IMPACT OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT ON BANKING EMPLOYEE OUTCOMES: THE MEDIATING EFFECTS OF ORGANIZATIONAL TRUST AND ORGANIZATIONAL PRIDE

KAMRAN IQBAL
01-280152-004

A dissertation submitted in fulfillment Of

the requirements for the award of the degree of

Doctor of Philosophy (Management Sciences)

Department of Management Studies

BAHRIA UNIVERSITY, ISLAMABAD

April 2022

Approval for Examination

Scholar's Name: Kamran Iqbal

Registration No.   01-280152-004

Programme of Study: PhD (Management sciences)

Thesis Title:

Impact of Socially Responsible Human Resource Management on Banking Employee Outcomes: The Mediating Effects of Organizational Trust and Organizational Pride

It is to certify that the above scholar's thesis has been completed to my satisfaction and, to my belief, its standard is appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index **17%** that is within the permissible limit set by the HEC for the PhD degree thesis. I have also found the thesis in a format recognized by the BU for the PhD thesis.

Principal Supervisor's Signature:

Date:

Name: Dr Sabeen Hussain Bhatti

Author's Declaration

I, <u>Kamran Iqbal</u> hereby state that my PhD thesis titled "<u>Impact of socially responsible human resource management on banking employee outcomes: the mediating effects of organizational trust and organizational pride</u>"

is my own work and has not been submitted previously by me for taking any degree from this university (<u>Bahria university Islamabad)</u> or anywhere else in the country/world.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw/cancel my PhD degree.

Name of scholar: <u>Kamran Iqbal</u>

Date: <u>25/04/22</u>

Plagiarism Undertaking

I, solemnly declare that research work presented in the thesis titled "Impact of socially responsible human resource management on banking employee outcomes: the mediating effects of organizational trust and organizational pride"

is solely my research work with no significant contribution from any other person. Small contribution / help wherever taken has been duly acknowledged and that complete thesis has been written by me. I understand the zero-tolerance policy of the HEC and Bahria University towards plagiarism. Therefore, I as an Author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred / cited. I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of PhD degree, the university reserves the right to withdraw / revoke my PhD degree and that HEC and the University has the right to publish my name on the HEC / University website on which names of scholars are placed who submitted plagiarized thesis.

Scholar / Author's Sign:

Name of the Scholar: Kamran Iqbal

Dedication

I dedicate this thesis to my parents, teachers, friends, and siblings for their constant support

throughout this long journey.

ABSTRACT

The purpose of this study is to examine the association between socially responsible human resource management (SRHRM), organizational trust, organizational pride, affective commitment, employee engagement, and turnover intention. Specifically, this study has explored the multiple mechanisms of organizational trust, and organizational pride between the linkages of two dimensions of SRHRM: Employee oriented HRM (EOHRM), General CSR facilitation HRM (GFHRM), and employee outcomes (affective commitment, employee engagement, and turnover intention). We have employed three-wave time-lagged data from the full-time employees of the banking sector of Pakistan. Partial least squares structural equation modelling (PLS-SEM) was used to test the hypothesized model. Results indicated that EOHRM has a significant direct effect on organizational trust, pride, affective commitment, and turnover intentions while the direct effect on employee engagement is not supported. Moreover, the results support the intervening role of organizational trust and pride between EOHRM and employee outcomes. Results further revealed that GFHRM has a significant direct association with organizational pride and trust, while the direct effects of GFHRM on all three employee outcomes are not supported. Furthermore, indirect relationships between GFHRM and employee outcomes through organizational trust and pride are supported.

This study is unique in exploring multiple psychological mechanisms of organizational trust, and pride to clarify the association between SRHRM and employee outcomes through social identity and social exchange theories. The results of this study are beneficial for the HR department of banking sector organizations that are facing challenges in retaining their skilled workers and want to see their workforce committed and engaged. This study has highlighted several potential areas that could be investigated in future research. These include, exploring other mechanisms, for instance, emotional exhaustion, employee wellbeing, and meaningfulness between SRHRM and employee outcomes; and testing the current model in other sectors i.e., manufacturing, and petroleum. Future researcher may also examine the impact of potential moderators for instance job insecurity, personality traits and organizational environment.

Keywords: Socially responsible HRM, organizational trust, organizational pride, affective commitment, employee engagement, turnover intentions.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

ABBREVIATIONS	DESCRIPTIONS
SECP	Securities and Exchange Commission of Pakistan
CSR	Corporate social responsibility
SBP	The state bank of Pakistan
SRHRM	Socially responsible human resource management
EOHRM	Employee oriented HRM
GFHRM	General CSR facilitation HRM
OCB	Organizational citizenship behavior
OC	Organizational commitment
OP	Organizational Pride
OT	Organizational Trust
AC	Affective Commitment
EE	Employee engagement
TI	Turnover Intentions

Chapter 1

Introduction

1.1 Background of the study

Over the last few decades, the notion of corporate social responsibility (CSR) has attracted an increasing amount of attention from academicians and practitioners. Increased globalization and spread of social media networks have heightened people's awareness and sensitivity to ethical and environmental issues. Companies are increasingly compelled to take into consideration the harmful effects of their commercial activities on the society in which they are working. Organizations are under increased pressure to participate in CSR activities beyond the legal requirements to address societal issues (Fifka et al., 2018). Organizations practice CSR as a means to improve their performance, demonstrate legitimacy, and enhance their reputation (Porter & Kramer, 2006).

Organizational CSR initiatives show a company's commitment towards the environment and welfare of the society. Recent research has shown that CSR engagement has the potential to generate many benefits for organizations (Bhardwaj et al., 2018). CSR has become a part of successful business strategy in contemporary organizations (Barauskaite & Streimikiene, 2021). CSR initiatives also contribute in organization's competitive advantage as they influence organizational image (Rodrigues & Krishnamurthy, 2021; Jones, 2010). CSR refers to "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011; p. 855).

Baron (2001) indicated that companies should consider the concerns of all stakeholders including customers, employees, suppliers, distributors, and societies while developing their business policies and decision. Recent research has shown that CSR may also bring about many business benefits for organizations (Bhardwaj et al., 2018). CSR have significant contribution in corporate sustainable development (Bansal, 2005). Barrena-

Martínez et al. (2019) pointed out that many studies have found the advantages of integrating CSR into organizational business strategies.

Prior research has revealed that organizational socially responsible activities matter to its employees and influence their attitudes and behaviours . Roozen et al (2001) observed that employees of a socially responsible firm exhibit more commitment to organizational goals and they are expected to behave ethically. Cacioppe et al (2008) also indicated that socially responsible firms aim at welfare of their employees, and the society concerning environmental and social requirements along with profit-making.

Technological changes and globalization have changed the business environment in a way that has increased the worth of human capital. Given the integral role of human capital in the firm's success and their contribution to the dynamically global environment has become one of the main business issues (Ugwu et al., 2014). The resource-based view implies that only those resource can offer a firm a source of a sustainable competitive advantage which possess following characteristics: beneficial, rare, imitable, and un-substitutable (Barney, 1991). Therefore, every organization is seeking those employees that work with their full potential and are fully engaged in achieving organizational goals (Caudron, 1996).

Scholars have been constantly concentrating on the role of HR practices in employee workplace outcomes (Kooij et al., 2010; Kooij & Boon, 2018; Kundu et al., 2019; Mostafa & Gould-Williams, 2014; Osman et al., 2011). Employees consider organizational agent's actions and behaviour as the reflection of organizational conduct (Levinson, 1965). Individuals who observe that their organization values their input and is worried about their well-being make them reciprocate it with positive work-related attitudes, increased performance and creativity, and low absenteeism (Eisenberger et al., 1990). So HRM practices provide organizations an opportunity to exhibit its commitment to its human capital (Kinicki et al., 1992).

Wright et al. (1994) concluded that human resource possesses the capacity to facilitate the organization in gaining sustainable competitive advantage. He further emphasized that organizations need to develop their human resource through imitating HR practices to get a sustainable competitive advantage. Researchers of organizational behavior have been constantly concentrating on the effect of HR practices on employees work outcomes

(Andreeva & Sergeeva, 2016; Kooij et al., 2010; Kooij & Boon, 2018; Kundu et al., 2019). Companies employ HRM practices as a tool to positively influence their workforce perceptions, attitudes, and behaviours (Juhdi et al., 2013; Wright et al., 1994). HRM practices are the communication signals that reflect company's seriousness towards their employee's well-being and welfare (Guzzo & Noonan, 1994). Jabbour and Santos (2008) emphasized that HR strategies should be devised in harmony with the company's social, environmental, and economic strategies to integrate organizational HR practices with organizational sustainability.

Prior research have found significant connection between HRM and CSR (Bučiūnienė & Kazlauskaitė, 2012; Jamali et al., 2015). There is observed growing interest in literature regarding the concepts of ethics and sustainability within the domain of HRM (Sarvaiya, & Arrowsmith, 2021). CSR can be associated with employees in two ways, one is via HRM practices, and other is via employees' involvement in CSR initiatives (Cooke & He, 2010). Jabbour and Santos (2008) also linked HRM with the sustainability of an organization. According to Boudreau and Ramstad (2005), the modern paradigm of HRM is to support organizational sustainability. Colakoglu et al. (2006) highlighted the role of modern HRM to meet the needs of all stakeholders. Shen and Benson (2016) have pointed out that it is through an organizational human resource that an organization can achieve its CSR related objectives.

HRM practices play a significant role to make organizations sustainable through its impact on social, environment and economic performance. One of the essential dimensions of CSR is the CSR activities related to human resources of the organization, known as socially responsible human resource management (SRHRM) (Newman et al., 2015; Orlitzky et al., 2006; Shen & Benson, 2016; Shen & Zhu, 2011). SRHRM not only helps companies to fulfill social and legal requirements but also brings business benefits through employees' ethical behaviours and extended outcomes (Cooke & He, 2010). SRHRM is also important for CSR initiatives, for the reason that employees' participation is mandatory to achieve their CSR objectives (Shen & Benson, 2016). SRHRM helps organizations to motivate their employees and to enhance employees' productivity. The other aspect is the employees' involvement in CSR activities. These activities are the company's contribution to the

development of society. Although, CSR related initiatives are not part of HRM practices but have a significant effect on HR outcomes (Cooke & He, 2010).

Socially responsible companies are more fascinating to future potential employees, which can give a source of competitive advantage. According to He and Kim (2021), SRHRM is an effective route to make individuals feel more conscious toward environmental sustainability. Generally, an organization's fair treatment to its employees initiates a social exchange at the workplace. Employees develop a perception about their organization: depend on an intensity that an organization values their inputs and show a concern about their staff's well-being which is developed due to the treatment they obtain from their organization (Kuvaas & Dysvik, 2010).

Employees feel a honour to be employed by the company that has a good reputation for being socially responsible and environmental friendly (Brammer et al., 2007). Drawing the literature of organizational behavior, HRM, ethics and CSR, Shen (2011) developed the concept and identified three dimensions of SRHRM: legal compliance HRM(LCHRM), employee oriented HRM (EOHRM) and general CSR facilitation HRM(GFHRM). SRHRM aligns the concept of CSR with strategic direction of an organization and helps companies to achieve their CSR goals through influencing employees' perceptions and behaviors (Jamali, El Dirani, & Harwood, 2015). Sobhani, Haque and Rahman (2021) indicated that SRHRM can facilitate companies in developing more profound relationship with their key stakeholders. In addition to the CSR objectives, SRHRM has been found to benefit the organizations with other workplace outcomes, for instance, organizational commitment (Shen & Zhu, 2011), in-role employee performance (Shen & Benson, 2016), organizational citizenship behaviours or extra- role performance (Newman et al., 2015) and reduced intention to leave (Nie et al., 2018).

Organizational commitment shows the affection between workers and their organization. According to Meyer and Allen (2004), committed employees put more efforts to attain the strategic goals of their organization. Furthermore, organizational commitment has been associated with several outcomes, for instance, job performance (Jaramillo et al., 2005), job satisfaction (Robertson et al., 2012), and job turnover (Sjöberg & Sverke, 2000). Organizational commitment is believed to be as a consequence of positive exchange linkage between employees and their organization (Colquitt et al., 2014). In addition to affective

commitment, organization commitment includes two other components: normative commitment and continuous commitment (Meyer & Herscovitch, 2001). Organizational commitment has been divided into three components as "Affective commitment Continuous commitment and normative commitment" (Mercurio, 2015; Meyer & Allen, 1991).

Affective commitment implies emotional attachment of worker to his/her company while continuous commitment is the willingness of an individual to continue with the same company because of the cost attached to quitting the company and available employment options. While, in normative commitment, employees feel a sense of responsibility and obligation to remain with the same organization. According to Laschinger et al (2002), affective commitment comes up with several desirable outcomes for both the organization and employee. The concept of affective commitment was first introduced by Meyer and Allen (1984), as an emotional attachment of an employee has with his organization. Laschinger et al. (2002) argued that employees that possess higher affective commitment are expected to contribute toward the accomplishment of a firm's goals and objectives.

The reasons to focus on affective commitment are twofold: First, affective commitment is the core of organizational commitment (Mercurio, 2015; Meyer & Herscovitch, 2001), as it is "the center core and source that most strongly affect individual behaviors and feelings, shapes individual perceptions, and may mediate the individual's reactions to organizational transactions" (Mercurio, 2015; p. 405). Affective commitment has been discovered as a main predictor of employees' absenteeism, in-role performance, extra role performance and turnover intentions (Mercurio, 2015). Furthermore, the affective commitment has been recognized as a determining factor for employee's loyalty and dedication (Rhoades et al., 2001). Second, this study has shed light on psychological mechanisms through which SRHRM shapes workplace outcomes, so focusing on one type of organizational commitment allows us to take a more nuanced examination. A substantial body of literature shows that the antecedents of affective commitment (Kim, Eisenberger, & Baik, 2016) are different from those of normative commitment and continuance commitment; therefore the mechanisms SRHRM impacting on continuance commitment and normative commitment are expected to be different.

The concept of employee engagement has drawn a considerable concentration from both practitioners and academic scholars in the last two decades. It has its roots in positive Psychology (Fineman, 2006). Although, the effect of engagement on employee work outcomes has been assessed in several ways yet relatively fewer studies have examined the predictors of employee engagement (Ugwu et al., 2014). Employee engagement comes up with beneficial outcomes for the employees and their organization (Gorgievski et al., 2010). The academic literature available on employee engagement supports a positive linkage between high engagement with organizational outcomes (Gupta & Sharma, 2016).

Previous researches have explored the positive influence of employee engagement on employee job outcomes (Christian et al., 2011), such as, employee performance (Anitha, 2014), OCB and turnover intention (Alfes et al., 2013), and financial returns and organizational success (Xanthopoulou et al., 2009). Albrecht, Bakker, Gruman, Macey, and Saks (2015) pointed out that there is a global decline in overall employee engagement. Previous studies pointed out that employee engagement could facilitate organizational change (Graen, 2008). Kahn (1990) pointed out that, when employees are completely engaged, they put all their energies and potential to perform their job-related roles. In contrast, disengaged employees lose interest in their jobs and dissociate themselves from being engaged in their work. Christian et al. (2011) indicated that engagement "involves a holistic investment of the entire self in terms of cognitive, emotional, and physical energies" (p. 97). Saks (2006) pointed out that employee becomes engaged with their work and organization based on the treatment they get from their employer. Kahn (1990) indicated that engaged employees are psychologically present in the workplace while performing their job-related tasks. Psychologically present employees are more focused, associated, intent to the role they perform at workplace (Kahn, 1992; Saks & Gruman, 2014).

Turnover intention is topic of great interest for companies and for the researchers of HRM and organizational behaviour (Harris et al., 2018; Poon, 2012; Sun et al., 2019; Van der Heijden et al., 2018). Carmeli and Weisberg (2006) defined turnover as "It is conceived of as a conscious and deliberate desire to leave the organization within the near future" (p. 193). High employee turnover has detrimental ramifications for organizations, because of the new hiring and training costs accompanied by a decline in quality and productivity (Juhdi et

al., 2013). Organizations strive for high employee retention to avoid the investments in terms of time and resources which are required for hiring and training new employees. That's why organizations are intended to make sure that employees should stay with the organization in the long run.

Prior studies have identified certain determinants of employee turnover: job involvement (Lee & Mowday, 1987), work environment (Baernholdt & Mark, 2009; Sherman, 1989), HR practices (Batt & Valcour, 2003), organizational support and supervisor support (Maertz et al., 2007), and bullying (Hogh et al., 2011). Although turnover intention and turnover are distinct variables, but there is a strong association between turnover intention and actual turnover (Carmeli & Weisberg, 2006; Huffman et al., 2005; Poon, 2012; Sjöberg & Sverke, 2000). Cho and Lewis (2012) also found turnover intention as an important determinant of turnover behaviour. San Park and Hyun Kim (2009) pointed out that the turnover intention is a last step when an employee starts looking for alternate employment options. The theory of reasoned action also supports this point of view, which posits that an individual's intention provides an immediate basis to execute that behavior (Fishbein & Ajzen, 1975). Employee turnover intention directly influences overall organizational productivity and organizational performance (Helm, 2013).

The majority of the world population belongs to developing countries and these countries have unique political, social, and environmental issues (Tilt, 2016). Although, these developing countries are moving towards industrialization but still facing problems of unstable governments, unequal wealth distribution, and high unemployment (Tilt, 2016). Due to industrial development, policies are mainly developed to attract foreign investments but despite economic benefits, these strategies also have some unfavourable social and environmental effects, including increased population, unpaid wages, health and safety concerns, and unequal employment opportunities (Tilt, 2016). Despite all these problems, limited attempts have been made to comprehend the concept of CSR in the context of developing countries (Hamid et al., 2020). Pakistan is the 5th most populace country in the world with a population of around 208 million and is ranked as 33rd largest country in the world in terms of area with 881,913 km^2. Pakistan falls in the category of developing

countries and it is ranked as the 43 [rd.] the largest economy in terms of its GDP (Khan et al., 2015).

To inspect the impact of two dimensions of SRHRM on employees affective commitment, employee engagement, and turnover intention through two different routes: organizational pride and organizational trust, we employed two theories to support the links between the different variables of the study; social exchange theory and social identity theory (Jones, 2010; Newman et al., 2015; Shen & Zhu, 2011).

1.2 Overview of banking sector of Pakistan

In Pakistan, the concept of CSR has gained attention in the corporate world since the Securities and Exchange Commission of Pakistan (SECP) introduced the first corporate governance reforms in 2002. Later in 2009, SECP made it mandatory to disclose the organizational involvement in corporate social responsibility (CSR) through the Statutory Regulatory Order (SRO) 2009 which asserts that every company will provide descriptive and financial disclosure of the CSR related activities which are undertaken by that company during each financial year (Hamid et al., 2020). Later, SECP has introduced comprehensive and complete guidelines in 2013 to reinforce CSR practices in Pakistani companies (Hamid et al., 2020). These initiatives are the evidence that institutions in Pakistan are energetically pushing the organizations towards CSR (Hamid et al., 2020). SECP's regulations have significantly overcome resistance to CSR (Fatima, 2017). In addition to SECP regulations, the concept of CSR got further uplift in 2003, when the UN Global Compact was instigated (Fatima, 2017). The UN Global Compact recommends that "business is part of the solution to creating a more stable, healthy and prosperous world" (Holme & Watts, 2000, p. 2).

The banking sector is the backbone of economic and financial system of a country. The banking sector as a part of the financial sector of Pakistan, has been contributing to the progress of the country through its assistance in economic activities. Banks are considered as the most valuable intermediary in an economy because of their role in accelerating economic growth. According to Asghar (2018), in Pakistan, the banking sector accounts for three-fourth of the overall financial sector and hence a sound banking system is directly

linked to development and economic growth of Pakistan. Now, Pakistan's banking sector has reached at a mature level (Khan et al., 2015). There is a total of 53 banks in Pakistan, with 13,837 branches, 13,716 online branch networks, 13262 ATMs, and 202015 employees (SBP, 2017). All these figures reflect intensity of competition among the banks of Pakistan.

The history of the Pakistan banking sector has been split into three paradigms: pre-nationalization (1947-74), nationalization (1974-90), and privatization (1990 and onward.) Before 1990, the public sector was dominating the banking sector that had resulted in slow economic growth. Nationalized banks were like typical government organizations in Pakistan (Munir & Naqvi, 2013). Later, after the reforms of 1990, several local private banks were established, and the banking sector in Pakistan has developed into a strong, efficient, and competitive sector. These changes improved the overall performance of the banking sector in Pakistan. According to the World Bank Review 2004, the far reaching reforms improved the financial system and made it more efficient and competitive; especially, the banking system had been transformed from a state-owned monopoly to the privately owned.

Banking sector has witnessed exceptional growth since 2001 as a result of the latest communication and information technologies that have significantly transformed customer services (Asghar 2018). The state bank of Pakistan (SBP) is a main autonomous body which is responsible for controlling the banking sector in the country. The SBP functions include the setting of monetary policy of notes, control money supply, and supervision of the whole financial system. SBP introduced prudential regulations in January 2009 in which banks were directed to disclose their donations and contributions in their annual audit reports.

SBP has recently introduced green banking guidelines in 2017 to align the banking sector with the Pakistan Environmental Protection Act of 1997. The main purpose of these green banking guidelines is to fulfill their environmental responsibility towards the environment by introducing environment-friendly products and services (Javeria et al., 2019). In the SBP green banking guidelines 2017, banks are directed to focus on the following key areas: paperless banking operations, paperless banking services, green IT infrastructure, renewable energy-based ATMs., renewable energy-based branches, and offices, resource efficiency measures, and waste reduction. Green banking guidelines have also encouraged banks to improve their internal structure so that employees become in a

position to fulfill green banking requirements. All these green initiatives show the seriousness of the State bank of Pakistan about the social performance of the banks. Nowadays there is an increasing trend of CSR disclosure has been observed in the banks of Pakistan. This substantial rise in environmental and social reporting of banks have grabbed the attention of researchers in this domain (See Iqbal et al., 2018; Javeria et al., 2019; Khan et al., 2018; Khan & Yunis, 2019; Khan et al., 2015; Shah & Khan, 2019; Sharif & Rashid, 2014; Zulfiqar et al., 2019). The banking sector is an emerging sector in Pakistan's economy and in this sector, competition is very high, because of the similarity in the services offered by banks (Shah & Khan, 2019). This situation encourages the banks to distinguish themselves through their participation in CSR activities i.e., SRHRM (Shah & Khan, 2019).

1.3 Gap Analysis

1.3.1 Gap analysis-SRHRM and employee outcomes

In this study, the scholar has assessed the effect of SRHRM on employee outcomes through the intervening variables of organizational trust and pride. In this study, employee outcomes are affective commitment, engagement, and employee turnover intention. Although impact of employees' perceptions about organizational CSR activities and employee engagement in several studies (Bapat & Upadhyay, 2021; Ferreira & Oliveira, 2014; Gupta & Sharma, 2016; Rupp et al., 2018), but the influence of SRHRM on employee engagement is still unexplored. In addition, the overall effect of engagement on employee outcomes has been examined in several research studies but relatively fewer studies have explored the predictors of employee engagement (Ugwu et al., 2014).

Employee Turnover is a challenging issue for management and businesses (Jones et al., 2007). Moreover, employee turnover is costly to the organization, because of the cost linked with recruitment, and then related to training afterward. High turnover can distort working climate and lead to lower overall performance. Therefore, it is necessary to examine the factors that contribute towards the turnover intentions of employees, and employee turnover intention is the best forecaster of actual turnover. The impact of CSR activities on employee turnover intentions has been evident from several studies (Chaudhary, 2017; Lin

& Liu, 2017), but this has rarely been studied with SRHRM. Prior research has also recommended that future studies should investigate the bond between SRHRM and turnover intention (Shen & Benson, 2016). The current research is going to fill this gap by studying the impact of EOHRM and GFHRM on employee turnover intention.

