91
		(5.19)	(5.60)	(4.29)			
	Female	24.73	24.72	25.76			
		(3.17)	(6.12)	(5.75)			
OCB-I	Male	22.54 [a]	23.67 [a]	22.74 [a]	7.31	2	0.01
		(5.44)	(5.23)	(5.36)			
	Female	19.45 [b]	22.52 [a]	25.47 [c]			
		(4.82)	(5.95)	(4.54)			
Employee Retention	Male	33.18	32.82	33.88	0.11	2	0.90
		(7.74)	(7.34)	(9.50)			
	Female	31.45	32.38	32.96			
		(6.62)	(7.65)	(7.57)			

Table 3.14 indicates Two-way Analysis of Variance between (interaction between gender and education) gender and education qualification of employees on GHRM practices, perceived CSR, employee engagement OCB, and employee retention factors. There is a significant difference in GHRM practices among male employees with an education qualification in diploma/ITI and below (M=78.10), graduate (M=86.54) and post-graduate and above (M=79.91), females with an education qualification in diploma/ITI and below (M=61.00), graduate (M=77.62) and post-Graduate and above (M=81.30). A significant difference exists in perceived CSR among male employees with an education qualification in diploma/ITI and below (M=32.29), graduate (M=35.42) and post-graduate and above (M=33.00), females with an education qualification in diploma/ITI and below (M=28.82), graduate (M=32.32) and post-graduate and above (M=36.57). A significant difference exists in vigor among male employees with an education qualification in diploma/ITI and below (M=18.69), graduate

(M=19.64) and post-graduate and above (M=19.34), females with an education qualification in diploma/ITI and below (M=15.64), graduate (M=18.40) and post-graduate and above (M=21.19). A significant difference exists in dedication among male employees with an education qualification in diploma/ITI and below (M=15.67), graduate (M=16.90) and post-graduate and above (M=16.49), females with an education qualification in diploma/ITI and below (M=14.91), graduate (M=16.17) and post-graduate and above (M=18.45). A significant difference exists in absorption among male employees with an education qualification in diploma/ITI and below (M=19.30), graduate (M=20.34) and post-graduate and above (M=19.75), females with education qualification in diploma/ITI and below (M=18.18), graduate (M=20.07) and post-Graduate and above (M=21.93). There is a significant difference in OCB at individual level among male employees with an education qualification in diploma/ITI and below (M=22.54), graduate (M=23.67) and post-graduate and above (M=22.74), females with an education qualification in diploma/ITI and below (M=19.45), Graduate (M=22.52) and post-graduate and above (M=25.47). Whereas, there is no significant difference in OCB at organization level among male employees with an education qualification in diploma/ITI and below (M=25.79), graduate (M=25.25) and post-graduate and above (M=26.82), females with an education qualification in diploma/ITI and below (M=24.73), Graduate (M=24.72) and post-graduate and above (M=25.76). There is no significant difference in employee retention among male employees with an education qualification in diploma/ITI and below (M=33.18), graduate (M=32.82) and post-graduate and above (M=33.88), females with an education qualification in diploma/ITI and below (M=31.45), graduate (M=32.38) and post-graduate and above (M=32.96). The result shows that there is a significant effect of interaction between gender x education on GHRM practices, perceived CSR, employee engagement, and OCB-I. There is no significant effect of interaction between gender x education on OCB-O and employee retention.

To explored and identify barrier of Green HRM practices, the intensity index was prepared and the result is below;

Table - 3.15: Intensity index of barriers of GHRM practices

S.No.	Barriers of GHRM practices	N	Mean	SD	% AGREE	%Neutral	%DEGREE
1	Resistance to Change like Psychological fear	405	**3.39**	1.13	52%	25%	23%

2	Lack of support by management like proper training and communication etc.	405	**3.36**	1.07	47%	29%	24%
3	Complexity and difficulty of adoption of green technology /practices in Indian context	405	**3.33**	1.11	48%	28%	24%
4	Cost of Implementation of Green HRM Practices/policies	405	**3.11**	1.13	38%	32%	30%
5	Lack of understanding of green Practices/policies	405	**3.03**	1.21	40%	29%	31%

Table 3.15 indicates barriers faced by organizations to implicate GHRM practices. Respondents agreed that the first major barrier to implicate GHRM practices is resistance to change like psychological fear (M=3.39, SD=1.13) in which 52% of respondents agree with it and only 23% degree with it. The second major barrier faced by the organization is lack of support by management like proper training and communication etc (M=3.36, SD=1.07) in which 47% of respondents agree with it and only 24% degree with it. The third major barrier faced by the organization is the complexity and difficulty of adoption of green technology /practices in the Indian context (M=3.33, SD=1.11) in which 48% of respondents agree with it and only 24% degree with it. The fourth major barrier faced by the organization is the cost of implementation of GHRM practices/policies (M=3.11, SD=1.13) in which 38% of respondents agree with it and only 30% degree with it. The fifth major barrier faced by the organization is Lack of understanding of green Practices/policies (M=3.03, SD=1.21) in which 40% of respondents agree with it, and only 31% degree with it.

To explore and identify positive outcomes of GHRM practices, the intensity index was prepared and the result is below;

Table - 3.16: Intensity index of positive outcomes of GHRM practices

S.No	**Positive outcomes of Green HRM practices**	N	Mean	SD	% AGREE	%Neutral	%DEGREE

1	Competitive advantage of organization like marketing, company image and attract investor	405	**3.57**	1.11	61%	20%	19%
2	Attract and retain existing and potential talent for organization	405	**3.55**	1.13	59%	25%	16%
3	Increase organizational effectiveness and efficiency	405	**3.51**	1.12	60%	19%	21%
4	Promote social responsibility toward environment and community as responsible organization	405	**3.45**	1.19	56%	24%	20%
5	Sustainable development and growth in competitive market	405	**3.43**	1.30	56%	20%	24%
6	Reduce cost or expenditure and minimize wastage	405	**3.26**	1.23	48%	25%	27%

Table 3.16 indicates the positive outcomes of GHRM practices. The first positive outcomes of GHRM practices is a competitive advantage of an organization like marketing, company image and attract investors (M= 3.57, SD= 1.11) in which 61% of respondents agreed with it and only 19 % respondents degrees with it. The second positive outcome of GHRM practices is Attract and Retain existing and potential talent for the organization (M= 3.55, SD= 1.13) in which 59% of respondents agreed with it and only 16 % of respondents degree with it. The third positive outcome of GHRM practices is Increase Organizational Effectiveness and efficiency (M= 3.51, SD= 1.12) in which 60% of respondents agreed with it, and only 21% of respondents degree with it. The fourth positive outcome of GHRM practices is Promote social responsibility toward the environment and community as a responsible organization (M= 3.45, SD= 1.19) in which 56% of respondents agreed with it and only 20 % of respondents degree with it. The fifth positive outcome of GHRM practices is Sustainable Development and Growth in a competitive market (M= 3.43, SD= 1.30) in which 56% of respondents agreed with it and only 24 % of respondents degree with it. Sixth positive outcomes of GHRM practices reduce cost or expenditure and minimize wastage (M= 3.26, SD= 1.23) in which 48% of respondents agreed with it, and only 27 % respondents degree with it.

Chapter: 4: Work to be done

➢ Discussion will be written based on hypothesis of the research

- ➢ Limitations of research will be written
- ➢ Implication of the research will be written
- ➢ Conclusion and future suggestion of the research will be written

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