1.3.2 Gap analysis- Potential mediators

Organizational pride has rarely been studied as a separate variable in the literature of management and organizational behavior and without recognizing its uniqueness it may be difficult to understand employee's workplace attitudes and behaviors. Most of the studies have discussed it along with the concept of organizational identification. Jones (2010) asserted that although organizational pride and organizational identification are conceptually related constructs, still there is a distinction between them. According to Dutton et al. (1994), employees that possess organizational identification not necessary that they also feel pride in their organizational membership. Prior studies have shown that employee perception about organizational CSR activities can enhance employees' pride in their organizational membership (De Roeck et al., 2016; Yilmaz et al., 2015). Although, organizational identification has extensively used as a mediating mechanism in the literature of SRHRM (Iqbal et al., 2019; Newman et al., 2015; Shen & Benson, 2016), but the role organizational pride is rarely explored. Furthermore, Shen and Benson (2016) suggested that organizational pride should be utilized as an intervening variable in future research related to SRHRM.

Organizational trust plays a significant role in the social exchange process between the organization and its workers. When one party offers aids to the other party, it is expected that other party will repay it in the same way (DeConinck, 2010). When an organization employs HR practices that show a sign of support to its employees, it shows that their organization is interested in long term social exchange relationships with their employees (Edwards, 2009; Shen et al., 2018). CSR initiatives including SRHRM are voluntary investments of organizations for the welfare of the general community and its employees; generate expectations that organization will have the same caring treatment to its employee

in future, this would enhance employees trust on their organization, which in turn leads to higher affective commitment and engagement and reduce turnover intentions.

In addition, numerous studies have asserted the role of organizational trust as mechanism between organizational CSR initiatives and employee outcomes (Farooq et al., 2014, 2019; Huang & Guo, 2019; Manimegalai & Baral, 2018). In line with the above-mentioned studies, we propose that the role of organizational trust as the psychological mechanism is equally applicable in the case of EOHRM which represents CSR directed towards employee and GFHRM, which covers employee involvement in CSR activities. Organizational trust as an intervening variable is rarely explored in the literature of SRHRM. Therefore, this study has filled this gap by introducing organizational trust as a mediating variable between SRHRM and employee outcomes.

1.3.3 Gap analysis- Contextual

Most of the studies on socially responsible HRM has been done in China and western countries (Bombiak & Marciniuk-Kluska, 2019; Del Mar et al., 2021; Newman et al., 2015; Shen & Benson, 2016). There is a considerable difference in the culture and economic conditions of Pakistan and these countries. Previous research has highlighted that the culture of a country may significantly influence the direction and intensity of the association between different constructs (Farh, Hackett, & Liang, 2007; Lam, Schaubroeck, & Aryee, 2002). Therefore, this research will be helpful to create awareness about the role of SRHRM in promoting positive employees' outcomes, in the setting of Pakistan. Although there are few research studies related to CSR in the Pakistani context (Farooq et al., 2013; Naeem & Welford, 2009; Sharif & Rashid, 2014), but research in the field of SRHRM is scarce (Iqbal et al., 2019).

1.4 Problem statement

The depletion of natural resources and environmental degradation has been a source of growing concern for organizations and governments both. Organizations have been struggling to locate alternate environmental strategies that could be adopted with minimum financial resources. Organizations all around the world are adopting CSR activities in order to gain competitive advantage and to improve performance outcomes at the individual and organizational levels. As an integral part of CSR, SRHRM practices offer companies a novel approach to achieve their organizational and environmental goals, but research is still silent as to how these higher performance goals are accomplished through such activities (Shen & Benson, 2016). The financial institutions in Pakistan are actively pursuing CSR strategies (Shah & Khan, 2019) and investing millions of rupees in such activities. The banking sector is one of the leading service sectors in Pakistan and has been contributing significantly towards the GDP of the country (Ali & Mehreen, 2019). But the problem is that firms, especially banking institutions, are facing the challenge of aligning CSR with employee outcomes in developing nations. Since employees are the key performers in any firm, so their outcomes play a central role in the overall success of an organization. Thus, it is important to investigate how SRHRM practices impact employee performance outcomes including the turnover ratio. Banks operating in Pakistan are facing a higher turnover ratio (Irum et al., 2015). Exploring the factors that affect the performance outcomes of employees will help banking organizations to achieve their strategic goals and gain a competitive advantage.

Although, SRHRM is not considered as an essential element of CSR but it is rather an important tool for effective implementation of CSR activities (Shen & Benson, 2016). A review of literature indicated a lack of scholarly investigations that examined the mediating role of organizational trust and pride between SRHRM and employee outcomes. Meanwhile, researchers acknowledged the mechanism through which SRHRM can lead to positive workplace outcomes might vary, and called for further study to enhance understanding of those mechanisms (Newman et al., 2015; Shen & Benson, 2016). Therefore, present research has addressed how SRHRM affects employee attitudes. Examining the impact of SRHRM on employee intentions and attitudes can facilitate the organizations because they can employ

SRHRM as a tool to produce affective commitment and engagement and to reduce staff turnover intentions which are important ingredients for overall working environment and proper functioning of an organization. Therefore, the present research aims to address how SRHRM affects different employee attitudes through multiple mechanisms, specifically in the banking sector of Pakistan.

1.5 Research Questions

Based on the problem statement, this study has developed the following questions

Q1: Does employee oriented HRM leads to higher affective commitment, and engagement and lower turnover intention?

Q2: Do general CSR facilitation HRM leads to higher affective commitment, and engagement and lower turnover intention?

Q3: Does organizational pride mediates the linkage between employee oriented HRM and employee outcomes (affective commitment, engagement, and turnover intentions)?

Q4: Does organizational pride intervenes the linkage between general CSR facilitation HRM and employee outcomes (affective commitment, engagement, and turnover intentions)?

Q5: Does organizational trust intervenes the connection between employee oriented HRM and employee outcomes (affective commitment, engagement, and turnover intentions)?

Q6: Does organizational trust mediates the association between general CSR facilitation HRM and employee outcomes (affective commitment, engagement, and turnover intentions)?

1.6 Research Objectives

The overall objective of this study is to assess organizational pride (organizational identity theory) and organizational trust (organizational exchange theory) as mediating mechanisms between two dimensions of SRHRM and employee outcomes (affective

Commitment, engagement, and Turnover intentions). Specifically, the objectives of the study are the following:

- To examine if EOHRM leads to affective commitment, engagement, and turnover intentions.
- To investigate if GFHRM influences affective commitment, engagement, and employee turnover intentions.

- To investigate the mediating mechanism of organizational pride between EOHRM and employee attitudes (affective commitment, engagement, and turnover intentions).
- To find out the mediating role of organizational pride between GFHRM and employee attitudes (affective commitment, engagement, and turnover intentions).
- To find out the intervening role of organizational trust between EOHRM and employee attitudes (affective commitment, engagement, and turnover intentions).
- To find out the intervening role of organizational trust between GFHRM and employee attitudes (affective commitment, engagement, and turnover intentions).

1.7 Significance of the study

1.7.1 Theoretical significance

This study has made multiple theoretical contributions. First, this study has explored the black box in the SRHRM and employee outcomes (affective commitment, employee engagement, and turnover intentions) relationships and sheds light on how SRHRM influences employee outcomes through the intervening roles of organizational trust, and pride. Findings from this study offer a better understanding of the underlying mechanisms of SRHRM and employee outcomes relationship. This study has built on previous work of Socially responsible HRM (Hofman & Newman, 2014; Shen & Benson, 2016; Shen & Zhu, 2011). Unpacking the linkage between socially responsible HRM and employee outcomes through multiple mediators of trust and pride are important to provide the evidence that socially responsible HRM influence employee outcomes through multiple routes. This study has expanded our understanding of the valuable new mechanisms in the Socially responsible

HRM and employee outcomes relationship. Second, it has added to the HRM literature by investigating the links between different components of SRHRM and employee outcomes and has revealed a nuanced picture of different pathways of different elements of SRHRM influencing employee outcomes. In addition, the researcher tried to minimize the potential common method variance through the data collection in three-time phases.

1.7.2 Practical significance

The findings of this research have several practical significances for the organizations within and beyond the banking industry. This study will facilitate managers to know the contribution of SRHRM in predicting positive job attitudes in employees. By unpacking complex psychological mechanisms through which Socially responsible HRM impacts employee outcomes, this study has identified the needs to implement socially responsible HRM practices in the organization to gain desirable employee outcomes. By understanding the process through which socially responsible HRM may impact organizational trust, and pride and subsequently, affective commitment, employee engagement, and turnover intentions, we are able to offer guidance to banks and probably other service sector industries on their strategic HRM to achieve beneficial employee outcomes which are key to organizational performance and productivity. Such knowledge can be readily used by practitioners to adopt a more targeted HR policy mix to achieve corporate goals, and this would make organizations more effective in generating positive workplace attitudes.

Chapter 2

Literature Review and Hypotheses development

2.1 Introduction

The literature review of this study offers theoratical bases to the proposed relationships among the study's variables. The serch terms included CSR, socially responsible HRM, affcetive commitment, employee engagement, tunover intentions, turnover, organizational pride, and organizational culture. First, literatre related to various theories associated with socially responsible HRM and employee outcomes has been explored. Next, the litertuare related to all the constructs of the study have been discussed one by one. Finally, literature related to proposed relationships have been explored and hypotheses have been drived. This chapter has been concluded with a theoratical framework.

2.2 Social exchange theory

Social exchange theory (SET) is among the most distinct theories to understand workplace behaviours (Cropanzano & Mitchell, 2005). It is an interdisciplinary concept with its roots in multiple fields, including sociology, social psychology, and anthropology (Cropanzano & Mitchell, 2005). A social exchange relationship ensures that when organizations show concern about their human resources and subsequently, employees return it with their favourable attitudes and behaviours (Cropanzano & Mitchell, 2005). The workplace's social exchange relationship could be defined in terms of customer-employee exchange, leader-member exchange, and co-worker exchange (Kim & Qu, 2020).

Social exchange theory has widely been utilized in the literature of organizational behaviour and HRM to explain the employee-organization relationships (Shore et al., 2004; Zagenczyk et al., 2020). Eva et al. (2020) employed social exchange theory to describe the connexion between job performance, ethical leadership, perceived organizational support, duty orientation, and organizational citizenship behaviours. Recently, Kim and Qu (2020),

utilized social exchange theory to explore psychological mechanisms involving in hospitality employees' workplace social exchange relationships. According to Kim and Qu (2020), social exchange mainly depends on direct treatment of parties. Employees usually engaged in no less than two social exchange relationships at the workplace: one with their organization, and others with their supervisor (Masterson, Lewis, Goldman, & Taylor, 2000). The employee returns the benefits and favours they receive from other parties; they are likely to be helpful and beneficial towards them because of the exchange relationship (Cropanzano & Mitchell, 2005; Masterson et al., 2000).

Social exchange theory implies that individuals develop social exchange relationship as the result of positive feeling for being supported by their organization, in turn, employee feel responsibility to respond back being more dutiful, which is likely to enhance favourable employee attitudes and add to their performance (Eva et al., 2020). Blau (1964) pointed out "trusting others" as an essential ingredient in exchange relationships between two parties. Trust has been categorized as a vital element for understanding individuals' and organizations' social exchange relationships (Cropanzano & Mitchell, 2005).

Generally, an organization's fair treatment to its human resource initiate a social exchange at a workplace (Aryee et al., 2002). Eisenberger et al. (1990) discussed that a social exchange expects all parties to trust each other to fulfil their future obligations and responsibilities. An exchange relationship at the workplace may be depicted through the economic or social exchange (Casimir et al., 2014). Economic exchanges (i.e., salary/Bonuses) are often unambiguous and well structured (Cropanzano & Mitchell, 2005). However, social exchanges are often inexplicit and are established on the interpretations and expectations of the spoken promises made by the management of an organization (Rousseau, 1989; Valle, Kacmar, Zivnuska, & Harting, 2018). Blau (1964) has illustrated social exchange as "the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others" (p. 91-92). Overall, the norm of reciprocity and mutual trust to reciprocate are the main point of difference between social exchanges and economic exchange (Shore et al., 2012). Blau (1964) has compared the social and economic exchanges, which is considered as one of his contributions to SET. Mills and Clark (1982) also indicated that the exchange relationship is more suitable than economic exchange. They argued that "the basic and most crucial distinction is that social exchange

entails unspecified obligations" (p. 93). The further pointed out that "only social exchange tends to engender feelings of personal obligations, gratitude, and trust; purely economic exchange as such does not" (p. 94).

Moreover, the social exchange requires investments to start a social exchange relationship, and these investments have an inherent risk of payback (Shore et al., 2012). Social exchange theory posits that when an organization value their employees and invest in them, employees tend to repay in positive and desirable ways (Cropanzano & Mitchell, 2005; Kuvaas & Dysvik, 2010). The organizational social exchange involves a long duration and is an ongoing employment link between employee and organization (Loi et al., 2009). In addition, "social exchanges are possible because actors orient their action toward a general norm of reciprocity"(Haas & Deseran, 1981; p. 3).

Blau (1964) suggests that social exchanges are initiated by the voluntary actions taken by one party with the expectation of reciprocation in the shape of positive behaviours. From this point of view, social exchanges are motivated by the future return, and this happens through the reciprocation between two parties. Social exchange theory posits that perceived organizational behaviour towards its employees significantly influences employee's actions towards their organization (Eisenberger et al., 1986; Mas-Machuca et al., 2016). The social exchange processes are being initiated through the fair treatment of organizations with their employees (Colquitt et al., 2013), these employees will feel commitment to return positively in the future to reciprocate fair treatment of their employer (Aryee et al., 2002). Social exchanges could be proceeded between supervisor and employee and between the organization and employee (Cropanzano & Mitchell, 2005). They pointed out that "social exchange relationships evolve when employers 'take care of employees' which thereby engenders beneficial consequences" (p. 882).

At the workplace, social exchanges are introduced by the voluntary fair treatment of the organization to its workforce, with an expectation of reciprocation through attitudes and behaviours desired by the organization (Gould-Williams & Davies, 2005; Whitener et al., 1998). Social exchanges behaviours are voluntary in nature and go above and beyond the formal contractual agreement between both parties: the organization and the workforce (Organ, 1988). Tekleab, Takeuchi, and Taylor (2005) pointed out that when employees feel that their organization does not discharge its obligation, that will lead to dissatisfaction.

Employees expect good treatment from their employer in terms of rewards and compensation. Still, when they do not get fair treatment, they may feel justified to change their attitudes and behaviours to maintain the balance in their exchange relationship through the norm of reciprocity (Ashforth, 1997; Valle et al., 2018).

Previous studies have observed that organizations who invest in staff employee training and development activities; its employees reciprocate through attitudes and behaviours that valued by that organization (Gould-Williams & Davies, 2005; Graen & Cashman, 1975; Moorman, Blakely, & Niehoff, 1998). Because of the social exchange relationship, individuals may experience a sense of moral responsibility to give priority to the organization's interests over their own interests (Meyer & Parfyonova, 2010). Walumbwa et al. (2011) indicated that trust and open communication are two essential ingredients of the favourable exchange relationship. When an organization transmits a message of care and love to its employees through its actions, in return, employees feel an internal sense of obligation to give back through their positive outcomes (Eisenberger et al., 1986; Lyubovnikova et al., 2018).

Gould-Williams and Davies (2005) suggest that if employees perceive management's actions as positive, they respond back with beneficial attitudes and behaviours. HRM practices help to generate favourable employee attitudes and behaviours by bringing in line the individual goals with the goals of an organization (Gould-Williams & Davies, 2005). The norm of reciprocity is the well- known rule in social exchange relations (Cropanzano & Mitchell, 2005; Frémeaux & Michelson, 2011; Mostafa, 2018). Social exchange theory implies that when one party give favour to another party, then another party is expected to return in the future (Uhl-Bien & Maslyn, 2003). However, exact form and timing are every so often unclear (Gouldner, 1960). This statement of employee-organization relationship emphasized that on the self-interest of both parties, which compel them to enter into social exchange relationships (Aselage & Eisenberger, 2003; Liu, Loi, & Ngo, 2018). SRHRM also offer a social exchange association, in this concept both, organization and the employees seek to maintain the balance between benefits they are getting and cost they incurred.

2.3 Social identity Theory

Social identity theory posited that individuals tend to classify themselves into different social groups based on religion, age, and gender (Tajfel & Turner, 1985). The conception of social identity theory was first given by Tajfel (1972) as "individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership" (p. 292). Initially, social identity theory primarily had a focus on intergroup relations (Hogg, 2016). Social identity theory described that organization could make positive behaviours by modifying employees' self-concept and social identity that can be established from positive emotions and attachment to their organization (Tajfel & Turner, 1979). According to Tajfel (1978b), social identity is "that part of an individual's self-concept which derives from his knowledge of his membership in a social group (or groups) together with the value or emotional significance attached to that membership" (p. 63). Social identity theory postulate that people are inherently encouraged to possess positive social identity, so they seek to have a membership of a group that owns positive value and vice versa (Cárdenas & de la Sablonnière, 2020). According to Williamson (2019), people designate themselves as ingroup or outgroup based on the evaluation of their group in comparison with other groups (Tajfel & Turner, 1986). According to Tajfel and Turner (1979), people struggle for positive self-concept because of their intrinsic motivation to attain positive distinctiveness.

The categorization process through which individuals identify themselves with a specific group depends on their motivation for the conservation of resources and their psychological exchange processes (Ma et al., 2020). The quest for positive social identity is considered as one of the underlying motivations for self-esteem for human (Sedikides & Strube, 1997). Social identity theory implies that people learn to identify themselves with a particular group to entertain their need for belonging and positive self-esteem (Hogg & Terry, 2000; Ye et al., 2019). Scheepers and Ellemers (2019) highlighted an underlying psychological mechanism that triggers social identity. They pointed out that social identity theory is formed by a combination of psychological process (classification and social comparisons) and motivation to gain positive social status.

Social identity theory posits that people try to keep alive a positive self-image, which is not only grounded on a person self- identity but also based on social status, which individuals drives from being a member of social groups (Decoster et al., 2013). Hogg and Terry (2000) further highlighted that in addition to self-esteem, another motivation behind the social identity is the element of uncertainty reduction. They argued that social identity processes are driven by a need to decrease perceived uncertainty in terms of feelings, attitudes, and behaviours and, finally, one's self-concept. When employees feel less identified with their organization because of less pride on organizational membership tends to psychologically split themselves from their organization and make fewer efforts in their duties and become less concern about the organizational effectiveness and accomplishments (Lu et al., 2016; Ye et al., 2019). According to Loi, Chan, and Lam (2014), by classifying in one of the categories of a social group, individuals become in a better position to certain in what to expect and how to behave in a social and physical environment.

During the process of identification, individuals try to indorse the perception of being a worthwhile person (Ashforth et al., 2008; Loi et al., 2014). Social identity theory advocates that individual identities that originate from their membership with a group provide the lifeblood for their self-concept that, in turn, influences their cognitive, affective, and behavioural outcomes (Tajfel & Turner, 1979). Social identity theory significantly develops our understanding linked with social influence and work-related attitudes and behaviours (Karanika-Murray et al., 2015). Prior research has found that organizations are sometimes the primary source of social identity for their workers (Hogg & Terry, 2001). According to Hogg and Terry (2000), organizations are made of internally structured groups that possess the characteristics of status, power, ethnicity, and prestige differentials.

Individuals drive a segment of their social identity from the workgroup or the organization where they work (Hogg & Terry, 2000). Hogg and Terry (2000) pointed out that for some individuals, their organizational or professional identity is more valuable and pervasive than attributed identities that are formed based on age, gender, nationality, religion, or ethnicity. Individuals who identify themselves with a social group differentiate their group from other social groups to enhance their self-esteem (Deephouse & Jaskiewicz, 2013; Tajfel, 1978a).

According to Hogg and Terry (2000), intergroup behaviours are directed by the quest for positive social identity, which is driven through a need for self-enhancement. Social identity theory is frequently employed in the literature of organizational behaviour, CSR, ethics, and HRM, green HRM, and SRHRM. Ye et al. (2019) utilized social identity theory to study the impact of negative workplace gossip on customer-oriented OCB and employee service performance through the intervening of organizational identification. Hur et al., (2019), utilized social identity theory to test the impact of internal and external CSR on employee proactive and prosocial behaviours. Shen et al. (2018) employed social identity theory to measure the influence of green HRM on non-green work outcomes through the intervening of organizational identification and perceived organizational support as a boundary condition. Deng et al. (2020) exercised social identity theory to study the effect of external CSR on labour productivity while using a sample from Chinese listed firms.

2.4 Socially responsible human resource management

From the 1950s to the present time, the idea of CSR got considerable attention from business organizations, and emphasis has been shifted from general moral and social concern to more specific issues such as employee rights, product safety, corporate governance, and environmental sustainability (Carroll & Buchholtz, 2014). The concept of social responsibility expects that organizations should fulfil not only their legal and economic obligations, but they are also required to satisfy specific additional responsibilities toward society (McGuire, 1963). Corporate social responsibility is considered a global social norm that makes employees judge their organization based on their CSR behaviours and perceive their organizational CSR engagement as favourable (Shen & Benson, 2016). De Jong and van der Meer (2017) suggest that organizations should have a sincere concern for public interests rather than just appearing for making more money out of their CSR initiatives.

Carroll and Buchholtz (2014) highlighted twenty characteristics of socially responsible organizations: making safe products, does not pollute water or air, obey laws in all business processes, indorse ethical employee attitudes and behaviours, promote the safe and ethical working environment, refrain from misleading advertisement, discourage discrimination, use environmentally friendly packaging, protect staff members from sexual harassment, encourage recycling within a company, never be in involved in questionable

activities, quick response to customer problems, promote waste minimization, offer medical and health benefits, encourage energy conservation policies, facilitate displaced workers, give donations for educational and charitable causes, use only biodegradable materials, employs friendly personnel staff, and continuously working on quality improvement. According to Bocquet et al. (2017), organization's investment in CSR initiatives are also helpful in innovation and to achieve better financial performance. According to Phillips et al. (2003), companies that are focusing on CSR, show commitment towards waste management and provide fair wages to its employees and ensure honest reporting, hence less likely to face any legal action. CSR activities can be performed in multiple domains in particular community support, promotion of local products, environmentally friendly, and treat their employees fairly (Ailawadi et al., 2014).

De Jong and van der Meer (2017) highlighted three reasons for employing CSR activities. The first motive is intrinsic in which organizations perform CSR activities because they want to make a social contribution and to help people. The second motivation is extrinsic, which is often referred to as strategic or self-focused: the organizations perform CSR activities because it looks forwards to financial and other benefits that are attached to the company's socially responsible behaviours. The thirds reason behind CSR initiatives is stakeholders' pressure and community expectations.

Waldman et al. (2006) discussed the concept of CSR as "actions on the part of the firm that appears to advance or acquiesce in the promotion of some social good, beyond the immediate interests of the firm and its shareholders and beyond that which is required by law" (p. 1703). According to El Akremi et al. (2018), CSR consists of organizations' voluntary actions that are taken for the welfare of multiple stakeholders. CSR has been claimed to as salient signals through which employees assess the distinctiveness of their firm (Carmeli et al., 2007). Several financial institutions and banks have recently started to include CSR within their operational and organizational strategies (Platonova et al., 2018). The role of the banking sector is beyond just generating financial stability, and they are required to be more socially responsible (Idowu & Leal Filho, 2009; Platonova et al., 2018). According to Liang and Renneboog (2017), organizations do not perform CSR just because of their characteristics, but it is influenced by external factors, for instance, economic and legal

environment. An increasing number of researches have been conducted to examine the impact of CSR policies and practices on firm-level variable financial performance (see Cavaco & Crifo, 2014; Cho et al., 2019; Rhou et al., 2016), but there relatively fewer studies on the effects of CSR policies on employee outcomes (Turker, 2009). Khan et al. (2018) found a positive connexion between the impact of CSR on employee satisfaction and their retention while conducting a study on a sample of 350 banking sector employees. Shah and Khan (2019) examined the influence of customers' perceptions of CSR on continuance and affective commitment. They found a direct and positive linkage between customers' perceptions of CSR and, affective and continuance commitment.

HRM practices have been attracting the attention of researchers for decades, especially the role of HRM practices in the success of an organization was the favourite research area in the last decade (Khan & Rasheed, 2015). Armstrong (2006) indicated that HR department facilitates an organization to attain its goals by supporting its employees in all matters and provide them with guidance. Organizational HR practices significantly influence the way employees to feel for their organization, organizational climate, and overall performance of an organization (Albrecht et al., 2015). Employees are very valuable assets for a company for their contribution to its performance. Human resource is essential to firm success and can be a helpful in getting sustainable competitive advantage (Luthans & Youssef, 2004). Guest (2017) indicated that HR department should give priority to workers' well-being.

In this new millennium, drastic changes have occurred in workplace relationships between employees and their employers (Carroll & Buchholtz, 2014). There was a time when employees stay with the same organization and with the same job for years. In return, their organizations reward them with excellent benefits, decent salary, and job stability, but today's workforce is more diverse and less loyal (Carroll & Buchholtz, 2014). Carroll and Buchholtz (2014) emphasized that today's employees are not looking for a lifetime employment contract; instead, they are looking for competitive salaries and professional growth opportunities. The behavioural perspective of HRM suggests that it not the organization that shows performance, but actually by employing HR practices, organizations become able to induce productive employee behaviours, and thus become able to attain

financial and operational goals (Jiang et al., 2012). Effective HR practices play a substantial role in triggering the employees' wish to stay with the organization by creating a sense of belonging with the organization (Beck & Wilson, 2000). Effective HR practices help the organizations to direct employees' effort towards their job, and thus, they are expected to achieve career goals along with the organizational goals (Aladwan et al., 2015; Feldman & Ng, 2007). According to Jiang et al. (2012), HR practices facilitate employees to enhance their motivation, skill, knowledge, and abilities and provide an opportunity to perform. In return, these activities lead to positive outcomes, for instance, higher productivity, better performance, high commitment, lower employee turnover, enhanced financial performance, and better safety performance.

Luthans and Youssef (2004) suggested that organizations should not consider their human resource as only the expense of doing their business. Instead, they should treat them as the most valuable source and are required to be managed as valued assets, that could help firms in achieving sustainable competitive advantage. HRM practices are discovered to be positively linked with employee engagement (Alfes et al., 2013), job performance (Atteya, 2012), organizational performance (Katou, 2017), employee well-being (Guest, 2017). The competitive advantage can be gained through a resource that is hard for competitor organizations to imitate, for the reason that they are tightly intertwined with the structure, culture, and history of the organization (Luthans & Youssef, 2004). Jiang et al. (2012) pointed out that HR practices do not necessarily have the same relationship with different kinds of employee outcomes.

Research posits that an organization should introduce a sustainable organizational system which brings together economic, environmental, and social benefits by aligning several management practices, including human resource (Vickers, 2005). Jabbour and Santos (2008) emphasized that HR strategies must be formulated in harmony with the social, environmental, and economic strategies and policies of the organization to combine sustainability and HRM. When individuals perceive that their company's HR practices are socially responsible, they will react by being proud to be part of that organization; in turn, it enhances their commitment and engagement and decreases their turnover intentions.

According to Shen and Zhang (2019), SRHRM could help the organization to enhance employee's support for CSR that targeting external stakeholders. SRHRM consists of HR practices employed by the organizations to persuade employee behaviour and attitudes in a way desired by organizations (Shen & Benson, 2016; Shen & Zhang, 2019). SRHRM includes: recruitment of socially responsible staff, consider staff's social contribution for performance appraisal, promotion, compensation, and benefits, and provide training related to CSR to their employees (Shen & Benson, 2016; Shen & Zhang, 2019). Employee's perceptions about their organizational treatment towards them play a significant role in developing employees' attitudes and behaviours (Shen & Zhang, 2019). According to Shen and Zhang (2019), SRHRM is a broad concept that comprises of different HR practices and are employed for the smooth working of external CSR policies of the organization. According to Barrena-Martinez et al. (2019), HRM and CSR can be linked in two ways: first HRM as a part of CSR and send CSR as a part of HRM.

According to Barrena-Martínez et al. (2019), SRHRM policies are "those policies that companies integrate into their human resource management area in a voluntary way and with a dual purpose: (1) to meet the ethical, social, labour and human concerns of their employees, promoting their employees' satisfaction and proper development in the company; and (2) to confer added value to the businesses concerning their human capital" (p. 8). Employees being key stakeholders in the implementation of CSR has attracted several research scholars to concentrate on socially responsible HR practices and policies (Lechuga Sancho et al., 2018; Newman et al., 2015; Orlitzky et al., 2006; Shen & Benson, 2016). Without proper HRM, organizations cannot translate their CSR strategies into practical actions. According to Lechuga Sancho et al. (2018), SRHRM is formed by merging CSR and human resource management, and these SRHRM practices influence mainly human capital investments (Dupont et al., 2013). According to Diaz-Carrion et al (2019), SRHRM comprises of those practices and policies that are following CSR principles of justice, objectivity, non-discrimination, empowerment transparency, and are directed towards improvement in employees quality of life and work. SRHRM is obtained from a mixture of three interconnected disciplines sustainability, business ethics, and CSR (Ardichvili, 2012). Diaz-Carrion et al. (2019) pointed out that socially responsible HRM must not be introduced to fulfil contextual requirements but must also take into account the environmental

consideration of other stakeholders, including employees, trade unions, government, and communities.

Shen and Benson (2016) defined Socially responsible HRM as CSR directed at company's employees and are required for effective execution of CSR programs. The idea of SRHRM was first given by Shen (2011). Shen (2011) developed this concept from the literature review of diverse fields of organizational behaviour, ethics, and CSR. Shen (2011) categorized SRHRM into three-dimensions that LC-HRM, EO-HRM, and GF-HRM. LCHRM refers to HRM practices that are implemented to abide by the labour laws and standards, i.e., health and safety requirements, workplace equality, working timing, and no presence of child workforce (Rhoades & Eisenberger, 2002). To fulfil a minimum legal requirement, companies at least need to match with labour standards and equal opportunity legislation (Cooke & He, 2010). Employee-oriented HRM is defined as "corporate social responsibility (CSR) activities that directly address employees' personal and family needs that are above and beyond legal requirements" (Hu & Jiang, 2016; p.3). Employee-oriented HRM practices contain work system which is designed to fulfil the motivational needs of the workforce, especially equality, flexibility in working hours, participation, sharing of power, Autonomy, involvement, and self- actualization (Iqbal et al., 2019; Waring & Lewer, 2004; Winstanley & Woodall, 2000). Such HR practices not only help the employee to maintain their work-life balance but also facilitate the organization to make their workforce more committed and less inclined to turnover (Grover & Crooker, 1995; Veiga et al., 2004). Employees are considered as essential stakeholders that play a considerable role in pushing the organization to perform CSR (Jones, 2010; McWilliams & Siegel, 2001).

The third component of Socially responsible HRM, General CSR facilitation HRM covers general CSR initiatives that are designed to give benefits to the external stakeholder of the organization such as shareholders, suppliers, customers, and society in general (Shen, 2011). This component of SRHRM emphasises the value and involvement of the organizational workforce in the execution of organizational CSR related activities (Fenwick & Bierema, 2008).

Branco (2006) argued that "Socially responsible employment practices such as fair wages, a clean and safe working environment, training opportunities, health and education benefits for workers and their families, provision of childcare facilities, flexible work hours

and job sharing, can bring direct benefits to a firm by increased morale and productivity while reducing absenteeism and staff turnover" (p. 121). Based on extensive literature review on CSR and HRM integration, Barrena-Martínez et al. (2019) identified several socially responsible HR policies that include: recruitment, opportunities, training, and development, social benefits, facilitate employees in getting a work-life balance, communication, healthy and safe working environment, transparency, equal opportunities, career progression and social dialogue, diversity, equal opportunity, and fair remuneration.

Employees' participation in CSR activities helps the organization to maintain sustainability and improve ethical conditions (Kundu & Gahlawat, 2015). According to Peterson (2004), "employees' work attitudes are determined by their perceptions, regardless of the accuracy of the perceptions" (p. 300). From the practitioner and scholars' perspective, an understanding of how SRHRM practices can be integrated with social, labour and the ethical standard is absolutely necessary because it is required by the employee and society at large (Barrena-Martínez et al., 2019). According to Celma et al (2018), the integration of CSR and HRM could be helpful in maintaining employee's well-being at the workplace. Lechuga Sancho et al. (2018), emphasized that SRHRM and traditional HRM should be taken as two different concepts despite certain similarities. Shen and Benson (2016) pointed out that "SRHRM may influence employee work behaviours above and beyond the impact of general HRM" (p. 1724). He and Kim (2021) indicate that SRHRM not only influence employee job-related attitudes and behaviors but also push them to engage in socially responsible behaviors.

Lechuga Sancho et al., (2018) indicated that "SRHRM is assessed taking into account the consideration of candidates' attitudes toward CSR in selection processes, the development of training courses oriented to CSR as a core organizational value, the CSR training to improve employees' skills in stakeholder engagement and communication, and the implementation of social performance appraisals in HR processes related to promotions, rewards and compensations" (p. 1215). Diaz-Carrion et al. (2019) indicated that organizations can build an SRHRM system based on CSR key principles, such as justice, empowerment, transparency, objectivity and, value creation for society, employees, and the company (Paauwe & Farndale, 2017). At an individual level, SRHRM adds to employee well-being (Iqbal et al., 2019) and at the organizational level, it contributes towards the

organizational performance (Shen & Benson, 2016). Finally, SRHRM has also an impact on societal well-being (Diaz-Carrion et al., 2019; Paauwe & Farndale, 2017).

Table 2.1 Empirical studies on SRHRM

Reference and Author	Country	Outcome variables	Research Design		Major Findings
			Sample	**Method**	
Zhang et al. (2021)	China	Well-being	474 employees	Time-lag survey, Confirmatory factor analysis, Regression analysis	The results indicate positive influence of SRHRM practices on employees' well-being and employees' perspective-taking of employees intervene this relationship. The results further suggest that the substantive attributions positively moderate the relationship between SRHRM and employees' perspective-taking, while symbolic attributions negatively moderate this relationship.
Del Mar et al. (2021).	Spain	Reputation	261 SMEs	Survey, Partial least squares	The findings indicate positive relationship between SRHRM and reputation. Results also prove innovation as mediating variable between SRHRM and reputation.
Zhao and Zhou (2020).	China	OCBE	270 fulltime employees	Questionnaires, confirmatory factor analysis, Regression analysis, SPSS Process Macro	The findings suggest positive effect of SRHRM on organizational citizenship behavior for the environment (OCBE). Moreover,

					moral reflectiveness is found to be intervening variable between SRHRM and OCBE.
Shao et al. (2019)	China	Task performance, OCB	314 employee–supervisor dyads	Questionnaires, confirmatory factor analysis, SEM analysis	SRHRM positively influences Organizational citizenship behaviour while negatively affect task performance through the mediation of role-ambiguity. Moreover, prosocial motivation works as a moderator between the negative linkage between SRHRM and task performance, and positive connexion between SRHRM and OCB.
Barrena-Martinez, et al. (2019)	Spain	Intellectual capital	85 HR managers	Questionnaire survey, Cluster analysis, SEM analysis	Organizations that were implementing SRHRM come across a great improvement in the intellectual capital as compared to the firms that did not employ socially responsible HR practices.
Shen and Zhang (2019)	China	Employee Support for External CSR	812 employees	administered questionnaires, Confirmatory factor analysis, Structural equation modelling	The results indicate that SRHRM has an indirect effect on employee support for external CSR initiatives of their organization through the mechanism of organizational CSR climate. Moreover, they have found that interactive effect of SRHRM and CSR directed toward employees, and interaction of organizational CSR climate and CSR directed toward employees have a significant impact on

					employee support for external CSR
Estifo et al. (2019)	Ethiopia	Affective commitment	555 non-managerial workers	Questionnaire's survey, Path analysis, PLS-SEM	The results of this revealed that employees perceived SRHRM have a significant impact on worker's affective commitment through the mechanism of perceived organizational support.
Iqbal et al. (2019)	Pakistan	Employee Well-being	250 non-managerial employees	Personally, administered questionnaire, Correlation analysis, Regression analysis, SPSS Process Macro.	The results revealed that all three dimensions of SRHRM positively affect employees' well-being through the mechanism of organizational identification.
Lechuga Sancho et al. (2018)	Spain	Competitive performance	481 owners/managers of Spanish SMEs	Preliminary interviews & Questionnaires, structural equation modelling technique.	Employee's commitment and relational marketing partially mediates the association between SRHRM and competitive performance.
López-Fernández et al. (2018)	Spain	Employee commitment	30-line managers, and 30 employees, 61 interviews	Questionnaire, Interviews, quantitative case study, ANOVA, Mann-Whitney U Test	The findings reveal that there exists a significant positive linkage between employees' perceived SRHRM and employee commitment.
Gahlawat and Kundu (2018)	India	OCB	565 employees from 205 organizations	Questionnaire, confirmatory factor analysis, AMOS, Multicollinearlity, Boot strapping.	Results exposed that SRHRM significantly influences employees' extra-role behaviours. Also, the results further show that SRHRM and OCB are connected through serial mediation mechanism of work motivation and job satisfaction.
Hu and Jiang (2018)	China	Voice behavior	251 workers	Questionnaire, CFA, AMOS 22,	Results show that trust in management

				multiple regression analyses through PROCESS MACRO	mediates the linkage between EOHRM and employee voice behavior. The findings further reveal that the indirect influence of EOHRM on employee voice behaviour through the mechanism of trust in management was more influential in the case of employees with high moral identity in contrast with employees with lower moral identity.
Celma, Martinez-Garcia and Raya (2018)	Spain	Employee well-being (trust in management, job satisfaction and job stress)	1647 respondents	Questionnaire's survey, Descriptive statistics, Logit ordered model	Socially responsible HR practices significantly influence two dimensions of well-being (trust in management and job satisfaction)
Shen and Benson (2016)	China	Task performance and extra-role Extra-role Helping Behavior	785 employees	Questionnaire survey, series of confirmative factor analyses, multilevel structural equation modeling (MSEM)	SRHRM has an indirect influence on employee task performance and extra-role helping Behaviour while using the mediator of organizational identification. Moreover, the mediated model is moderated by organizational-level cooperative norms and perceived organizational support
Kundu and Gahlawat (2016)	India	Affective commitment, motivation, trust	563 Respondents	Questionnaire, Confirmatory factor analysis, Regression	SRHRM have a significant impact on affective commitment, motivation, and trust. Furthermore, the influence of SRHRM on affective commitment is stronger than the

					relationship between SRHRM and, trust and motivation.
Newman et al. (2015)	Republic of China	Organizational citizenship behaviour (OCB)	306 employees	Questionnaire, The time lag study, CFA, Liseral 8.80, Structural equation modeling (SEM)	Organizational identification mediates the positive association between EOHRM and OCB, and GFHRM only has a direct influence on OCB. On the other hand, LCHRM affects OCB, neither directly nor indirectly.
Kundu and Gahlawat (2015)	India	Intention to quit	563 respondents	Questionnaire, ANOVA, principal component factor analysis, Regression analysis	SRHRM practices have a significant impact on employees' intention to quit. Besides, job satisfaction is found to mediate the effect of SRHRM on an intention to quit.
Shen and Zhu (2011)	Republic of China	Organizational commitment (Affective, continuous and normative commitment)	784 managers and employees	Questionnaire, Principal Components Analysis (PCA), hierarchical multiple regression analysis	Overall, there is observed positive relationship between SRHRM and organizational commitment. LCHRM and GFHRM are positively related to all three types of organizational commitment. In comparison, EOHRM is only associated with Affective commitment and normative commitment but not with continuous commitment. The linkage between SRHRM and affective commitment is observed to be much stronger than as compared to its relationship with the other two dimensions

	of organizational commitment.

SRHRM is a newly developed concept by Shen, (2011), there are only limited articles on the topic of SRHRM. The first empirical study on SRHRM was conducted by Shen and Zhu (2011). They have examined the effect of SRHRM (all three dimensions) on three aspects of organizational commitment. They found that LCHRM and GFHRM significantly influence AC, CC, and NC. On the other hand, EOHRM only affects AC and NC.

Later, Newman et al. (2015), examined the impact of SRHRM on OCB through the mediation of organizational identification based on dyadic data from full-time employees and their supervisors of three Chinese organizations. The results illustrate that organizational identification fully intervenes the linkage between SRHRM and OCB, and GFHRM was found to influence OCB of employees only directly. In contrast, the effect of LCRHM on OCB was insignificant, directly and indirectly, through organizational identification. Kundu and Gahlawat (2015) have found job satisfaction as a mediating variable between SRHRM and workers' intention to quit. They observed that SRHRM has a direct and indirect effect on employees' turnover intentions.

Lechuga Sancho et al. (2018) proposed and tested a theoretical framework connecting socially responsible HRM to competitive performance, based on 481 Spanish SMEs and revealed that relational marketing and commitment partially mediate the association. Hu & Jiang (2018) used only one-dimension Employee oriented HRM of SRHRM to examine a moderated mediation model with trust in management as mediation in the association between EOHRM and voice behaviour, and moral identity as moderating variable. They tested the model based on sample 251 employees across the different industries in China. They found that trust in management partially mediates the influence of EOHRM on employee voice behaviour. Moreover, this indirect relationship is found to be stronger in the presence of a lower moral identity. López-Fernández et al. (2018) tested the effect of perceived SRHRM on employee commitment in a large firm from the Spanish naval sector. They found significant linkage between SRHRM and employee commitment. Celma et al. (2018) found that socially responsible HR practices significantly affect two dimensions of employee well-being (trust in management and job satisfaction).

Iqbal et al. (2019) explored the impact of SRHRM on individuals' well-being through the intervening of organizational identification with a sample size of 250 respondents of banking sector employees and have revealed that all three dimensions significantly influence employees' well-being through the mediator of organizational identification. Barrena-Martinez et al. (2019) carried out a study on a sample of 85 HR managers to examine the association between SRHRM and Intellectual capital. The results of this research indicated that organizations that employ socially responsible HR practice experienced a tremendous increase in intellectual capital. Shao et al. (2019) inspected the impact of SRHRM on employee task performance and OCB through the psychological mechanism of role ambiguity by using the dyadic responses of 314 employee-supervisor from service, banking, manufacturing industries. They found that SRHRM has a positive influence on OCB, while the negative effect on task performance. Besides, prosocial motivation was observed to be a significant predictor of the link between SRHRM and outcome variables (Organizational citizenship behaviour & Task performance).

Recently, Zhao and Zhou (2020) examined the impact of SRHRM on hotel employee on OCBE. The findings suggest that SRHRM positively influences OCBE, and moral reflectiveness mediate this association between SRHRM and OCBE.

Del Mar et al. (2021) explored the relationship between SRHRM, innovation and reputations specifically for entrepreneurial SMEs. Their findings demonstrate positive relationship between SRHRM and reputation. The findings further support the intervening role innovation between SRHRM and reputation.

Sobhani, Haque and Rahman (2021) examined the relationship between SRHRM, OCB and employees' turnover intention and company's reputation. The findings indicate that SRHRM has a positive influence on employees' OCB and company's reputation, while it negatively influences employees' turnover intention.

He and Kim (2021) examined the impact of SRHRM on employee OCB for the environment (OCBE). The results revealed positive relation between SRHRM and OCBE. The findings also indicate that empathy, felt obligation and moral efficacy mediate the impact of SRHRM on OCBE.

2.5 Organizational trust

According to Laschinger et al. (2002) "Trust was associated with effective decision-making as a result of sharing ideas, information, and feelings, organizational credibility, and increased productivity"(p. 64). Ng (2015) differentiated the concept of organizational trust from the concept of organizational identification and organizational commitment based on the risk factor involved in it. He pointed out that "OT reflects a rational processing of information about an organization's ability, integrity, and trustworthiness; individuals' willingness to assume the risk of attaching themselves to an organization depends on their assessment of these characteristics" (p. 156). Organizational trust refers to "expectations, assumptions, or beliefs about the likelihood that another's future actions will be beneficial, favourable, or at least not detrimental to one's interest" (Robinson,1996; p. 575).

Cook and Wall (1980) pointed out that organizational trust is a key element for a healthy and stable organization-employee relationship. It could be referred to as employee confidence in the organization's future decision. Higher will be the trust of employees on their organization, and higher will be the productivity of the employee, which is a key indicator of organizational performance (Top et al., 2013). According to Mayer et al (1995), trust is "the willingness of a party to be vulnerable to the actions of the other party based on the expectation that the other will perform a particular action important to the trustor irrespective of the ability to monitor or control that other party" (p. 712).

Employees with high organizational trust willing to be vulnerable to organizational actions, despite the risk involved that the organization might not fulfil its promises (Colquitt, Scott, & LePine, 2007; Ng, 2015). According to Laschinger et al. (2002), "The degree of trust within an organization depends on managerial philosophy, organizational actions and structures, and employees' expectations of reciprocity." Mishra and Morrissey (1990) suggested that the following factors could facilitate the organization to enhance the organizational trust of employees: open communication, i.e., access to important and critical information, and employees' involvement in decision making. Organization trust is particularly necessary if the organization is keen to implement a sustainable change in the organization (Laschinger et al., 2002). Johns (1996) pointed out that trusting employees is

necessary to empower employees. Tyler and Degoey (1996) emphasized the essential function of managers in promoting trust within an organization because they usually hold all the critical information. Ng (2015) indicated that the risk factor has an essential role in organizational trust. Organizational Trust has been recognized as the primary determinant of organizational performance (Gould-Williams, 2003). Richter and Näswall (2018) argued that "The degree of employee trust in their employer is dependent on the trustworthiness of the employer, which is based on the organisation's previous actions, benevolence, and integrity. (p. 3)"

While, Top et al (2015) elaborate the concept of organizational trust as "In considering an organizational trust, employees take a great leap of faith for the present and future state of their organization and conduct their job within this perspective" (p. 1264). Drawing on prior literature of the social exchange, Settoon et al (1996) pointed out that the different kinds of the exchange affiliations exist between employees and the organization (perceived organizational support) and between an employees and leader (leader-member exchange) can affect employees work outcomes. Trust is considered as a critical element in human interactions (Ertürk, 2014). It creates a feeling of attachment and security and helps to create a collaborative environment (Mishra & Morrissey, 1990). Organizational trust is considered as an essential element in both organization-employee and supervisor-employee relationship integrations (Ertürk, 2014). According to Laschinger et al. (2002) "The degree of trust within an organization depends on managerial philosophy, organizational actions and structures, and employees' expectations of reciprocity" (p. 63). According to Lewicki and Bunker (1995), organizational trust leads to exchanging relationships among employees and their organization, and they tend to have a positive expectation about the organizations' actions, decisions, and motives.

Although social exchange theory (Blau, 1964) suggests that employee favourable HR practices should lead to high identification and organizational trust, and employee should feel an obligation to reciprocate it favourable organizational outcomes. But the relationship between employee and employer is more complex, especially if we examine this relationship through the lens of psychological contract (Rousseau, 1995). Bartol et al (2009) argued that exchange relationships take place over time. Rousseau (1995) also pointed out the time horizon as a critical element in employer-employee relationships. According to Ma et al

(2016), when employees unsure about the future of their employment, they feel pressure, and they may choose to balance the situation by lowering their extra-role and in-role performance.

Organizational trust represents the healthy relationship between employer and the employees (Guest, 2004), which could facilitate the achievement of long term success of an organization (Mishra, 1996). Organizational trust has been considered as one of a bigger challenge for the HR department to build in their employees' confidence in their organization through their HR practices (Tzafrir et al., 2004). Employees start losing trust in their organization when they become uncertain about their job's future (Sverke et al., 2002). According to Rego et al (2010), high mistrust has been observed among the various members of the organization. Therefore, organizations are required to put their energies to minimize the distrust among various organization members (Ugwu et al., 2014). Individuals who own high level of organizational trust give importance to organizational goals over their own benefits. On the other hand, distrust leads to a high-stress level among employees and low creativity (Singh & Srivastava, 2016; Sonnenberg, 1994). Organizational trust has also been acknowledged as a key element for organizational success (Top et al., 2013). Blau (1964) pointed out, "Since social exchange requires trusting others to reciprocate, the initial problem is to prove oneself trustworthy" (p. 98). According to, trust is an essential component that helps to achieve mutual success and gain (Friedman, 1993) and has been considered as vital to implement successful productivity management (Savage, 1982).

2.6 Organizational pride

Oo et al (2018) pointed out that organizations that actively participate in CSR activities are seen as more distinct, prestigious, and responsible by outsiders, that enhance the self-worth of their employees. Organizations that want to improve positive behaviour in their employees should give attention to improve employees' pride in those organizations (Arnett et al., 2002). Bouckaert (2001) pointed out that employees' pride has a more significant impact on performance if it stems from extrinsically rather than intrinsically, for instance, based on being a member of a reputable organization. Organizational pride links to self-worth and self-esteem of employees, which increases intrinsic motivation for employees (Mas-Machuca et al., 2016). Arnett et al. (2002) linked organizational pride with high-quality

service delivery. They pointed out that individuals with great organizational pride do not even hesitate to "going out of the way" or "beyond the call of duty" to fulfil customers' needs and requirements. Hill (2004) indicated that employees could have stable inner pride, which is called attitudinal organizational pride (Gouthier & Rhein, 2011).

The notion of organizational pride has its background in social identity theory (Blader & Tyler, 2009; Smith & Tyler, 1997; Tajfel, 1978a). Organizational pride is one of the less explored areas in management and organizational behaviour research (Gouthier & Rhein, 2011; Kashif et al., 2017). Arnett et al (2002) pointed out that organizational pride derives from a positive perception of employees, which they inculcate after having their experience with their organization. Employees having high organizational pride consider their organization as worthwhile, productive, and important (Arnett et al., 2002). According to Kraemer and Gouthier (2014), organizational pride is an important construct for companies, and mainly, it helps the organizations to minimize the turnover intentions of employees. Organizational pride is defined by Helm (2013) as "the pleasure taken in being associated with one's employer" (p. 544). While Jones (2010) defined organizational pride as "the extent to which individuals experience a sense of pleasure and self-respect arising from their organizational membership" (p. 859). Pride is considered as the most valuable emotion in motivating social behaviours (Tracy & Robins, 2007). Although organizational pride is still rarely explored area, this construct is predicted as a critical factor for the success of a business (Gouthier & Rhein, 2011; Mas-Machuca et al., 2016). Organizational pride has rarely been studied as a separate variable in the literature of management and organizational behavior, and without recognizing its uniqueness, it may difficult to understand employee's workplace attitudes and behaviors. Tracy and Robins (2007) pointed out the importance of pride as "our most meaningful achievements, both every day and life-changing, are accompanied by feelings of pride." Allen et al (2017) emphasized that such desirable outcomes may be increased when employee perceive their organizations' external image as socially positive and feel pride on their organizational membership.

When employees feel pride to be part of their organization, they are expected to employ their skills in the activities that may help the companies to attain its long term and short term goals (Arnett et al., 2002). Attitudinal organizational pride is developed over an

extended time period (Gouthier & Rhein, 2011). Arnett et al. (2002) indicate that pride in an organization plays a significant role in predicting employee behaviour. Ng, Yam, and Aguinis (2019) indicated that organizational pride not only helps the organization to build in employees a positive perception about their workplace experiences, but it also works as a buffer to ignore a negative workplace experience. Arnett et al. (2002) indicated that organizations should concentrate on the organizational pride to promote positive work behaviors in their employees.

In literature, Organizational pride has been repeatedly used as a part of the most commonly used construct, such as organizational identification and affective commitment (Masterson, 2016). Organizational pride has been ranked among the most potent and profound psychological forces that derive human behaviours (Fischer & Tangney, 1995). Tyler and Blader (2003) observed a positive association between pride and employee engagement with their organization. Prior literature has highlighted a unique position of pride among other aspects of identity, i.e., respect and identification (Tyler & Blader, 2001, 2003). Boezeman and Ellemers (2008) argued that individuals might take pride in being part of an organization that contributes positively towards society and its people. Prior studies have examined the decisive role of anticipated organizational pride to job seekers and organizational attractiveness, such as, Jones et al (2014) observed that anticipated pride facilitate the positive linkage between organizational social performance and organizational attractiveness to potential employees. Hobfoll (1989) suggested that pride consists of psychological resources that organizations want to enhance in their employees.

2.7 Affective commitment

Research related to organizational commitment has been conducted in the field of organizational psychology since very long (Becker, 1960; Gouldner, 1960; Ritzer & Trice, 1969). The topic of organizational commitment has drawn a great amount of concentration from academics of organizational behaviour (Allen & Meyer, 1990, 1996; Mowday, Porter, & Steers, 1982). The term organizational commitment is taken into account by sociologists to analyse both individual and organizational behaviour (Becker, 1960). Becker (1960) indicated that sociologists apply the concept of organizational commitment when they

consider the fact that individuals are involved in "consistent lines of activity." Mathieu and Zajac (1990) in a meta-analysis, revealed that organizational commitment is linked with important in-role behaviours, including turnover, lateness, absence, and performance. Still, Shore and Wayne (1993) pointed out that organizational commitment could also explain the non-role behaviours which organizations do not reward. According to Boles et al (2007), employees with higher organizational commitment help the organizations to achieve their goals.

Organizational commitment has been divided into three main dimensions (Allen & Meyer, 1990, 1996). Rego and Pina e Cunha (2008) differentiates these three components as "affective (emotional attachment to the organization), continuance (perceived costs associated with leaving the organization) and normative (feelings of obligation towards the organization)" (p. 59). Mowday, Steers, and Porter (1979) described organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by at least three related factors: (1) a strong belief in and acceptance of the organizations' goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization" (p. 226). In all the three elements, affective commitment is ranked as most desired by the organization. Affective commitment is related to the employee's desire to work for the same organization because of his/her emotional attachment (Meyer & Allen, 1991).

High affective commitment is linked to reduced absenteeism, work-family conflict, stress, and job performance and OCB (Meyer et al., 2002). Individuals with a higher level of affective commitment exhibit more productive behaviours (Morrow, 2011; Trybou et al., 2014). Individuals with low affective commitment, on the other hand, are prone to low productivity and more likely to involve in counterproductive behaviours (Luchak & Gellatly, 2007). Affective commitment needs an individual's goals and values to be congruent with the values and goals of the organization (Casimir et al., 2014).

The current study is just focusing only on affective commitment, which is driven by positive emotions and feelings about an organization (Ng, 2015). Out of the three types, affective commitment has been ranked to be the largest impact on employee's behaviours and workplace outcomes. Affective commitment has been observed to be significantly linked

with job involvement, job satisfaction, extra-role and in-role performance (Allen & Meyer, 1996). Glisson and Durick (1988) indicate that employees that possess affective commitment were resilient to burnout and job strain, implying that affective commitment may facilitate employees to resist the negative impact of downsizing. According to Becker et al (2012), affective commitment is consistently identified as the strongest predictor as compare to other related constructs.

Meyer et al. (2002) observed that affective commitment was more intensely linked to job performance and employees' organizational citizenship behaviour and cognition of withdrawal as compared to continuous and normative commitment. Drawing on Meyer and Herscovitch (2001) research, Breitsohl and Ruhle (2013) pointed out that "AC reflects the desire to achieve goals in favour of the organization and builds on the desire mind-set, which is characterized by three bases: shared values, personal involvement and identity-relevance" (p. 162).

Meyer and Herscovitch (2001) indicated that employees with a higher affective commitment were certainly more engaged in extra-role behaviours. According to Rego and Pina e Cunha (2008), "employees tend to be affectively committed if they feel that the organization treats them in a fair, respectful and supporting manner" (p. 59). Rego and Pina e Cunha (2008) indicated that affective organizational commitment depends on individual's emotional attachment to their organization, lead employees to make a greater contribution to their organizations in comparison with individuals with weaker affective bond with their organization. Serval scholars have examined the predictors of affective commitment and split them into one of three categories: work experience, personal characteristics and organizational characteristics (Breitsohl & Ruhle, 2013). Casimir et al., (2014) found a significant influence of leader-member exchange and perceived organizational support on affective commitment while conducting their study on the data of 428 employees. Rego and Pina e Cunha (2008) pointed out that benevolent activities produce positive emotions in employees that can generate more positive attitudes at the workplace, which in turn, can lead to a better level of affective organizational commitment.

Meyer and Smith (2000) led a research by using a sample of 281 workers from diverse organizations to examine the psychological mechanisms between HR practices and

organizational commitment. They found that procedural justice and perceived organizational support mainly mediate the link between perceived HR practices and two dimensions of commitment (normative and affective). Tsui et al (1997) pointed out that when an organization aims at long term relationship with its employees, employees of that organization are likely to have affective commitment. They also suggested that organization actions indicate the degree to which an organization cares their employees; therefore, if actions are perceived as positive, lead to higher affective commitment (Rhoades et al., 2001).

2.8 Employee Engagement

Schaufeli et al. (2002) described employee engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (p. 74). On the other hand, Saks (2006) has defined engagement in the following words "a distinct and unique construct consisting of cognitive, emotional and behavioral components that are associated with individual role performance" (p. 602). According to Gupta and Sharma (2016), engagement brings happiness and good health to employees, that in result, helps the organization in getting employee's loyalty and devotion towards their organization and work. The research suggested that engagement has a positive impact on employee's health and helpful in generating positive feelings about their organization and the job (Rothbard, 2001). Engaged employees are enthusiastic, committed and psychologically connected with their job and the organization. Engaged employees put more hard work and more loyal to their organization and are expected to go for an extra mile for their organization.

Social exchange theory has extensively used in research related to employee engagement (Andrew & Sofian, 2012; Saks, 2006). Saks (2006) argued that employees are expected to repay the resources and benefits they get from their organization through their engagement. Strom et al (2014) suggested that an organization should focus on cultivating a supportive environment that keeps them positive about their job and the organization and help to enhance employee engagement. When employees feel that they are receiving socioemotional and economic benefits from their organization, they feel pleased to repay with a high level of engagement (Saks, 2006). On the other hand, if an individual does not receive these resources, they can be disengaged from their work (Saks, 2006). Rao (2017) pointed out that "employee engagement is about connecting the hands, heads, and hearts of

the employees with the vision and mission of their organizations" (p. 1). The terms "employee engagement" and "work engagement" have been considered as identical in the prior literature (Schaufeli & Bakker, 2004). "when employees believe that their organization is concerned about them and cares about their well-being, they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged" (Saks, 2006; p. 605).

Saks and Gruman (2014) pointed out that employee engagement has been emerged as a significant factor in achieving organizational success and help organizations to attain competitive advantage. It has been asserted that organizations with highly engaged workers experience a greater level of productivity, profitability and customer satisfaction (Harter et al., 2002). When employees engage with their company, they bring about all their physical, emotional and cognitive aspects to perform their duties (Kahn, 1990). Bakker and Demerouti (2008) indicated that "engaged employees have high levels of energy and are enthusiastic about their work. Moreover, they are often fully immersed in their work so that time flies" (p. 210). According to Fearon et al (2013), employee engagement contributes towards the financial goals of the organization through its role in customer satisfaction.

Rich et al (2010) indicated that employee engagement is a complete aspect of self in comparison to other concepts, for instance, job involvement and job satisfaction. Schaufeli et al. (2002) described that engagement is "a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual, or behavior" (p. 74). Hallberg and Schaufeli (2006) exhibited that organizational commitment, engagement, and job involvement correlate with different antecedents and leads to various outcomes. Saks and Gruman (2014) pointed out that job satisfaction, engagement, organizational commitment, and job involvement, are four distinct constructs. Also, Rich et al. (2010) uncovered the uniqueness of engagement through the comparison of association between antecedents of job engagement, job satisfaction, and job involvement, and observed a different pattern of relationship. Bakker et al (2011) pointed out that individual's psychological attachment to their job has become very crucial. Engaged employees are more innovative at the workplace because they are more capable of taking the initiative at their workplace (Hakanen et al., 2008).

The employee engagement happens at three levels in an organizational setting: "individual, team, and organisational" (Ndoro & Martins, 2019). At the individual level, employee engagement is exhibited through employee personal role activities in the organization (Kahn, 1990). At the team level, an employee seeks to achieve unit-level goals (Ndoro & Martins, 2019) and at the organizational level, engaged employees put their efforts to achieve organizational level goals (Ndoro & Martins, 2019; Saks, 2006). Crawford et al (2010) observed that job variety, positive workplace climate, support, autonomy, recovery, work-role fit, feedback, recognition and rewards, and developmental opportunities were positively linked to engagement. Christian et al. (2011) observed that job characteristics model (task significance, task variety, independence, and feedback), job complexity, social support and problem solving were positively liked with engagement of employees.

Gupta and Sharma (2016) developed a theoretical framework grounded on extensive literature review and explored multiple factors that contribute towards employee engagement including work-life balance, effective communication, performance appraisal, job satisfaction, career, rewards and pay, health and safety, and, training and development, that result in, employee engagement outcomes which are categorized as beneficial organizational outcomes (High customer loyalty and satisfaction, higher productivity and profitability, lower turnover) and employee beneficial outcomes (Psychological outcomes, health, and well-being).

2.9 Turnover intention

Organizations are facing a challenge of continuous improvement in the knowledge, skill, and abilities of their employee to maintain the competitiveness of their workforce (Rowings et al., 1996). In the banking sector, employees are under increased work pressure. High customer expectations have made a high level of burnout and turnover among the banking staff (Hunter & Katz, 2012). According to Saleem et al. (2014), job-hopping is highest among the banking sector employees.

When an employee quite an organization, she/he takes all his work experience and knowledge with her/him, which could be transferred to their competitors (Lee & Maurer,

1997). Therefore, high employee turnover leads to lower organizational performance. In addition, organizations have to bear a huge replacement cost of a skilled and experienced employees. When new employees are hired in an organization, they need time to be part of the working team and organizations have to face a huge cost of training. Turnover intention is one of the most unwanted attitudes for any firm because that not only has a bad influence on employees' performance and productivity, but it also transfers this negative behaviour to other employees who have an interaction with these employees (Griffeth & Hom, 1995). Lacity et al (2008) indicated that turnover intention is "the extent to which an employee plans to leave the organization" (p. 228). Carmeli and Weisberg (2006) describe the concept of turnover intention as "the subjective estimation of an individual regarding the probability that she/he will be leaving the organization she/he works for in the near future" (p. 193). According to Mishra and Morrissey (1990), organizational trust gives employees feelings of attachment and security and facilities to create a supportive environment.

Although, the recruitment of competent staff members is essential in developing an effective workforce, it is even more important to retain those employees (Cho & Song, 2017). When employees leave an organization, the organization not only bear a loss of human resource, but they also have to bear the loss of institutional knowledge of that organization which employees learn during their stay in that organization (Cho & Song, 2017). Cho and Song (2017) found that organizational trust reduces employee turnover while researching social workers in South Korea. Ertürk (2014) indicated trust as a key facilitator to integrate employee-organization and employee-supervisor relationship. According to Glebbeek and Bax (2004), high employee turnover is expensive for the organization and negatively influences organizational performance. According to Simons and Roberson (2003), employees that have higher organizational identification, are ready to put extra efforts towards their work, such level of care should encourage the employees to remain with their organization.

Porter and Steers (1973) have suggested four categories of factors that influence employee turnover. These categories contain organization-wide factors (i.e., pay, organizational size and promotional policies), immediate work environment factors (i.e., work unit size, supervisory style, and relations with peers), job-related factors (job autonomy, task repetitiveness, job content, role and clarity) and personal factors (family considerations,

personality characteristics, alignment between personal interest and job role, and age). Mobley's model of turnover intention (Mobley, 1977) has backed the research on turnover intention over a long period of time. Mobley depicted turnover intention as a stepwise cognitive process that relies on employees' job satisfaction. Mobley described that low job satisfaction could lead the employees to withdrawal behaviours. Steer, and Mowday (1981) suggested that the interaction of available job opportunities and turnover intentions are significant determinants of employee turnover.

2.10 Socially responsible HRM and employee outcomes (Affective commitment, employee engagement, and turnover intention)

Overall, the connexion between SRHRM and employee outcomes could be better explained with the social exchange relationship. Inconsistent with social exchange theory, Eva et al. (2020), argued that when an organization provides support to their workers, they become feel obliged to repay their organization through in-role and extra-role behaviours. Gould-Williams and Davies (2005) also stressed that the connexion between SRHRM and affective commitment could be described with the help of social exchange theory (SET). Blau (1964) has illustrated as a social exchange as "the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others." (p. 91-92).

SRHRM could instigate a social exchange between a company and its employees, subsequently because it may affect employee outcomes through the process of social exchange. Previous studies also support our argument as it been observed a significant impact of HR practices on organizational commitment (Tremblay et al., 2010). Meyer and Allen (1997) found that workers who were well treated by their company had certainly a more affective commitment. Individuals who perceive their organization as socially responsible are less likely to leave the organization and are more likely to be involved in OCB (Hansen et al., 2011). Eisenberger et al. (2001) pointed out that employees feel an obligation as resulting from the fair treatment they receive from their organization. That obligation leads to higher-level affective commitment. The study of Shen and Zhu (2011) also found that

SRHRM significantly influences organizational commitment. Eisenberger et al. (2010) indicated that employees that perceive that supervisor's positive and caring attitude is coming from their organization feel to reciprocate with higher affective commitment.

Kurtessis et al. (2017) argued that employees try to find balance in their relationship with the company by developing positive work behaviours and attitudes. Eisenberger et al. (2001) observed that workers feel an obligation to give in return as a result of perceived organizational support, which leads to improving the affective commitment of employees. SET suggests that if employees perceive management's actions as positive, they respond with beneficial attitudes and behaviours. SRHRM begins a social exchange between a company and its workers by portraying the organization as a socially responsible entity that complies with the laws, cares for the employees, and rewards employees' engagement in CSR activities. Such actions will subsequently affect employee's perception about their organization and encourage them to adjust their behaviours to receive a better performance appraisal. Previous studies also support our argument with ample support for a significant connexion between HRM and organizational commitment (Tremblay et al., 2010). Naeem et al (2019) indicated that when an employee receives fair, and sympathetic behaviour from their organization, they show loyalty and emotional attachment with their organization that eventually enhance their affective commitment. Previous literature has revealed that HRM practices have significant effect on the affective organizational commitment of employees (Meyer & Smith, 2000). Shen and Zhu (2011) have inspected the effect of SRHRM on organizational commitment and found that all dimensions of SRHRM (EOHRM, GFHRM) are significantly linked with the affective commitment of employees.

The linkage between SRHRM and employee engagement could also be supported through Social exchange theory (Blau, 1964). This theory posits that employee-employer relationships are grounded on the norm of reciprocity. When employees noticed that their organization is treating them well and are being considered as valued, they are expected to return in the form of positive outcomes, i.e. engagement (Alfes et al., 2013). Saks and Gruman (2014) described that employees "who experience a greater amount of psychological meaningfulness, safety, and availability will engage themselves to a greater extent in their work role" and "Employees will be more engaged in workplaces that provide them with physical, emotional, and psychological resources necessary for role performances" (p. 160).

Saks (2006) emphasized that SET could be a theoretical lens to explain employee engagement, as the employees could repay the favourable organizational treatment through their high level of engagement.

Kim (2012) studied the linkage between HRM practices and turnover intentions of state government IT employees. Kim (2012) discovered that HR practices, such as: family-friendly policies, training and development, reward and compensation, advancement, and promotion opportunities, have a substantial effect on turnover intentions of employees. Overall, all researchers and HR professionals have concluded that effective retention of competent staff is necessary to gain a competitive advantage (Hur, 2013). Social exchange theory (Blau, 1964) could be employed as an underpinning theory to describe the connexion between SRHRM and employees' turnover intention. This theory suggests that when an employee receives socio-emotional or economic benefits from their organization in the form of socially responsible HRM, they feel obliged to reciprocate this good treatment with a positive response and to remain with the same organization (Kundu & Gahlawat, 2015). According to Lechuga Sancho et al. (2018), the main objective for organizations behind the carrying out socially responsible HR practices is to attract and then retain that qualified workforce.

Paré and Tremblay (2007) discovered that High involvement HR practices were negatively linked with employees' turnover intentions while conducting a study on IT professionals. Ertürk (2014) has pointed out that supportive HR practices as positive signals for employees which an organization is interested in developing their employees. These perceptions help the organization to reduce turnover and turnover intention of its workforce. Yeung and Berman (1997) highlighted that organizational HR practices directly influence employees' organizational commitment that ultimately contributes to the performance of the organization. Organizations exercise HRM practices as a tool to positively influence attitudes, perceptions, and behaviours of employees (Juhdi et al., 2013; Wright et al., 1994). If employees' perception about their organizational HR practices is positive in term of ethical standards, help the organization to attract and after that retain brilliant and talented staff members (Nishii et al., 2008).

Thus,

Hypothesis H₁a: Employee oriented HRM is positively related to affective commitment.

Hypothesis H₁b: Employee oriented HRM is positively related to employee engagement.

Hypothesis H₁c: Employee oriented HRM is negatively related to Turnover intentions.

Hypothesis H₂a: General CSR facilitation HRM is positively related to affective commitment.

Hypothesis H₂b: General CSR facilitation HRM is positively related to employee engagement.

Hypothesis H₂c: General CSR facilitation HRM is negatively related to turnover intentions.

2.11 Socially responsible HRM and organizational trust

Employees start trusting their organizations when they notice that their organizational HRM practices are socially responsible, caring for both internal and external stakeholders. When an organization continuously treats its employees in line with labour laws, designing the HR policies by considering employee's personal and family needs and overall facilitation to CSR activities, they are expected to reciprocate with their trust in their organization. When employees have a perception that their organization is benevolent and worried about their well-being, it generates feelings of trustworthiness among them (Chen, Aryee, & Lee, 2005). Variables that positively influence organizational trust include HR practices (Tremblay et al., 2010), transformational leadership (Top et al., 2013), and employee organizational relationships (Yu et al., 2018). Employees start losing trust in their organization when they become uncertain about their job's future (Sverke et al., 2002). Whitener (1997) pointed out that when organizations discharge their obligation, it grows employees' trust in their organization. Helm (2013) suggested that an organization may achieve the low turnover intention of its employees by building and demonstrating shared values and, by pride enhancement. Carnevale (1988) pointed out that employees continuously keep an eye on the organizational environment during the process of building trust in their organization to decide whether to trust or not.

Social exchange theory has been employed as a lens to describe the association between SRHRM and Organizational trust. Social exchange theory suggests that when an employee perceives that the organization's actions are fair, they will have positive expectations about future actions as well (DeConinck, 2010). According to Cropanzano and Mitchell (2005), Social exchange theory consider norm of reciprocity as an important component in exchange process. Vanhala and Ahteela (2011) suggested that organization's HR practices should facilitates common reciprocity, and that will add to employee's trust on their company. When employees observe that HR practices of their company are environmental friendly and supportive, they are likely to feel high organizational trust (Vanhala & Ahteela, 2011).

When employees perceive their company as honest and attentive, they are expected to safeguard the interest of their company to reciprocate the fair treatment they get from that company (Archimi et al., 2018). Positive HRM practices are sign of company's care and support to its workers, which add to their organizational trust (Whitener, 1997).
Thus,

Hypothesis H₃a: Employee-oriented HRM is positively related to organizational trust.

Hypothesis H₃b: General CSR facilitation HRM is positively related to organizational trust.

2.12 Socially responsible HRM and organizational pride

Gouthier and Rhein (2011) indicated Organizational pride as one of the important factors that could influence business success. Arnett et al. (2002) asserted that organizational pride stems from employees' assessment of the organization and from their experiences with that particular organization. Arnett et al. (2002) further emphasized that pride in the organization is enhanced by one's perception of the organization as well as other's beliefs about that organization. Individuals tend to make a cognitive bond with a social group that they believe to be highly prestigious so that they can raise their self-concept to satisfy their self-esteem need (Ashforth et al., 2008; Bergami & Bagozzi, 2000; De Roeck et al., 2016). Turker (2009) indicated that if individuals notice that their company is socially responsible, it can enhance their self-concept because of that organization's reputation. Also, Pratt (1998)

implies that when employee see their organizations is connected with a social cause, they become more attached to their organization.

Similarly, Dutton et al (2010) suggested that employees tend to positively identify themselves with an organization that exhibits high moral character. Social identity theory suggests that employees identify more strongly with the organization that has a good reputation in the mind of the employees (Newman et al., 2015). When organizations employ SRHRM, taking care of both internal and external stakeholders, make employees feel pride in organizational membership and to be more identified with the organization they work in, and start aligning their goals with the goals of the organization (Dutton & Dukerich, 1991; Newman et al., 2015).

Scheepers and Ellemers (2019) pointed out that employees' feeling of pride in organizational membership does not necessarily depend on the business reputation or financial success of an organization. Rather it mainly depends on knowing about the extent to which their organization is backing main values, i.e., involved in socially responsible practices. According to Demerouti et al (2001), the JD-R model indicated that job resources influence the motivation of employees. Kraemer and Gouthier (2014) pointed out that organizational pride is an outcome of job resources. They further suggest that employees feel the pride to be employed by the organization that provides job resources to them.

The relationship between SRHRM and organizational pride is backed by social identity theory (Tajfel & Turner, 1979). SIT helps to describe the dimension of social self-concept, which is affected by the affiliation with a specific social group or an organization (Brewer, 1991; Sunguh et al., 2019). This theory helps to understand the process through which individuals categorized themselves (Lythreatis et al., 2019) and to find the roots of pride in human behaviour (Blader & Tyler, 2009). Social identity theory posits that group membership is a major source of pride and confidence for individuals (Lythreatis et al., 2019; Tajfel & Turner, 1979).

According to Sunguh et al. (2019), social identity theory disseminates the idea that employees tend to achieve positive social identity by linking themselves with social groups. This social identity adds positively to their standing and disconnects themselves from social

groups that negatively influence their social status. The activities that distinguish a company from others are CSR initiatives (Lythreatis et al., 2019). According to Turker (2009), individuals try to maintain a positive social identity to form a psychological uniqueness from other groups. Although, prior research indicated that employees have stronger feelings as a result of socially responsible activities related to internal employees rather than responsible behaviour towards external stakeholders (Gond et al., 2010). However, the feeling of pride not solely depends on how individuals perceive their organization but it also depends on the how people outside the organization comprehend it (Peterson, 2004). Thus we can conclude that feelings of pride arise from employee self-assessment and their perception of how outsider view their organization (Verbeke et al., 2004).

Gond et al. (2010) indicated that employee feels the pride to be part of an organization which is known for being responsible towards its employees. Furthermore, the opposite is the case if an organization is poor in treatment to its employees; employees feel embarrassed and uneasy in their organizational membership (Dutton et al., 1994; Lythreatis et al., 2019). According to Shen et al. (2018), social identity states that employees are expected to feel pride being associated with an organization that performs socially appreciated activities by considering both internal and external stakeholders. We argue that when an organization invests in their employees and involves their employees in projects that are beneficial for community development, contribute towards the external image of the organization. Therefore, these actions create in employees feeling of proud to be part of that organization.

 Thus,

Hypothesis H₄a: Employee-oriented HRM is positively related to organizational pride.

Hypothesis H₄b: General CSR facilitation HRM is positively related to organizational pride.

2.13 Mediating role of organizational trust

Trust has been categorized as an essential element in understanding the social exchange relationships (Cropanzano & Mitchell, 2005). Eisenberger et al (1990) reasoned that social exchange requires both parties organizations and employees to trust each other

with the expectation to fulfil their future obligations to reciprocate. Podsakoff et al (1996) indicated that organizational trust is significantly linked to job satisfaction, role-clarity, organizational commitment, and in-role performance. Laschinger et al. (2002) also observed a significant association between organizational trust and employee affective commitment in their research on 412 Canadian staff nurses. Pivato et al. (2008) asserted that "intermediate variables pertaining to stakeholder attitudes toward a company, are more likely to demonstrate the desired connection between financial and social performance" (p. 3).

Ouchi (1981) indicates that trust is one of the major formative factors in employee's productivity, loyalty, and high degree of commitment. Organizational trust is a significant determinant of employee engagement. Golembiewski and McConkie (1975) observed that groups of workers that have high trust in there were outperformed as compared to the group with low trust. The association between organizational trust and employee engagement could also be supported by social exchange theory (Ugwu et al., 2014). Engaged employees only invest their energies, talent, and time at the maximum level when they have assured that their organization will not cheat them (Agarwal, 2014). Counter wise, in the absence of organizational trust, their full efforts will move towards protecting themselves rather than focus on their actual work (Macey et al., 2011). We can conclude that SRHRM directly affect employee trust, which in turn inculcate in employees, the motivation to contribute to organizational success and make them more committed towards organizational goals. Therefore, SRHRM should influence employee engagement through organizational trust, an assertion that has support from the previous studies that observed a positive linkage between organizational trust and employee engagement (Chughtai & Buckley, 2009; Lin et al., 2010).

Aryee et al. (2002) have examined the impact of organizational trust on employee work outcomes and found a significant relationship of organizational trust with job satisfaction and organizational commitment, while the negatively affect employee turnover intention. By employing social exchange theory Blau (1964), we argued that by discharging obligations and caring attitude towards internal and external stakeholders, organizations initiate social exchange relationships with their employees. EOHRM are the gesture of care towards internal stakeholders (employees) and GFHRM as a caring gesture for external stakeholders, which is also taken as positive by workers being a part of the society (Newman

et al., 2015). Wong, Ngo, & Wong (2003) studied the relative impact of employee's trust in their supervisors and organizations on organizational outcomes and observed that organizational trust contributes more towards employees' turnover intentions than trust in their supervisor. On the other hand, in an organizational work setting mistrust could lead to "decreased commitment, lowered morale, high absenteeism and turnover, and an unquantified cost in untapped potential" (Diffie-Couch, 1984, p. 31). Shahnawaz and Goswami (2011) discussed that individual with a high level of organizational trust are expected to enjoy their job, and more intent to pursue their long-term career goals with the same organization, and these employees are less likely to have turnover intention.

Zeffane and Bani Melhem (2017) explored and compare the differential effect of trust on job satisfaction and employees' turnover intention while conducting their research in public and private sector organizations. They observed that employees from public sector organizations possess more organizational trust, satisfaction, and less intention to leave. They also found that in the case of public sector organization, job satisfaction, and perceived organizational performance significantly influence employee turnover. In contrast, in the case of private sector organizations, job satisfaction, and trust significantly influence employee turnover intention.

Individuals with higher organizational trust give importance to organizational goals over their own benefits. Variables that positively affect Organizational trust consist of employee-organization relationship (Yu et al., 2018), transformational leadership (Top et al., 2013), HR practices (Tremblay et al., 2010). Schoorman, Mayer, and Davis (2007) suggested that employees' organizational trust is developed through an assessment of organizational trustworthiness, which is established through organizational actions. Aryee et al. (2002) indicated that social exchanges are initiated in the work setting through fair treatment from organizations to their employees.

Settoon et al. (1996) indicated that "positive, beneficial actions directed at employees by the organization and its representatives contribute to the establishment of high-quality exchange relationships that create obligations for employees to reciprocate in positive, beneficial ways" (p. 219). Cho and Song (2017) suggested that the psychological state of organizational trust leads to positive employees' outcomes. Prior studies have employed organizational trust as a mediating mechanism to study OCB (Rezaeian et al., 2013),

organizational commitment (Farooq et al., 2013), and turnover intention, performance and job satisfaction (Aryee et al., 2002). Ariyabuddhiphongs and Kahn (2017) conducted a study on employees of cafes in Bangkok to test the effect of transformational leadership on employee turnover intention through organizational trust and found that organizational trust works as a mechanism between transformational leadership and turnover intention. According to Jiang, Gollan, and Brooks (2017), the role of social exchange theory is very important in describing social exchange reciprocation. Social exchange theory also indicated trust as an important component in helping the process of social exchange (Blau, 1964). Laschinger et al. (2002) stressed that "The degree of trust within an organization depends on managerial philosophy, organizational actions and structures, and employees' expectations of reciprocity" (p. 63).

Laschinger et al. (2002) found that workplace empowerment has a significant indirect effect on work satisfaction and affective commitment through the mediator of organizational trust. Mukherjee and Bhattacharya (2013) examined the organizational trust as a mediator between three dimensions of organizational justice (interactional, procedural, and distributive) and affective organizational commitment. They found that interactional justice and procedural justice did not have any significant impact on organizational trust, and the only relationship distributive justice and affective commitment had full mediation of organizational trust. Aryee et al. (2002) examined the intervening role of organizational trust between three types of justice (interactional, procedural, and distributive) and work outcomes (turnover intention, organizational commitment and job satisfaction) by using the data collected from the full-time worker of a public sector organization. They revealed that organizational trust partially mediates the procedural and distributive dimensions of justice and work outcomes, and fully mediate the relationship in case of interactional justice. Ng (2016) revealed that organizational inducement, perceived external prestige and perceived organizational support significantly effect turnover intentions of workers through the mediator of organizational trust. In addition, Nyhan (1999) revealed that empowered nurses feel a higher level of organizational trust; this organizational trust further leads to increase in affective commitment of employees.

Employee trust shows that strong strength of the linkage between employees and organization as a sign of organization meeting employee's expectations and fulfilling their obligation towards them (Tan & Lim, 2009), and in return this trust help to enhance their affective commitment (Farooq et al., 2014). The HRM behavioral literature indicates that HRM may not directly impact employee outcomes, but it influences employee outcomes through the psychological and social processes (Jiang et al., 2012). Considering the fact that SRHRM is mainly designed to implement an organization's CSR agenda, we purpose that there exists a mediator bridging the association between SRHRM and employee outcomes. Organizational policies and practices, such as SRHRM, shape employees' perceptions of their organization (Schneider et al., 2013) and facilitate a social exchange process between a company and its workers (Blau, 1964).

Social Exchange Theory (SET) indicates that exchange relationships develop over the period of time into loyalty, trust, and mutual commitments (Cropanzano & Mitchell, 2005). Evoking SET, we argue that SRHRM influence organizational commitment through organizational trust. Scholars argued that employees perceive HRM practices as a signal that organization is valuing their contribution and seeking long term association with their employees (e.g., Tremblay et al, 2010). This treatment builds up trust among employees towards their organization, and employees will repay with positive outcomes once the trust is well-established (Sousa-Lima et al., 2013). According to Laschinger et al. (2002), trust is "employee's faith in organizational leaders and the belief that ultimately organizational actions will prove beneficial for employees" (p. 61). Organizational trust not only demonstrates the strength of the association between organization and employee, but it also a sign that organization is meeting employee's expectations and fulfilling their obligation towards them (Tan & Lim, 2009). In return to this trust, employee's affective commitment increases (Farooq et al., 2014). Prior researches have confirmed a positive linkage between organizational trust and affective commitment (Aryee, Budhwar, & Chen, 2002; Hashim & Tan, 2015; Nyhan, 1999; Tremblay et al., 2010).

SRHRM portraits the organization as responsible and caring, which will improve employee's trust in their organization (Manimegalai & Baral, 2018). When organizations design HR policies by considering employee's personal and family needs (EOHRM) and overall facilitation to CSR activities (GFHRM), it generates a positive impression about their

organization to be trustworthy in the mind of employees. When such perceptions are established, employees will then reciprocate with positive perceptions and behaviors (Cropanzano & Mitchell, 2005; Masterson et al., 2000). This argument is consistent with Chen, Aryee and Lee (2005), who indicated that when employees perceive that their organization is benevolent and concerned for their well-being, this treatment creates in them the feelings of trustworthiness among them.

We can conclude that when employee trust is a direct outcome of the SRHRM, which in turn inculcate in employees, the motivation to contribute to organizational success and make them more committed to their organizational goals. Therefore, SRHRM should influence employee engagement through organizational trust, a claim that has a support from the previous studies that pointed out the positive relationship between organizational trust and employee outcomes: affective commitment (Aryee et al., 2002; Farooq et al., 2013; Laschinger et al., 2002), employee engagement (Chughtai & Buckley, 2009; Lin et al., 2010), and turnover intention (Ng, 2016). Thus,

Hypothesis H₅a: Organizational trust mediates the relationship between Employee-oriented HRM and Affective commitment.

Hypothesis H₅b: Organizational trust mediates the relationship between Employee-oriented HRM and Employee engagement.

Hypothesis H₅c: Organizational trust mediates the relationship between Employee-oriented HRM and Turnover intentions.

Hypothesis H₆a: Organizational trust mediates the relationship between General CSR facilitation and Affective commitment.

Hypothesis H₆b: Organizational trust mediates the relationship between General CSR facilitation HRM and Employee engagement.

Hypothesis H₆c: Organizational trust mediates the relationship between General CSR facilitation HRM and Turnover intentions.

2.14 Mediating role of organizational pride

Kraemer and Gouthier (2014) pointed out that organizational pride is an important construct for companies, particularly it helps the organizations to minimize the turnover intentions of the employees. Tracy and Robins (2007) suggest that organizational pride is linked with employee's self-worth and self-esteem, which makes organizational pride as valuable for employees. Kraemer and Gouthier (2014) indicated that employees feel pride in their organizational achievements which work as valuable psychological resources and a great motivator for these employees. According to Gouthier and Rhein (2011), both organizational practice and research primarily consider organizational pride as a construct, not as an emotion.

Kraemer and Gouthier (2014) indicated that organizational pride requires high emotional attachment and appreciation for the organization. Gordon et al. (2019) pointed out that pride is connected to the identification process through an identity component, and it works as a lens through which an individual evaluates the status of his group (Tyler, 1999). Kraemer and Gouthier (2014) argued that organizational pride is directly related to employee self-worth and self-esteem, which are valuable for an organization. Boezeman and Ellemers (2007) observed the positive linkage between pride and organizational commitment while conducting their research in a volunteer organization.

When employees feel the pride to be part of their organization, they are expected to employ their skills in the activities that may help the organization to accomplish its short term and long term goals (Arnett et al., 2002). Arnett et al. (2002) indicated that organizations should emphasize organizational pride to promote positive work behaviours. Organizational pride links to self-worth and self-esteem of employees, which increases their intrinsic motivation (Mas-Machuca et al., 2016). Tyler and Blader (2003) revealed that organizational pride is directly related to the psychological engagement of employees with their organization. According to Tyler and Blader (2003), Yilmaz et al (2015) examined the impact of pride in the organization on employee engagement while conducting their study in telecom sector organizations working in Pakistan and discovered a positive association between pride in organization and employee engagement. Employees that possess a high level of organizational pride, consider their organization as an effective, meaningful, and important

part of the community (Arnett et al., 2002). As a result, these employees are expected to be involved in activities that could facilitate the company to accomplish its objectives and goals (Arnett et al., 2002). Jones et al. (2014) indicated that anticipated pride of potential employees could be helpful to describe the link between corporate social performance and organizational attractiveness.

Arnett et al. (2002) pointed out that organizational pride is an emotion that is a prerequisite in understanding individual behaviours. Kraemer and Gouthier(2014) argued that organizational pride provides strong intrinsic motivation to employees that probably influences their turnover intention. Prior studies support the significant influence of organization pride on turnover intention of employees (Helm, 2013; Kraemer & HJ Gouthier, 2014). Kraemer and Gouthier (2014) indicated that organizational pride strengthens the bond between employees and the organization; this bond helps the organizations to retain their valuable employees. Kraemer and Gouthier (2014) discussed that organizational pride is likely to bond the employees to stay with their organization because employees will lose the psychological resources of pride if they leave their organization.

When employees noticed that their organization is doing some more than average firms, they feel more pride to be part of that organization and are more willing to put their efforts towards the survival and prosperity of their organization (Jones et al., 2014; Ng et al., 2019). Hence, organizational pride encourages the employees to build strong ties with their company (Kraemer & Gouthier, 2014). Tyler and Blader (2003) defined pride as "the person's evaluation of the status of their group" (354). Organizational pride is defined by (Helm, 2013) as "the pleasure taken in being associated with one's employer" (p. 544). Moriano et al. (2014) argued that "employees have linked their organizational membership to their self-concepts, either cognitively (e.g., internalizing organizational values), emotionally (e.g., pride in being part of the organization), or both" (p. 107). Organizational pride as a mediating mechanism has been studied in a number of studies. We argued that when employees noticed that their organizational HR practices are socially responsible, they would react by being proud to be part of that organization, in turn, it increases their commitment, and engagement and decreases their turnover intention.

Mas-Machuca et al. (2016) studied in a Spanish pharmaceutical organization, the impact of work-life balance on job satisfaction through the mediating mechanism of organizational pride and found that organizational pride fully mediate the connexion between work-life balance and job satisfaction. Im and Chung (2018) examined whether organizational pride and organizational trust mediated the effects of employee volunteering meaningfulness on organizational citizenship behaviours while employing a sample of full-time employees in South Korea and discovered that organizational pride and organizational trust mediated the link. Oo et al. (2018) examined the role of organizational pride as a psychological mechanism between the linkage of perceived CSR and organizational citizenship behaviour by using survey data of *210* south Korean employees and found organizational pride as a mediator between CSR-OCB linkage. Helm (2013) investigated the linkage between job satisfaction, perceived external reputation, organizational pride, and turnover intention based on cross-sectional survey data of 439 employees and found that both pride and job satisfaction mediate the association between external reputation and turnover intentions of the employees. In addition, Mas-Machuca et al. (2016) Studied in a Spanish pharmaceutical organization, the impact of work-life balance on job satisfaction through the mediation of organizational pride and found that organizational pride fully mediate the positive link between work-life balance and job satisfaction.

Social identity theory suggested that intergroup behaviours are based on perceived group legitimacy and status (Tajfel & Turner, 1979). According to Hur et al. (2019), when an organization performs external CSR activities, it has a positive effect on employee job outcomes because of the pride they feel in their organization. Social identity theory (SIT) posits that when organizations yield socially valued characteristics, employees are expected to feel proud to be part of that organization and will subsequently identify themselves with their organization (Dutton et al., 1994; Tajfel & Turner, 1979).

Organizations that engage in CSR activities go beyond their legal obligations to addresses global social and environmental concerns. Such engagements facilitate organizations in building a positive external organizational reputation that provides employees a basis to be proud of being a member of that organization, which in turn enhances their self-esteem and reinforce their attachment to their organization (Brammer et al., 2007;

Farooq et al., 2013). Social identity theory posits that employees feel pride being the member of the socially responsible organization which, satisfy their self-esteem need, which in turn enhance their organizational commitment (Brammer et al., 2007; Farooq et al., 2013).

Pride is considered as the most valuable emotion in motivating social behaviors (Tracy & Robins, 2007). Organizational pride has been recognized as an essential factor for the success of a business (Gouthier & Rhein, 2011; Mas-Machuca et al., 2016), and a powerful motivating force for employees at the workplace (Williams & DeSteno, 2008). According to Blader and Tyler (2009), "Pride refers to evaluations of the standing of one's group (it is an intergroup evaluative judgment" (p. 448). Prior empirical research studies have determined the positive correlations between organizational pride and employee behaviours, such as employee commitment to customer services (Gouthier & Rhein, 2011), organizational commitment among the volunteer workers.

Tyler and Blader (2003) argued that the employee feels the pride to be associated with an organization that contributes toward their positive social identity. CSR activities establish a firm's reputation as being caring towards the environment and the people, thus provides a source of pride for the current employee and also helpful in attracting future employees (Kottler & Lee, 2005). There exists strong empirical support on the link between CSR and organizational pride. Jones (2010) found that the company's CSR contributes significantly to the employee's feelings of pride to be part of that organization. As part of the CSR strategy, several dimension of SRHRM has been found to associate with organization pride. Mas-Machuca et al. (2016) revealed a positive linkage between work-life balance and organizational pride. Similarly, Carmeli, Gilat, and Waldman (2007) reported that the way firms treat their employees, contributes towards employee pride in their organization. We argued that when employee feel that organizational HR practices are socially responsible, they would respond positively being proud to be part of that organization, which improves their self-worth and self-esteem (Tracy & Robins, 2007).

Shen and Benson (2016) suggested organizational pride as a potential mediating mechanism between SRHRM and employee outcomes. Prior research has tested the role of organizational pride as a psychological mechanism. For instance, Mas-Machuca et al. (2016) found that work-life balance impacts job satisfaction through the intervening of

organizational pride. Im and Chung (2018) also reported that organizational pride mediates the linkage between employee volunteering meaningfulness and organizational citizenship behaviors. In line with social identity theory (Tajfel & Turner, 1979), we argued that SRHRM could enhance employee's organizational pride and, in turn, lead to a higher level of affective commitment and engagement and lower turnover intentions.

Thus,

Hypothesis H7a: Organizational pride mediates the relationship between Employee-oriented HRM and affective commitment.

Hypothesis H7b: Organizational pride mediates the relationship between Employee-oriented HRM and Employee engagement.

Hypothesis H7c: Organizational pride mediates the relationship between Employee-oriented HRM and Turnover intentions.

Hypothesis H8a: Organizational pride mediates the relationship between General CSR facilitation HRM and affective commitment.

Hypothesis H8b: Organizational pride mediates the relationship between General CSR facilitation HRM and Employee engagement.

Hypothesis H8c: Organizational pride mediates the relationship between General CSR facilitation HRM and Turnover intentions.

2.15 Theoretical framework

Our model concentrates on the linkage between EOHRM, GFHRM organizational trust, organizational pride, affective commitment, employee engagement, and turnover intention. Figure 2.1 describes the model used in this study to examine the linkage between EOHRM and GFHRM dimensions of SRHRM, organizational trust, organizational pride, affective commitment, employee engagement, and turnover intention. This study not only helps to understand the linkage between SRHRM (EOHRM and GFHRM) and employee

outcomes but also facilitates a better understanding of the intervening variables of organizational trust and pride that link SRHRM (EOHRM and GFHRM) and employee outcomes. The theory which drives this model is that SRHRM (EOHRM and GFHRM) contribute to stimulating organizational trust and pride, which in turn influence employee outcomes (affective commitment, employee engagement, and turnover intention).

The theoretical framework, as given in figure 2.1, reveals both the direct and indirect effects of two dimensions of SRHRM on employee outcomes. In this study, the researcher has taken two dimensions of SRHRM (EOHRM and GFHRM), two mediating variables (organizational trust and organizational pride), and three employee outcomes (affective commitment, employee engagement, and turnover intention).
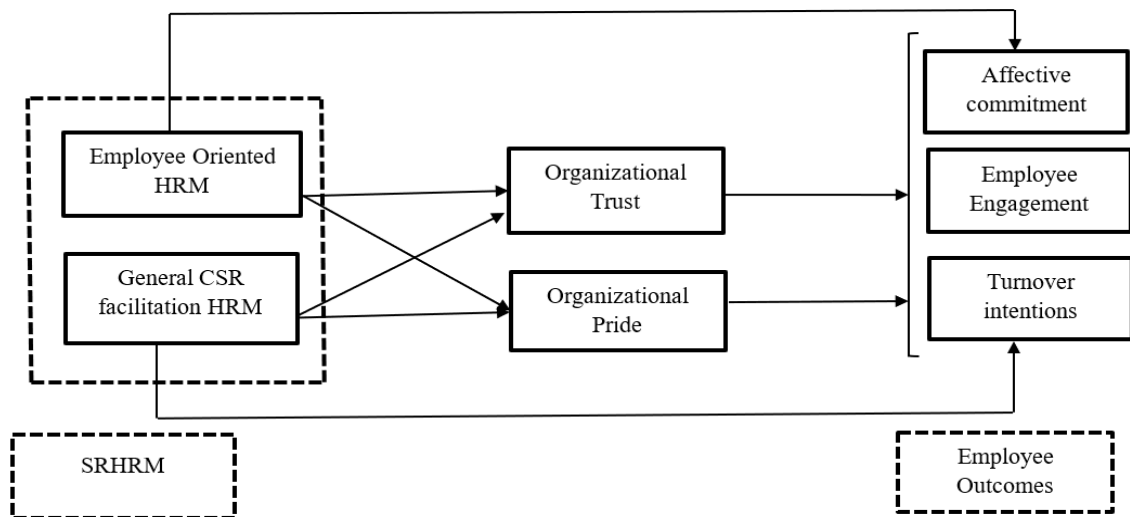
Figure 2. 1 Theoretical framework

Chapter 3

Methodology

3.1 Introduction

This chapter will uncover the methodology that has been used in this dissertation. A research methodology provides a comprehensive sketch of how the research will be conducted, including the details about data collection and its interpretation. According to Gray (2016), research methodology describes the theoretical workplan, philosophical assumptions underpinning, and the steps that need to be taken to conduct the research. This chapter comprised of methodological choices, research strategy, population, sample and sampling method, sample size, Procedure, and demographic details of the sample. An appropriate research methodology is essential to achieve the objectives of the study, which were presented in chapter 1. This study uncovers intervening variables between the relationship of SRHRM and employee outcomes, particularly in the banking sector of Pakistan.

According to Locke et al (2009), research is a systematic process that begins with the formulation of research questions and organizing a systematic way of information collection that enable researchers to find the answers to these formulated research questions. This study has attempted to adopt a systematic approach of answering the research questions that were derived from achieving the objectives of the current study.

3.2 Research Philosophy

Saunders et al. (2019) indicated that "The term research philosophy refers to a system of beliefs and assumptions about the development of knowledge" (p.130). According to Wilson (2014), all research designs are underpinned by a specific research philosophy. Wilson (2014) indicates that understanding of research philosophy is very crucial in research because it facilitates in clarifying research design, identification of appropriate evidence to

support your argument, and techniques that are required to collect, analyze, and interpretation of the data. Identification of suitable research paradigm is an important step in the research process (Guba & Lincoln, 1994). Saunders et al. (2019) pointed out five major management philosophies: "positivism, critical realism, interpretivism, postmodernism, and pragmatism."

This current study is placed in the positivism paradigm. The prominent feather of positivistic focus is that it firmly believes in the scientific approach to yield facts and pure data, which is unaffected by human biases and interpretation. Quantitative researchers that use a positivistic lens in reporting quantitative data adopt unique and sophisticated methodologies to generate the debate related to the HRM field (Truss et al., 2013). According to Saunders et al. (2019), "Positivism relates to the philosophical stance of the natural scientist and entails working with an observable social reality to produce law-like generalisations" (p. 144). Hasan (2016) pointed out that positivism helps to build our understanding regarding only those aspects of social sciences, which could be studied scientifically. Positivism has frequently been linked with the realist principle that "one true reality exists and can be apprehended through empirical observation"(Gamlen & McIntyre, 2018; p.2). If a study reflects positivism philosophy, a researcher use existing theories to generate hypotheses (Saunders et al., 2019).

3.3 Research approach

According to Saunders et al. (2019), "The extent to which your research is concerned with theory testing or theory-building raises an important question regarding the design of your research project. This is often described as two contrasting approaches: deductive or inductive" (p. 152). This step is related to the identification of suitable research methods to understand the under-research phenomenon (Kitchen, 1999).

If research starts with a theory that is derived from the previous studies and literature on the subject and then the researcher designs a research plan to test that theory, this kind of approach is called a deductive approach. On the other hand, if research starts with data collection to explore a phenomenon and that is ended up on theory building, this research strategy is known as an inductive approach (Saunders et al., 2019).

This research has adopted a deductive approach. The study has started with a review of previous academic literature on SRHRM, with particular focus on its concept,

measurement, and its relationship with other variables. Based on an extensive literature review, a theoretical framework was developed, and hypotheses were developed. Then to test the hypotheses, data were collected using questionnaires. The collected data were analyzed, and results were interpreted to authenticate the hypotheses. Finally, the discussion was generated by comparing the result with existing studies.

3.4 Methodological choices

In social science research, mainly three types of research designs have been used: "qualitative, quantitative and mixed methods."

Qualitative research emphasizes on describing words, patterns of behavior, possession of interaction to reveal the meaning that group or individuals ascribe to a human or social problem. Mostly, it is used to gain an understanding of a phenomenon, underlying reasons, and opinions. The qualitative research process involves developing research questions and procedures, data usually collected through documents, observation, and interview analysis, and finally, data are interpreted through various theoretical and conceptual perspectives.

A quantitative research design comprises of collecting, analyzing, and finally, the interpretation of numeric data. Quantitative research gives particular importance to the quantification of data in its collection and then analysis. It is more concerned with the magnitude of the phenomenon. Quantitative research is used to inspect the linkage between different variables. The present study has adopted a quantitative research design to achieve its objective. The present research has been measuring the impact of two dimensions SRHRM on employee outcomes through intervening variables of organizational trust and pride. Therefore, a quantitative research design is more appropriate to examine the relationship between the proposed variables of the study.

3.5 The Research strategy

The research strategies comprise of grounded theory, narrative inquiry, action research, case study, ethnography, archival research, experiment, and survey (Saunders et al., 2019). The research strategy used in the current study surveys. The survey is generally linked with a deductive research approach (Saunders et al., 2019). A survey is considered as one of

the most widely used methods for research. Within the survey method, data were gathered in three phases. The time lag was used between each phase of data collection to minimize the possibility of common method variance. This research has used the survey method as a research strategy due to the following reason. First, it enables the researcher to have direct contact with the individuals whom he has the intension to study. Second, it facilitates the researchers to collect the data that can be utilized to examine the hypotheses of the study, which are derived after the extant literature review. Third, it allows the researcher to collect a large amount of research data from a big population in an extremely cost-effective way (Saunders, 2011).

3.6 Techniques and procedures

3.6.1 Population

The target population was identified as all the banking sector employees working in Punjab, Pakistan. Data were collected from the three most populous cities of Punjab, Pakistan. These cities are Lahore, Faisalabad, and Rawalpindi. In this study, the unit of analysis is the non-managerial employees of the banking sector. The reason to consider only non-managerial employees for this study is that they are less likely to participate in the developmental stage of policies. In bank branches, the non-managerial staff includes general duty officers, account opening officer, remittance Officers, Cashiers, credit officers, and foreign trade officers.

The banking sector was chosen for two main reasons. First, focusing on one sector allows to better capture the context of the analysis, which would otherwise be missing in the case of a heterogeneous sample. Second, the banking sector is backbone of Pakistan's economy. The banking sector is facing a high level of competition due to its homogenized character. Most of the banks offers same kinds of products and services to its customers (Shah & Khan, 2019). This situation generates a challenge of retaining and upholding the loyalty of the customers. Every bank is trying to use supplementary marketing strategies to get desired outcomes. Banks are employing CSR initiative to generate positive emotions in customers to stay associated with their banks. To achieve customer's satisfaction, it is necessary to have staff members that are committed and loyal to perform for the betterment

of their companies (Farid et al., 2019). By employing SRHRM as strategic tool, banks show a caring sign for both internal stakeholder (employees) and external stake holders (customers).

3.6.2 Sample and Sampling Method

It was not possible for a researcher to collect the data from all employees. Hence sampling was used as the best alternative. A sample has been used because of the following reasons (Saunders, 2011): First it would be unpractical to collect the data from the whole population. Second, the researcher's budget prevents him from surveying the whole population. Third, time constraints do not allow the researcher to survey the whole population. Sampling facilitates a researcher to meet the deadlines and collect the data within the required time frame.

The respondents were selected through convenience sampling. As the data was collected in three phases, which made it difficult for the researcher to use probability sampling. Employee participation in the survey was voluntary, and they were assured about the anonymity of their responses. Respondents were also informed about the purpose of the study.

Before the survey, banks were being confirmed for their involvement in CSR activities. In this regard, the first criteria used to choose those banks that have a presence of CSR activities on banks' official website and the second they must have CSR reporting on their annual report by clearly revealing the amount dedicated to CSR related activities. Based on this criterion, eight banks were shortlisted that were offering retail banking services in Pakistan (see Table 3.1). In this shortlisting, we have excluded the public sector, foreign, and the banks that were offering specialized services. The selected banks were reasonably contributing to a range of CSR activities. CSR activities performed by these banks include providing health, education, and social development for underprivileged people, expansion of branches to rural areas as a support for rural development, fair communication, striving of the green environment through green banking initiatives, women empowerment, youth education, and training, sports, contribution to a national cause. CSR activities related to employees performed by these banks include good governance, a culture of excellence,

opportunities for training and development, transparency in the employee selection process, without discrimination of language, caste or religion, and employment opportunities for special persons, occupational health and safety.

Table 3. 1: List of Banks

S/N	Name of Bank
1.	Bank Alfalah
2.	Bank Alhabib
3.	MCB
4.	ABL
5.	UBL
6.	Meezan Bank
7.	HBL
8.	Askari bank

3.6.3 Sample Size

Various researchers have recommended different sample sizes for survey research ranging from a sample size of 200 (Kelloway, 1998) for a simple model and 300-400 for a complex theoretical framework (Boomsma, 1983). The table suggested by the Krejcie and Morgan (1970) was used, which indicates an adequate sample size of 384 for the population above 75000 at a 95% confidence level with an error margin of 0.05. Moreover, the formula suggested by Cochran (1977) also supports the sample size of 384. Therefore, the scholar's target was to collect at least 400 usable samples. The formula suggested by Cochran (1977) is given below:

$$n0 = (t)2*(p)(q)/(d)2 = 384$$

"Where: n0 is the sample size, t is the value for the selected alpha level, p is the estimated proportion of an attribute that is present in the population, q is 1-p. (p)(q) are the estimate of variance, and d is the acceptable margin of error."

$$((1.96)^2 \text{ x } .5(.5)) / (.05)^2$$

$$(3.8416 \text{ x } .25) / .0025$$

$$9604 / .0025$$

$$384.16$$

3.6.4 Procedure

The data has been collected through a personally administered method to achieve the desired number of responses. According to Sekaran and Bougie (2016), personally administered questionnaires facilitate the researcher to establish a better understanding of the respondents. It also helps to ensure that respondents are filling the survey after proper understanding and clarification. The main benefits of personally administered questionnaires are that it allows the scholar to collect maximum complete responses in a short span of time. The questionnaire was in English, as it is an official language in Pakistan. In general, English has been used as a medium of instruction in higher education. Therefore, most educated people find it easier to read and understand English. "Seven points Likert scale" was used ranging from strongly disagree=1 to strongly agree=7, was used.

3.6.5 Data Collection in three-time lags

Data were collected in three phases separated by around one month to minimize the impact of common method variance (Podsakoff et al., 2012). The researcher used the time-lag of one month because it is sufficient time period to prevent biases effects, and the same time one month is not so long that could result in excessive participant attrition (Eschleman et al., 2014). In addition to the reason of common method bias, the time lag employed between each wave of the survey was planned to establish a temporal separation between independent, intervening and dependent variables as recommended by Podsakoff et al. (2003) and to reduce the fatigue of the respondents (Newman et al., 2015).

Data related to SRHRM was collected in phase 1, mediators (Organizational trust, and pride) at stage 2, while data related to employee outcomes (affective commitment, employee engagement, and turnover intentions) have been collected at stage 3. Each

respondent was requested to write a code (employee ID/CNIC/ DOB) to allow the researcher to match up the response of three phases in the end. The researcher used to distribute the questionnaires to employees after having permission from the branch manager of each bank and collected them back later to prevent any delay in the working of staff. Employee's participation in the survey was voluntary. During phase 1, 885 questionnaires were distributed along with covering letter that assured the respondents about their data confidentiality. 628(71%) completed questionnaires were returned. Then at stage 2, these 628 respondents were surveyed later in phase 2. Out of 628, 489(55%) filled questionnaires were returned. In phase 3, In total, 437(49%) responses were taken back at the end of phase 3. Few questionnaires were half-filled; therefore, 424(48%) were finally used for analysis. Questionnaires collected in three phases were matched through their identification codes.

Table 3. 2: Response rate in three-time lags

Time Lag	Variables	Responses
Time Lag 1 (T1)	SRHRM (Employee oriented HRM, General CSR facilitation HRM)	628
Time Lag 2 (T2)	Organizational trust, Organizational pride	489
Time Lag 3 (T3)	Affective commitment, employee engagement, turnover intention	424

3.7 Sample characteristics

3.7.1 Gender

The data depicted that the sample consists of 267 male and 157 female respondents, which shows that most of the respondents are males with 63%, while females 37 % of total sample.

Table 3. 3: Categorizations based on Gender

Gender	Frequency	Percent	Cumulative percent
Male	267	63.0	63.0
Female	157	37.0	100.0
Total	424	100.0	

3.7.2 Age

The data shows that participants have ages between 25-35 years are leading with 63.7%, while there are only 7% participants that are 58 years and above. The age group "less than 25 years" has 103(24.3) respondents. The age group 36-46 is 38(9%), whereas only 10(2.4%) respondents belong to group 47-57.

Table 3. 4: Classification based on Age differences

Age	Frequency	Percent	Cumulative percent
less than 25 years	103	24.3	24.3
25-35	270	63.7	88.0
36-46	38	9.0	96.9
47-57	10	2.4	99.3
58 years or above	3	.7	100.0
Total	424	100.0	

3.7.3 Marital status

Most of our respondents are 237(56%) are non-married, while 187(44%) are married.

Table 3. 5: Classification based on Marital status

	Frequency	Percent	Cumulative percent
Married	187	44.1	44.1
Non-married	237	55.9	100.0
Total	424	100.0	

3.7.4 Education

Most of the respondents have an education of 16 years with the highest percentage of 51.4%, while only 8% of respondents have education for up to 12 years. 21.9% are having graduation (14 years), and 18.6% fall in the group of master and above. These figures show that the overall banking staff is highly educated.

Table 3. 6: Classification based on Education Level

	Frequency	Percent	Cumulative percent
up to Graduation (14 years)	127	30.0	30.0
Graduation (16 years)	218	51.4	81.4
master or above	79	18.6	100.0
Total	424	100.0	

3.7.5 Organizational tenure

Majority of participants belong to slot of 3-7 years with 47.4%, then followed by respondents of slot 1-2 years with 34.4%. 13.4% of the respondents belong to group 8-13, and 4% belong to group 14-19. However, only .7% have organizational tenure 20 or above.

Table 3. 7: Classification based on Organizational tenure

	Frequency	Percent	Cumulative percent
1-2	146	34.4	34.4
3-7	201	47.4	81.8
8-13	57	13.4	95.3
14-19	17	4.0	99.3
20 or above	3	.7	100.0
Total	424	100.0	

3.7.6 Job tenure

Overall, 49.1% of participants have job tenure between 3-7 years, after that 22.2% with 1-2 years, 19.8% with 8-13 years, 4.7% with 14-19, and 4.2% with 20 or above years.

Table 3. 8: Classification based on Job tenure

	Frequency	Percent	Cumulative percent
1-2	94	22.2	22.2
3-7	208	49.1	71.2
8-13	84	19.8	91.0
14-19	20	4.7	95.8
20 or above	18	4.2	100.0
Total	424	100.0	

3.7.7 Affiliated Banks

Overall, the highest numbers of respondents belong to Habib bank limited with 16%, while only 8.3% of respondents belong to Askari bank.

Table 3. 9: Classification based on respondent's Bank

	Frequency	Percent	Cumulative percent
Bank Alfalah	47	11.1	11.1
Bank Alhabib	56	13.2	24.3
MCB	64	15.1	39.4
ABL	46	10.8	50.2
UBL	50	11.8	62.0
Meezan Bank	58	13.7	75.7
HBL	68	16.0	91.7
Askari Bank	35	8.3	100.0
Total	424	100.0	

3.8 Measures

3.8.1 SRHRM

The scale of SRHRM was measured by seven items adopted from Shen & Zhu (2011). The scale of SRHRM consists of two subdimensions, EOHRM (4 items), and GFHRM (3 items). Items of EOHRM are "My firm adopts flexible working hours and employment programs achieving work-life balance" "Employees participate in decisions making and total quality management" "Unions can represent and protect workers' rights and can be involved in determining labour terms" "My firm provides adequate training and development opportunities to employees." Items of GFHRM are "My firm appoints adequate staff implementing general CSR initiatives" "My firm rewards employees who contribute to charity, communities and other CSR activities" "My firm gives priority in employment to candidates who are in difficulty and who are local."

3.8.2 Organizational Trust

The organizational trust was measured by using seven-items taken from Gabarro and Athos (1978). Items are: "I believe my employer has high integrity" "I can expect my employer to treat me in a consistent and predictable fashion" "My employer is al-ways honest

and truthful" "In general, I believe my employer's motives and intentions are good" "My employer treats me fairly" "My employer is open and up-front" "I fully trust my employer."

3.8.3 Organizational Pride

The organizational pride was measured by using four-items from Jones (2010). Items are "I am proud to work for my organization" "People respect what my company does" "I am proud to be associated with my current organization" "I am proud of what my organization accomplishes."

3.8.4 Affective commitment

The Questionnaire of affective commitment was taken from Meyer and Allen (1997). The Questionnaire contains six-items "I really feel as if this organization's problems are my own" "I do not feel like part of the family at my organization" "I do not feel emotionally attached to this organization" "This organization has a great deal of personal meaning for me" "I do not feel a strong sense of belonging to my organization."

3.8.5 Employee engagement

Employee engagement was calculated using five items taken from Saks (2006). Sample items are "I really throw myself into my job" "Sometimes I am so into my job that I lose track of time" "This job is all consuming; I am totally into it" "My mind often wanders, and I think of other things when doing my job (R)" "I am highly engaged in this job."

3.8.6 Turnover Intention

The questionnaire of turnover intention was taken Colarelli (1984). The questionnaire contains three-items "I frequently think of quitting my job" "I am planning to

search for a new job during the next 12 months" "If I have my own way, I will be working for this organization one year from now (R)."

3.9 Operational Definitions

Following are the definitions of main variables in the body of this study.

3.9.1 Socially responsible human resource management

3.9.1.1 Employee oriented HRM

According to Shen and Zhu (2011), "Employee-oriented HRM addresses employees' personal and family needs that are above and beyond legal minima" (p. 3022).

3.9.1.2 General CSR facilitation HRM

According to Shen and Zhu (2011), "General CSR facilitation HRM is about the application of HRM policies and practices that help firms engage in general CSR initiatives" (p. 3022).

3.9.2 Organizational trust

Robinson (1996) defined organizational trust as "one's expectations, assumptions, or beliefs about the likelihood that another's future actions will be beneficial, favorable, or at least not detrimental to one's interest" (p. 576).

3.9.3 Organizational pride.

According to Jones (2010), "organizational pride refers to the extent to which individuals experience a sense of pleasure and self-respect arising from their organizational membership" (p. 859).

3.9.4 Affective commitment

Affective commitment is defined by Meyer and Allen (1991), "the employee's emotional attachment to, identification with, and involvement in the organization" (p. 67).

3.9.5 Employee engagement

According to Al Amri et al. (2019), Employee engagaement "refers to the involvement of employees in their jobs, their enthusiasm about their work" (p. 181).

3.9.6 Turnover Intention

According to DeTienne et al. (2012), "Turnover intention is simply whether an employee has the objective of self-terminating his or her employment" (p. 380).

3.10 Conclusion

This chapter provide a comprehensive overview of the methodology used to pursue the objectives of the current study. It also provides the details about the population and the sample selected for the present study. Moreover, demographic characteristics of the respondents are also discussed. Finally, the chapter has presented the details of the measures used for the data collection.

Chapter 4

Empirical Results

4.1 Introduction

This chapter has covered empirical results that are used to test the hypotheses. At first, initial data screening was conducted. After removing the outliers using Mahalanobis distance estimation, data was examined for normality, multicollinearity and common method variance (CMV). Next, measurement model and structural model were examined using partial least squares structural equation modelling (PLS-SEM).

4.2 Initial data screening

In the next step, data analysis was executed on the collected data to examine, clean, transform, and model the data to obtain valuable information that could be utilized to test the hypotheses. It is important to edit, screen, and prepare the initial data before running any further multivariate analysis. According to Hair et al. (2019), it is necessary to perform data screening to make sure that no basic assumption associated with multivariate data analysis has violated. Pre-analysis screening also helps a researcher to develop a deep understanding of the collected data. The examination and initial screening were carried out using descriptive statistics.

4.3 Missing Data

In the first step, missing data have been identified. During the data collection, the researcher tried his best to make sure that the returned questionnaires were adequately filled. According to Horton and Kleinman (2007), missing data are common problems in research that can lead to unproductive results, and researchers may end up obtaining an inaccurate

conclusion. The researcher used to go through each questionnaire to ensure that all items were appropriately marked. If there was any discrepancy, for instance, if the researcher found some questions unattempted, he used to request the respondents to complete all the items. Despite all the efforts, few questionnaires were still had missing values. Several approaches can be used to handle the missing data, depending on certain factors, including the size of the data and statistical techniques that are being used in the study. According to Hair et al. (2013), the missing values should be replaced using mean if any indicator has missing values less than 5%. Therefore, those questionnaires that have more than 5% missing values of any indicator been dropped from the final sample, and other questionnaires that contain missing values less than 5% values, were filled by mean replacement using SPSS.

4.4 Mahalanobis Distance and Box Plot

Pre-screening of the data was done before the start of a formal statistical test by utilizing Mahalanobis distance estimation. This test is mainly run-in social sciences to extract the outliers from the data. It is very important to capture the outliers before the data analysis (Vannatta & Mertler, 2013). The Mahalanobis distance can be calculated by using the formula as given (De Maesschalck et al., 2000).

$$D_M(\vec{x}) = \sqrt{(\vec{x} - \vec{\mu})^T S^{-1} (\vec{x} - \vec{\mu})}.$$

Through SPSS software, Mahalanobis distance was executed. The researcher has identified seven potential outliers 197, 232, 269, 305, 206, 416, and 248. The outliers were detected through the values of Mahalanobis distance. Only those values were considered as outliers that had a significance of $p < .001$, which is determined through the comparison of Mahalanobis distance values with the critical value of chi-square (Vannatta & Mertler, 2013).

Table 4. 1: Mahalanobis distance

	Case number	Value	Probabilities
1	197.00	102.56	.00000
2	232.00	96.49	.00001
3	269.00	94.68	.00001
4	305.00	93.92	.00002
5	206.00	84.41	.00024
6	416.00	81.52	.00050
7	248.00	79.98	.00074

4.5 Normality Test

This study has applied the Skewness and Kurtosis method of assessing the normality of the data (Tabachnick & Fidell, 2013). The values of skewness and kurtosis that are lies between -2 to +2 are taken as adequate for the normality of data (George, 2011). Table 4.2 shows all values of skewness and kurtosis are in an acceptable range.

Table 4. 2: Kurtosis and Skewness

	Mean	SD	Skewness	Std. error of skewness	Kurtosis	Std. error of Kurtosis
EOHRM	4.85	1.21	-.836	.120	.440	.238
GFHRM	4.79	1.14	-.781	.120	.756	.238
OT	5.24	1.06	-1.162	.120	1.266	.238
OP	5.12	1.23	-1.066	.120	.829	.238
AC	4.71	1.21	-.798	.120	.313	.238
EE	5.00	1.30	-1.117	.120	.765	.238
TI	3.02	1.35	.564	.120	-.658	.238

EOHRM= Employee oriented HRM, GFHRM= General CSR facilitation HRM, OT= Organizational trust, OP= Organizational pride, AC= Affective commitment, EE= employee engagement, TI= Turnover intention

Further analysis was done through kolmogorov-smirnov and a shapiro-wilk test. The aim of performing these tests was to confirm the normal distribution of the data. The results demonstrate that that data is normally distributed; since static values of all the variables in both tests are significant at 95% confidence interval (see Table 4.3).

Table 4. 3: kolmogorov-smirnov and shapiro-wilk tests

	kolmogorov-smirnov			shapiro-wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
EOHRM	.112	417	.000	.943	417	.000
GFHRM	.141	417	.000	.953	417	.000
OT	.143	417	.000	.911	417	.000
OP	.139	417	.000	.916	417	.000
AC	.094	417	.000	.948	417	.000
EE	.154	417	.000	.902	417	.000
TI	.137	417	.000	.938	417	.000

EOHRM= Employee oriented HRM, GFHRM= General CSR facilitation HRM, OT= Organizational trust, OP= Organizational pride, AC= Affective commitment, EE= employee engagement, TI= Turnover intention

4.6 Harman's single factor test

When data related to a behavioral study collect through a single method and from a single source, it could cause common method variance (Podsakoff et al., 2003). As this study has utilized self-report data, which has been collected from a single source of non – managerial employees banking sector employees, common method variance may exist in the responses. Although the data related to the current study were collected in three phases to minimize the common method variance, but it is still from a single source. Therefore, the researcher has employed a Harman' single-factor analysis to identify any possible common method variance in the data. Harman's single-factor analysis was performed by using SPSS. The rule of thumb is if a majority of covariance among the constructs is explained by one single factor, it suggests that a serious common method variance exists in the data (Podsakoff

et al., 2003). Harman' single-factor analysis was performed using exploratory factor analysis, which was run through SPSS by using the principal axis factoring method through a non-rotated factor. The results show that only 32.01% of the variance can be explained by one fixed factor, which is quite less than 50%. So, it can be concluded that there is no chance of common method variance in this data.

Table 4. 4: Harman's One Factor Test

Components	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.902	34.069	34.069	**10.243**	**32.011**	**32.011**
2	2.476	7.737	41.806			
3	2.001	6.255	48.061			
4	1.567	4.896	52.956			
5	1.431	4.473	57.429			
6	1.195	3.736	61.164			
7	1.054	3.293	64.457			
8	.894	2.793	67.251			
9	.815	2.546	69.797			
10	.712	2.225	72.022			
11	.641	2.003	74.025			
12	.633	1.978	76.003			
13	.593	1.855	77.857			
14	.584	1.823	79.681			
15	.529	1.652	81.332			
16	.514	1.605	82.937			
17	.486	1.518	84.455			
18	.468	1.461	85.916			
19	.446	1.393	87.310			
20	.407	1.273	88.583			
21	.390	1.220	89.803			
22	.383	1.196	90.998			

23	.368	1.151	92.149
24	.355	1.108	93.257
25	.341	1.064	94.322
26	.312	.975	95.297
27	.308	.961	96.258
28	.270	.842	97.100
29	.265	.827	97.928
30	.235	.734	98.662
31	.220	.687	99.348
32	.209	.652	100.000

4.7 Multicollinearity

Multicollinearity is defined by Wilcox (2019) as "a strong association among the explanatory variables" (p. 1). Multicollinearity can create problems when a researcher is going to fit a linear model or a regression model (Alin, 2010). Multicollinearity issues exist if a high correlation is present among independent variables (Tabachnick & Fidell, 2013). However, there could be the issue of multicollinearity even if correlations among explanatory variables are low (Alin, 2010).

Two well-known methods are used to test multicollinearity in the data, one is through the correlation matrix, and the other is through the Variance Inflation Factor (VIF). Hair et al. (2019) pointed out that multicollinearity occurs in the data when correlations among explanatory variables are 0.9 and above. Table 4.6 shows that all the independent variables possess a correlation less than the threshold of 0.9; therefore, no issue of high correlation among the independent variables. In the second step, VIF values are examined, which is considered as more reliable method than the correlation matrix. According to Hair et al. (2019), VIF values of 5 and above show critical collinearity issues among the explanatory variables. Table 4.5 shows that there is no sign of multicollinearity in the data, as all VIF values are less than 5.

Table 4. 5: Inner VIF Values

	AC	EE	EOHRM	GFHRM	OP	OT	TI
Affective commitment (AC)							
Employee engagement (EE)							
Employee oriented HRM (EOHRM)	1.844	1.844			1.510	1.510	1.844
General CSR facilitation HRM (GFHRM)	1.766	1.766			1.510	1.510	1.766
Organizational Pride (OP)	1.534	1.534					1.534
Organizational Trust (OT)	1.829	1.829					1.829
Turnover intention (TI)							

4.8 Descriptive Statistics and Correlations

Table 4.6, represents mean, standard deviation, correlations, and reliabilities of all the constructs used in the current study. The mean and standard deviation for, employee oriented HRM (M = 4.85, SD = 1.21), general CSR facilitation HRM (M = 4.79, SD = 1.14), organizational trust (M = 5.24, SD = 1.06), organizational pride (M = 5.12, SD = 1.23), affective commitment (M = 4.71, SD = 1.21), employee engagement (M = 5.01, SD = 1.30), and turnover intention (M = 3.02, SD = 1.35).

The results shown that EOHRM is significantly and positively correlated with GFHRM (r = .566, p < .01), Organizational trust (r = .585, p < .01), Organizational pride (r = .477, p <.01), affective commitment (r = .422, p < .01), employee engagement (r = .408, p < .01), while it is negatively and turnover intention (r = -.367, p < .01). The results further shown that GFHRM is significantly and positively correlated with organizational trust (r = .531, p < .01), organizational pride (r = .477, p < .01), affective commitment (r = .354, p < .01), employee engagement (r = .385, p < .01), while it is negatively and turnover intention (r = -.265, p < .01). Organizational trust is significantly and positively associated with organizational pride (r = .513, p < .01), affective commitment (r = .438, p < .01), employee engagement (r = .529, p < .01), whereas it is negatively correlated to turnover intention (r = -.428, p < .01). Organizational pride is significantly positively related to affective

commitment (r = .446, p < .01), employee engagement (r = .411, p < .01), whereas it is negatively associated with turnover intention (r = -.351, p < .01). Affective commitment is positively correlated with employee engagement (r = .495, p < .01), while it is negatively linked with turnover intention (r = -.492, p < .01). Finally, employee engagement is negatively related to turnover intention (r = -.325 p < .01).

Table 4. 6: Descriptive statistics, reliabilities, and correlations

Variable	Mean	SD	1	2	3	4	5	6	7
1. EOHRM	4.85	1.21	1						
2. GFHRM	4.79	1.14	.566**	1					
3. Organizational trust	5.24	1.06	.585**	.531**	.1				
4. Organizational pride	5.12	1.23	.477**	.477**	.513**	1			
5. Affective commitment	4.71	1.21	.422**	.354**	.438**	.446**	1		
6. Employee engagement	5.01	1.30	.408**	.385**	.529**	.411**	.495**	1	
7. Turnover intention	3.02	1.35	-.367**	-.265**	-.428**	-.351**	-.492**	-.325**	1

. Correlation is significant at the 0.01 level (2-tailed).   Note: **N=417.

4.9 Partial least squares structural equation modelling (PLS-SEM)

In this study, we have used the Partial least squares structural equation modeling (PLS-SEM) to test our hypothesis. PLS-SEM has become a widely accepted and useful technique in social science research, an alternative to SEM (Hair et al., 2016). PLS-SEM works best when a model is very complex and consists of many indicators (Hair et al., 2016). SEM is one of the most advanced statistical analysis techniques in social sciences that enable a researcher to run a multivariate statistical analysis (Hair et al., 2016). This technique consists of factor analysis, regression analysis, and path analysis.

PLS-SEM is a variance-based approach which is used to estimate path models with latent variables (Ringle & Sarstedt, 2016). According to Hair et al (2011), PLS-SEM offers more robust estimations of the structural model. According to Ramli et al (2018), PLS-SEM allow the researchers to examine the multiple links simultaneously. PLS-SEM has become a prominent technique in a number of fields, for instance, strategic marketing (Schirmer et al., 2018), organizational behaviour (Amankwaa et al., 2019), nursing management (dos Santos Alves et al., 2017; Hung et al., 2019), tourism (Hallak & Assaker, 2016; Mikulić & Ryan, 2018), ethics (ElGammal et al., 2018), and management accounting (Nitzl, 2016), international business (Sinkovics et al., 2016), hospitality (Ali et al., 2018) and human resource management (Biswas et al., 2017).

According to Hair et al. (2019), PLS-SEM estimates a model by combining principal component analysis with the ordinary least square (Mateos-Aparicio, 2011). In CB-SEM, a model is assessed by taking into account the common variance by using a covariance matrix of the data (Hair et al., 2019). On the other hand, PLS-SEM which is a variance-based SEM that uses total variance to estimate model parameters (Hair et al., 2017). Hair et al. (2019) indicated that researchers should employ PLS-SEM when a structural model is complicated and contains many model relationships, indicators, and constructs. Although PLS-SEM is suggested when a study possesses a small sample size, it also works superbly with studies having large sample sizes (Hair et al., 2019). CB-SEM totally depends on the concept of model fit, but PLS-SEM relies much less on model fit results (Hair et al., 2019). Ramli et al. (2018) concluded that the model fit through PLS-SEM is better than ordinary regression analysis. The collected data is gone through different statistical analyses. After data analysis, the proposed hypotheses are decided to be accepted or rejected.

4.10 Evaluation of PLS-SEM Result

In this section, a detailed factor analysis has been represented. As mentioned above in the methodology section, all the measures are adapted from previous research. Smart pls 3.0 software was used to examine the model fit, convergent validity, factor loading of indicators, construct validity, discriminant validity, path analysis, and mediation analysis.

There are two kinds of a model which run through smart pls, measurement model and structural model. Before running PLS-SEM analysis, it is necessary to configure the model in such a way that it should clearly explain which indicators are formative and which are reflective. It should be noted that model configuration is vital very important because different approaches are used to test a reflective and a formative model (Hair et al., 2016).

The measurement model is considered as the first step of PLS-SEM analysis. Its purpose is to see how well the items load on a specific construct. Overall, the measurement model deals with the validity and reliability of data. The first step that involves in reflective measurement model is to assess the items factor loadings. The factor loadings are higher than 0.40 are considered as acceptable (Hulland, 1999). Factor loadings show the relevant importance of items in explaining that construct. An item that has lower factor loading indicate weak bond between that item and its corresponding construct.

In the second step, the internal consistency of research measures has been assessed, which is mostly assessed by using Cronbach's alpha or composite reliability. In the case of exploratory research, a minimum of 0.60 is used as acceptance criteria for probability. In contrast, a minimum value of .70 is generally accepted in case if measures are already established and adopted from previous studies (Hair et al., 2019). According to Hair et al. (2019), Cronbach's alpha is a less precise measure of the reliability of a construct. They have pointed out that Cronbach's alpha is very conservative, while the composite reliability (CR) is too liberal. Hence ρ_A, which is proposed by Dijkstra and Henseler (2015), could be used to measure exact construct reliability. The value of ρ_A usually lies between the value of Cronbach's alpha and CR.
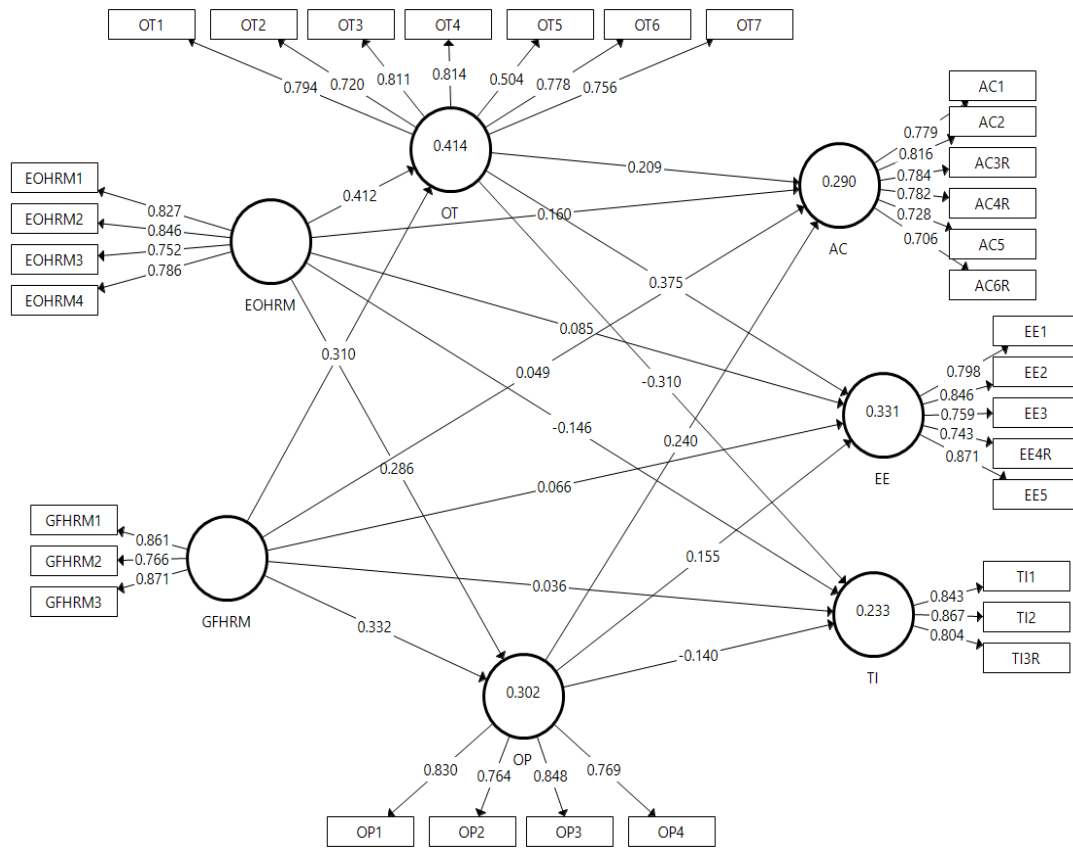
Figure 4. 1 Measurement model

4.10.1 Convergent validity

The third step in the measurement model is to assess if the convergent validity of each construct measure is established. According to Hair et al. (2019) "Convergent validity is the extent to which the construct converges to explain the variance of its items" (p. 9). Convergent validity is established through the matric of average variance extracted (AVE), which is being calculated for all items connected to each construct (Hair et al., 2019). Hair et al. (2019) pointed out that AVE can be calculated by squaring the loadings of all indicators of a construct and then calculate the mean value. The value of AVE 0.50 or higher is considered as acceptable, which indicates that a constructed account for a minimum of 50% of the variance of all its items (Hair et al., 2019; Kim & Han, 2011).

For convergent validity, factor loadings (FL), reliability, composite reliability (CR), and Average Variance Extracted (AVE) have been examined. Cronbach's alpha has been

used as a traditional criterion to measure internal consistency. Hair et al. (2016) described Cronbach's alpha as "which provides an estimate of the reliability based on the intercorrelations of the observed indicator variables." The composite reliability is another measure of reliability that rely on outer loading of the indicator variables (Hair et al., 2016), The values of composite reliability lies between 0 to 1, and assume that higher is the value, higher will be the reliability (Hair et al., 2016). Hair et al. (2016) have recommended reporting Cronbach's alpha and the composite reliability to measure internal consistency.

The factor lodgings of the proposed 7- factor model is adequately significant (for Employee oriented HRM: .75-.85; General CSR facilitation HRM: .77-.87; for organizational trust: .50-.81; for organizational pride: .76-.85; for affective commitment: .71-.82; for employee engagement .74 -.87 and for turn over intention: .80-.87). The values of Cronbach's alpha and composite reliability of all the variables are exceeding the thresh-hold value of 0.70. Also, the value of AVE is exceeding the thresh-hold value of 0.50.

Table 4. 7: Construct Validity

| Construct	Items	FL	Cronbach's Alpha	Rho_A	CR	AVE
Employee oriented HRM (EOHRM)	EOHRM1	0.827	0.816	0.819	0.879	0.646
	EOHRM2	0.846				
	EOHRM3	0.752				
	EOHRM4	0.786				
General CSR faciliattion HRM(GFHRM)	GFHRM1	0.861	0.786	0.821	0.873	0.696
	GFHRM2	0.766				
	GFHRM3	0.871				
Organizational trust (OT)	OT1	0.794	0.863	0.879	0.896	0.557
	OT2	0.720				
	OT3	0.811				
	OT4	0.814				
	OT5	0.504				
	OT6	0.778				
	OT7	0.756				
Organizational Pride (OP)	OP1	0.830	0.816	.819	0.879	0.645
	OP2	0.764				
	OP3	0.848				
	OP4	0.769				
Affective commitment (AC)	AC1	0.779	0.860	0.868	0.895	0.588
	AC2	0.816				
	AC3R	0.784				
	AC4R	0.782				
	AC5	0.728				
	AC6R	0.706				
Employee engagement (EE)	EE1	0.798	0.864	0.879	0.902	0.648
	EE2	0.846				
	EE3	0.759				
	EE4R	0.743				
	EE5	0.871				
Turnover Intention	TI1	0.843	0.791	0.798	0.876	0.703
	TI2	0.867				
	TI3R	0.804				

N= 417
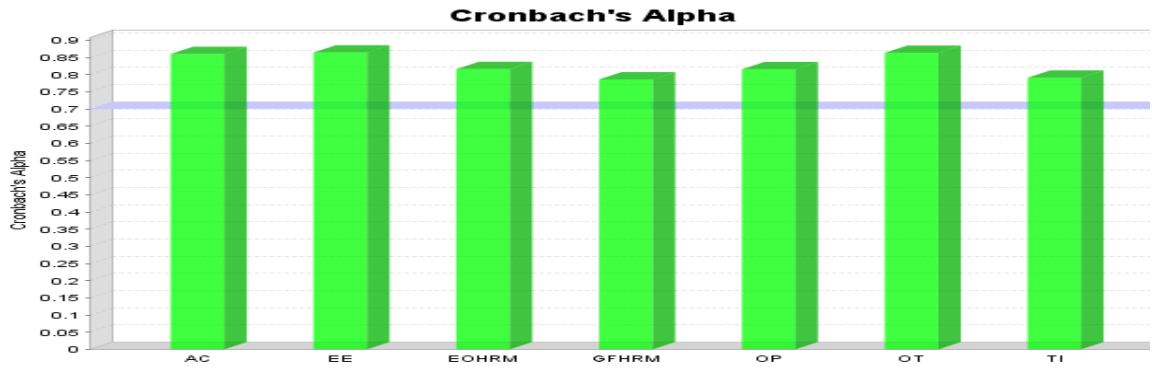
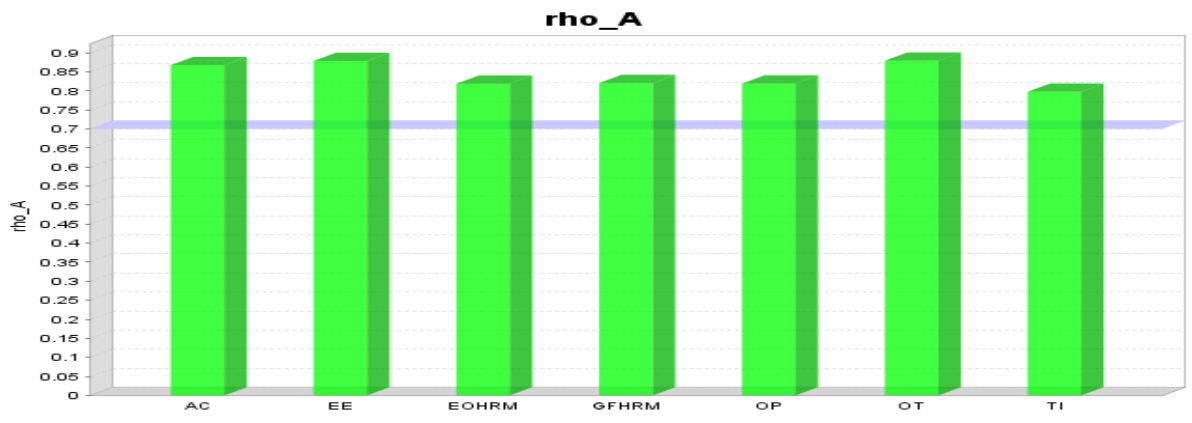**Figure 4. 2** Cronbach's Alpha
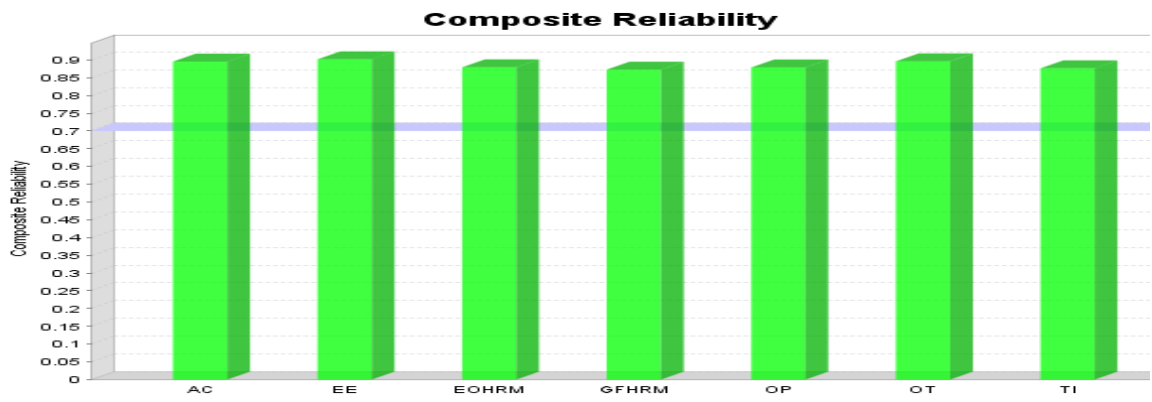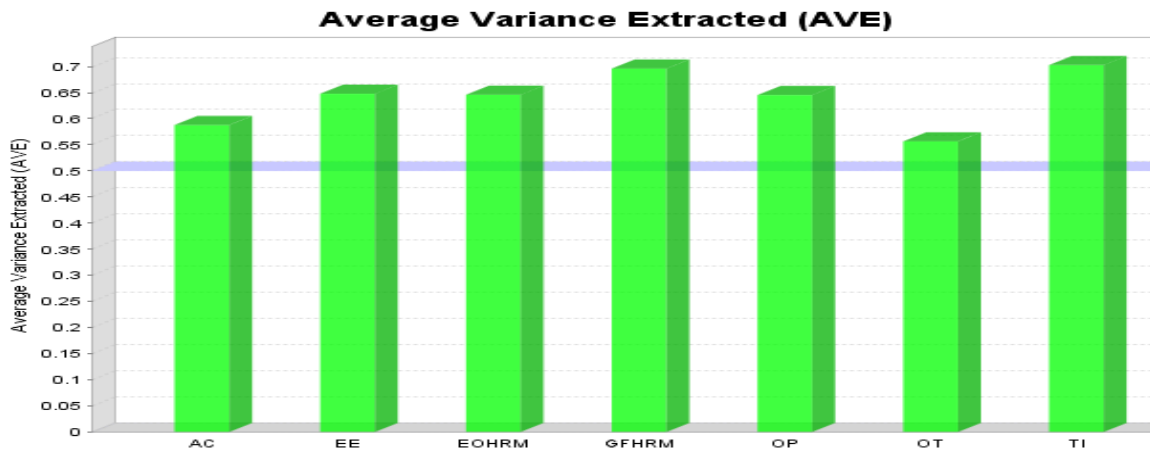

Figure 4. 3 Rho-A

Figure 4. 4 Composite reliability

Figure 4. 5 Average variance Extracted

4.10.2 Discriminant validity

The fourth and final step in the measurement model is the assessment of discriminant validity. Rouf and Akhtaruddin (2018) suggested that a measurement model should ensure discriminant validity. The discriminant validity is defined as "the extent to which a construct is empirically distinct from other constructs in the structural model (Hair et al., 2019, p. 9). According to Farrell (2010), "researchers cannot be certain whether results confirming hypothesized structural paths are real or whether they are a result of statistical discrepancies" (p. 324). Discriminant validity has been assessed using Fornell -Larcker criterion and cross-loadings (Hair et al., 2011).

The first criterion for the establishment of discriminant validity is the method of cross-loadings (Hair et al., 2016). Rule of thumb to assess cross-loadings approach is "indicator's loading with its associated latent construct should be higher than its loadings with all the remaining constructs (i.e., the cross loadings)" (Hair et al., 2011; p. 146). If cross-loadings are higher than the indicators loading, it indicates the problem of discriminant validity in the data (Hair et al., 2016). Table 4.8 shows that the outer loadings of all constructs are exceeding the cross-loadings in each column. Therefore, discriminant validity has been verified.

The second criterion of the establishment of discriminant validity is the Fornell-Larcker criterion (Hair et al., 2016). Fornell and Larcker (1981) proposed an approach to test discriminant validity, which has been widely used in social science research. This approach suggests that "discriminant validity is established if, for each of two constructs, the squared multiple correlations between items and constructs (i.e. the average variance extracted (AVE)), is greater than the squared correlation between constructs (i.e. the shared variance (SV))" (Franke & Sarstedt, 2019; p. 431). Table 4.9 reveals the results of discriminant validity through the criteria of Fornell-Larcker. Table 4.9 revealed that the square root of each construct's AVE (given in the diagonal in the bold form) is greater than the highest correlation with any other construct. Therefore, discriminant validity has been well established.

Recently, Henseler, Ringle, and Sarstedt (2015) proposed an alternative measure of discriminant validity: heterotrait-monotrait (HTMT) ratio of the correlations. According to Franke and Sarstedt (2019), the HTMT approach is more comprehensive and easy to use to assess discriminant validity, especially for a researcher who applies PLS-SEM in their research. Henseler et al. (2015) suggested the threshold value of HTMT as 0.90 if constructs are conceptually similar and 0.80 if constructs are conceptually different. If HTMT values are higher than 0.90, it shows that the discriminant problem is present in the data (Hair et al., 2019). Results show that the HTMT values of all constructs are less than 0.90 (see table 4.10). Hence, there is no discriminant problem in the data.

Overall, these results show that all the measures used in this research possess adequate validity. Therefore, further analysis related to hypotheses testing can proceed.

Table 4. 8: Cross loadings

	AC	EE	EOHRM	GFHRM	OP	OT	TI
AC1	**0.779**	0.422	0.348	0.285	0.386	0.411	-0.390
AC2	**0.816**	0.458	0.374	0.355	0.401	0.418	-0.393
AC3R	**0.784**	0.365	0.339	0.308	0.334	0.301	-0.410
AC4R	**0.782**	0.363	0.343	0.292	0.307	0.300	-0.419
AC5	**0.728**	0.403	0.281	0.262	0.319	0.347	-0.291
AC6R	**0.706**	0.330	0.265	0.208	0.298	0.289	-0.359
EE1	0.453	**0.798**	0.425	0.338	0.403	0.484	-0.365
EE2	0.474	**0.846**	0.341	0.324	0.310	0.452	-0.289
EE3	0.310	**0.759**	0.273	0.311	0.328	0.353	-0.220
EE4R	0.295	**0.743**	0.223	0.264	0.239	0.342	-0.192
EE5	0.485	**0.871**	0.380	0.353	0.385	0.510	-0.289
EOHRM1	0.383	0.333	**0.827**	0.458	0.425	0.470	-0.335
EOHRM2	0.368	0.353	**0.846**	0.486	0.402	0.485	-0.295
EOHRM3	0.288	0.344	**0.752**	0.464	0.369	0.476	-0.273
EOHRM4	0.330	0.319	**0.786**	0.461	0.338	0.474	-0.303
GFHRM1	0.359	0.391	0.544	**0.861**	0.495	0.516	-0.263
GFHRM2	0.192	0.258	0.365	**0.766**	0.283	0.338	-0.146
GFHRM3	0.354	0.327	0.511	**0.871**	0.425	0.487	-0.285
OP1	0.289	0.369	0.388	0.434	**0.830**	0.457	-0.270
OP2	0.394	0.328	0.349	0.390	**0.764**	0.375	-0.271
OP3	0.365	0.376	0.422	0.445	**0.848**	0.447	-0.294
OP4	0.397	0.278	0.374	0.324	**0.769**	0.376	-0.295
OT1	0.370	0.459	0.457	0.430	0.453	**0.794**	-0.357
OT2	0.339	0.411	0.420	0.392	0.349	**0.720**	-0.327
OT3	0.383	0.442	0.498	0.460	0.443	**0.811**	-0.412
OT4	0.339	0.426	0.463	0.421	0.456	**0.814**	-0.363
OT5	0.160	0.275	0.238	0.269	0.259	**0.504**	-0.165
OT6	0.399	0.450	0.481	0.423	0.354	**0.778**	-0.381
OT7	0.329	0.335	0.482	0.446	0.354	**0.756**	-0.283
TI1	-0.435	-0.234	-0.271	-0.195	-0.269	-0.313	**0.843**
TI2	-0.412	-0.258	-0.291	-0.188	-0.330	-0.345	**0.867**
TI3R	-0.392	-0.354	-0.364	-0.319	-0.282	-0.446	**0.804**

EOHRM= employee oriented HRM, GFHRM=General CSR facilitation HRM, OT= Organizational Trust, OP= Organizational Pride, AC= affective commitment, EE= employee engagement, and TI=Turnover intention.

Table 4. 9: Fornell-Larcker Criterion

	AC	EE	EOHRM	GFHRM	OP	OT	TI
AC	**0.767**						
EE	0.513	**0.805**					
EOHRM	0.427	0.420	**0.804**				
GFHRM	0.376	0.399	0.581	**0.834**			
OP	0.449	0.422	0.478	0.498	**0.803**		
OT	0.455	0.542	0.592	0.549	0.516	**0.746**	
TI	-0.492	-0.345	-0.375	-0.289	-0.352	-0.449	**0.838**

EOHRM= employee oriented HRM, GFHRM=General CSR facilitation HRM, OT= Organizational Trust, OP= Organizational Pride, AC= affective commitment, EE= employee engagement, and TI=Turnover intention. **Bold** = square root of the AVE

Table 4. 10: Heterotrait-Monotrait Ratio (HTMT)

	AC	EE	EOHRM	GFHRM	OP	OT	TI
AC							
EE	0.576						
EOHRM	0.504	0.486					
GFHRM	0.433	0.468	0.708				
OP	0.532	0.491	0.584	0.597			
OT	0.512	0.613	0.698	0.646	0.611		
TI	0.597	0.395	0.457	0.339	0.436	0.520	

EOHRM= Employee-oriented HRM, GFHRM=General CSR facilitation HRM, OT= Organizational Trust, OP= Organizational Pride, AC= affective commitment, EE= employee engagement, and TI=Turnover intention.
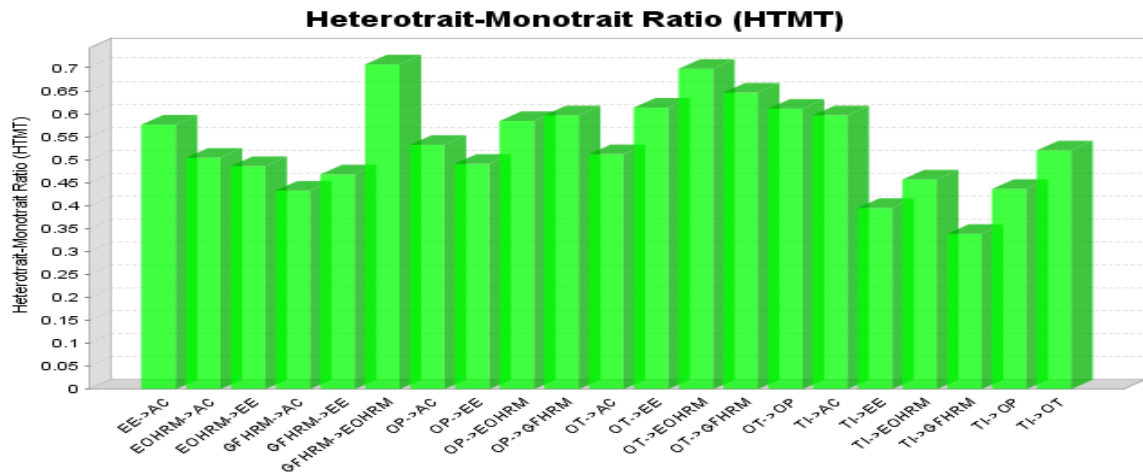
Figure 4. 6 Heterotrait-Monotrait Ratio

4.11 The Structural model

If the measurement model meets all the required criteria, then the next researcher needs to run a structural model (Sarstedt et al., 2017). After detailed factor analysis, multiple mediation techniques with 5000 bootstrap samples, was employed to examine the hypotheses of this study (Preacher & Hayes, 2008) using significance level, p-values, t values along with 95% confidence intervals. Shrout and Bolger (2002) discovered that a bootstrapping method generates the most valid results in the data analysis. Hair et al. (2016) also indicated bootstrapping as a recommended technique to test the hypothesis in PLS-SEM. In addition, Hayes and Preacher (2010) also suggest a bootstrapping method to examine the significance of mediation hypotheses.
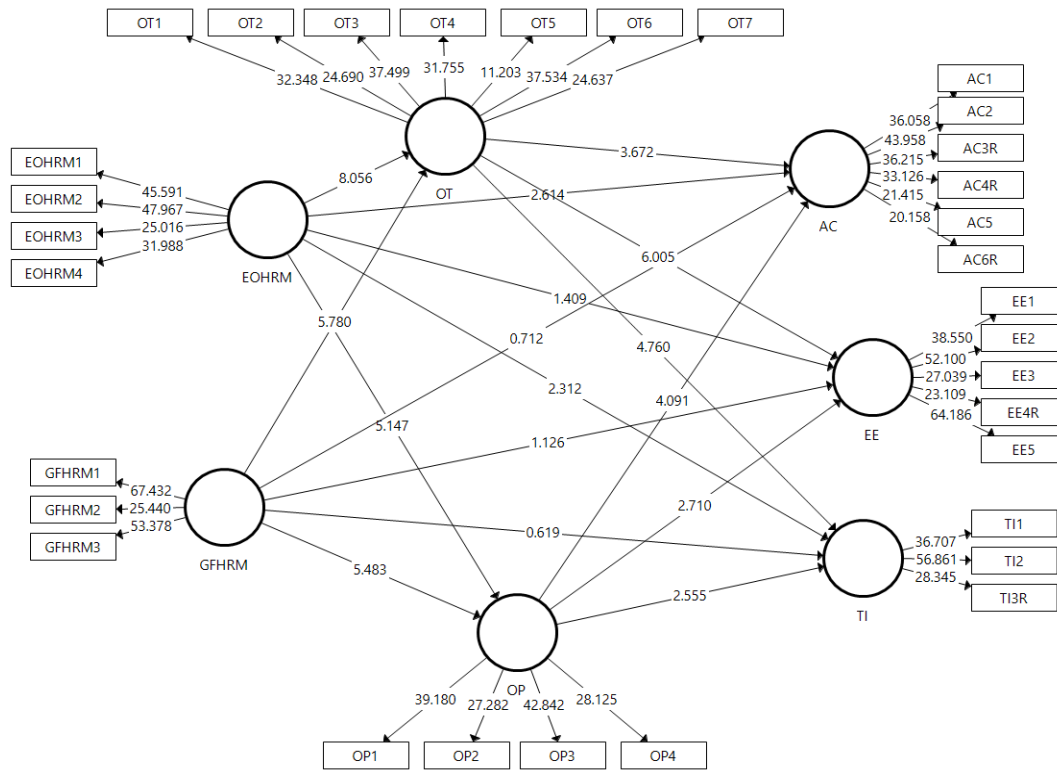
Figure 4. 7 Structural model

4.11.1 Path Analysis

Hypothesis H_1a proposed a positive association between employee oriented HRM and affective commitment. The results are shown in Table 4.11 support this hypothesis ($\beta = 0.159$; p< .05). Thus, H_1a is supported.

Hypothesis H_1b predicted a positive association between employee oriented HRM and employee engagement. The results disapprove this hypothesis ($\beta = 0.084$, ns). Thus, H_1b is supported.

Hypothesis H_1c predicted a negative relationship between employee oriented HRM and turnover intention. The results approve this hypothesis ($\beta = -0.145$, p< .05). Thus, supporting hypothesis H_1c.

Hypothesis H_2a proposed a positive relationship between general CSR facilitation HRM and Affective commitment. The results reject this hypothesis ($\beta = 0.048$, ns). Thus, H_2a is disapproved.

Hypothesis *H₂b* predicted a positive association between general CSR facilitation HRM and employee engagement. The results are not in support of this hypothesis ($\beta = 0.066$, ns). Thus, *H₂b* has not supported.

Hypothesis *H₂c* expected a negative relationship between general CSR facilitation HRM and turnover intention. The results are not in favour of this hypothesis ($\beta = 0.038$, ns). Thus, *H₂c* has not been supported.

Hypothesis *H₃a* predicted a positive impact of Employee oriented HRM on organizational trust. The results given in table 4.11 have approved this hypothesis, and the impact of Employee oriented HRM on organizational trust is positive and significant ($\beta = 0.412$, $p < .05$). Thus, *H₃a* has been supported.

Hypothesis *H₃b* anticipated a positive association of General CSR facilitation HRM on organizational trust. The results given in table 4.11 have approved this hypothesis, and this is found to be positive and significant ($\beta = 0.310$, $p < .05$). Thus, *H₃b* has been supported.

Hypothesis *H₄a* predicted a positive impact of employee oriented HRM on organizational pride. The results given in table 4.11 have approved this hypothesis, and this impact is found to be positive and significant ($\beta = 0.286$, $p < .05$). Thus, *H₄b* has been supported.

Hypothesis *H₄b* predicted a positive impact of general CSR facilitation HRM on organizational pride. The results given in table 4.11 have approved this hypothesis, and this relationship is found to be positive and significant ($\beta = 0.331$, $p < .05$). Thus, supporting hypothesis *H₄b*.

Table 4. 11: PLS-SEM – Bootstrapping Individual Models

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	LLCI	ULCI
EOHRM -> AC	0.159	0.159	0.061	2.614	0.009	0.038	0.280
EOHRM -> EE	0.084	0.082	0.060	1.409	0.159	-0.038	0.196
EOHRM -> OP	0.286	0.288	0.056	5.147	0.000	0.179	0.396
EOHRM -> OT	0.412	0.414	0.051	8.056	0.000	0.313	0.512
EOHRM -> TI	-0.145	-0.146	0.063	2.312	0.021	-0.270	-0.028
GFHRM -> AC	0.048	0.048	0.067	0.712	0.476	-0.082	0.174
GFHRM -> EE	0.066	0.066	0.059	1.126	0.260	-0.051	0.181
GFHRM -> OP	0.331	0.328	0.060	5.483	0.000	0.207	0.446
GFHRM -> OT	0.310	0.310	0.054	5.780	0.000	0.203	0.412
GFHRM -> TI	0.038	0.040	0.061	0.619	0.536	-0.080	0.160
OP -> AC	0.241	0.241	0.059	4.091	0.000	0.127	0.355
OP -> EE	0.154	0.156	0.057	2.710	0.007	0.043	0.264
OP -> TI	-0.142	-0.143	0.055	2.555	0.011	-0.248	-0.033
OT -> AC	0.211	0.212	0.057	3.672	0.000	0.098	0.323
OT -> EE	0.377	0.378	0.063	6.005	0.000	0.259	0.499
OT -> TI	-0.310	-0.310	0.065	4.760	0.000	-0.432	-0.181

EOHRM= employee oriented HRM, GFHRM=General CSR facilitation HRM, OT= Organizational Trust, OP= Organizational Pride, AC= affective commitment, EE= employee engagement, and TI=Turnover intention.

4.11.2 Test of Mediation

Mediation analysis is employed when a researcher is interested in examining a hypothesis about or improving understanding the impact of X on Y (Hayes & Rockwood, 2017). According to MacKinnon et al. (2007), mediation is actually an addition of third variable M in the relationship between independent x and dependent y variables. In the presence of a mediation, X predicts M, and M predicts Y so that relationship can be written

as $X \rightarrow M \rightarrow Y$. Montoya and Hayes (2017) also have a similar point of view. The mediation test is used to test and quantify the mechanisms through which X influences Y. According to Montoya and Hayes (2017), the mediation process consists of a series of sequential steps. In these steps, X influences M, which in turn effects Y. Ramli et al. (2018) highlighted that mediation effects could only be considered when both paths $X \rightarrow M$ and $M \rightarrow Y$ are significant. If any of these paths is insignificant, a researcher can stop running further analysis with the conclusion that the mediation effect is insignificant.

The primary regression equations to test mediation as given:

$$Y = \beta_1 + cX + \varepsilon_1$$
$$M = \beta_2 + aX + \varepsilon_2$$
$$Y = \beta_3 + bM + \varepsilon_3$$
$$Y = \beta_4 + c'X + bM + \varepsilon_4$$

In these equations, betas are intercept coefficients, and a, b, c, and c' are the coefficients of slope that specifying the relationship among the three variables: Independent variable, mediating variable, and the dependent variables.
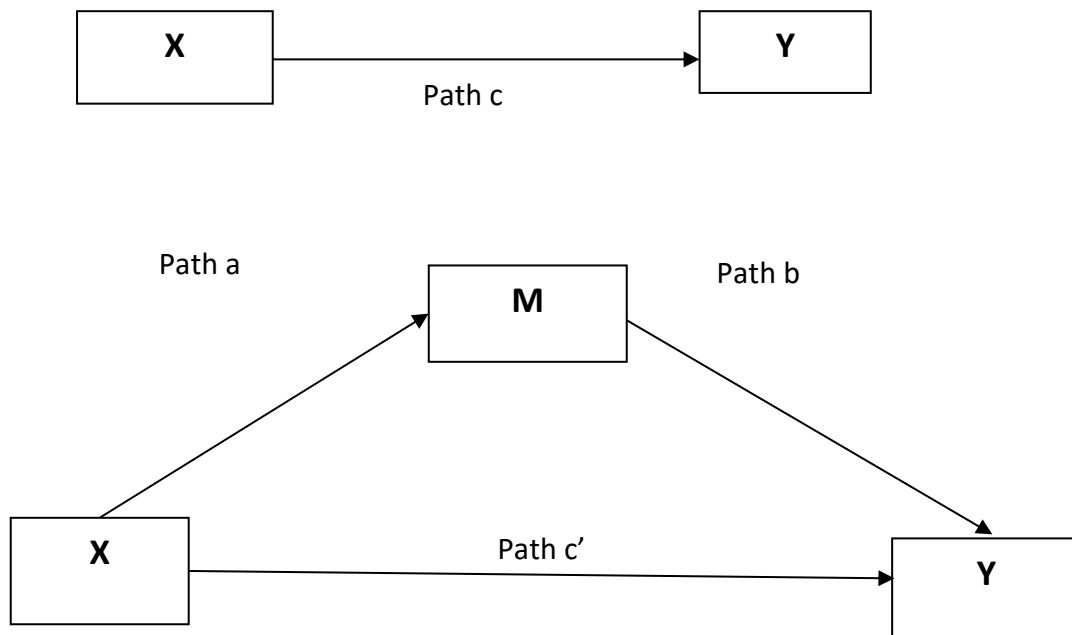
Figure 4. 8 Basic Mediation diagram

Hypothesis *H₅a* proposes simple mediation in which the organizational trust intervenes the link between employee oriented HRM and affective commitment. The empirical results revealed that the indirect relationship between employee oriented HRM and affective commitment through organizational trust is statistically significant (β =0.087, p< .05). Moreover, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.039, and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is 0.143. Thus, hypothesis *H₅a* is accepted.

Hypothesis *H₅b* is defined for testing the mediating effect of organizational trust between employee oriented HRM and employee engagement. The results have revealed that an indirect link between employee oriented HRM and employee engagement through organizational trust is statistically significant (β =0.155, p< .05). In addition, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.095, and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is 0.227. So, hypothesis *H₅b* has been approved.

Hypothesis *H₅c* proposes simple mediation in which the link between employee oriented HRM and turnover intentions is mediated by organizational trust. The empirical results have revealed that the indirect relationship between employee-oriented HRM and turnover intentions through organizational trust is statistically significant (β =-0.128, p < .05). Moreover, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is -0.192 and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is -0.071 Thus, hypothesis *H₅c* has been accepted.

Hypothesis *H₆a* proposes that the link between general CSR facilitation HRM and affective commitment is mediated by organizational trust. The empirical results revealed that the indirect relationship between general CSR facilitation HRM and affective commitment through organizational trust is significant (β =0.065, p< .05), indicating that organizational trust mediates the relationship between general CSR facilitation HRM and affective commitment. In addition, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.028, and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is 0.109. Thus, hypothesis *H₆a* has supported.

Hypothesis H_6b is defined for testing the mediating effect of organizational trust between general CSR facilitation HRM and employee engagement. The results have revealed that the indirect relationship between general CSR facilitation HRM and employee engagement through organizational trust is statistically significant (β =0.117, p< .05). Also, zero does not lie in confidence interval, indicating that organizational trust mediate the relationship between general CSR facilitation HRM and employee engagement. So, hypothesis H_6b has supported.

Hypothesis H_6c proposes simple mediation in which the link between general CSR facilitation HRM and turnover intentions is mediated by organizational trust. The empirical results revealed that the indirect relationship between general CSR facilitation HRM and turnover intentions through organizational trust is statistically significant (β =-0.096, p< .05). Moreover, zero does not lie in the confidence interval; since the lower limit of bootstrap confidence interval (BootLLCI) is -0.152 and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is -0.048. Thus, hypothesis *H6c* has accepted.

Hypothesis H_7a is defined for testing the mediating effect of organizational pride between employee oriented HRM and affective commitment. Table 4.12 shows that specific indirect effect of employee oriented HRM on affective commitment through organizational pride is significant (β =0.069, p< 0.05). Furthermore, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.031, and the upper limit of the bootstrap confidence *interval* (BootULCI) is 0.117, indicating that organizational pride mediates the relationship between employee oriented HRM and affective commitment. Hence, H_7a has supported it.

Hypothesis H_7b represents the mediating effect of organizational pride between employee oriented HRM and employee engagement. The results have revealed that the indirect relationship between employee oriented HRM and employee engagement through organizational pride is statistically significant (β =0.044, p< .05). Moreover, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.012, and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is 0.082. So, hypothesis H_7b has been approved.

Hypothesis *H7c* proposes simple mediation in which the link between employee oriented HRM and turnover intentions is mediated by organizational pride. The empirical results revealed that the indirect relationship between employee-oriented HRM and turnover intentions through organizational pride is statistically significant (β =-0.040, p< .05). Moreover, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is -0.078 and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is -0.009. Thus, hypothesis *H7c* has been accepted.

Hypothesis *H8a* proposes that the link between general CSR facilitation HRM and affective commitment is mediated by organizational pride. The empirical results revealed that the indirect relationship between employee oriented HRM and affective commitment through organizational pride is significant (β =0.080, p< .05), indicating that organizational pride mediates the relationship between general CSR facilitation HRM and affective commitment. Moreover, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.035, and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is 0.132. Thus, hypothesis *H8a* has been supported.

Hypothesis *H8b* is defined for testing the mediating effect of organizational pride between general CSR facilitation HRM and employee engagement. The results have revealed that the indirect relationship between General CSR facilitation HRM and employee engagement through organizational pride is statistically significant (β =0.051, p< .05). Moreover, zero does not lie in the confidence interval; since the *lower* limit of bootstrap confidence interval (BootLLCI) is 0.013 and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is 0.099, show that mediation of organizational pride exists between the relationship of General CSR facilitation HRM and employee engagement. So, hypothesis *H8b* has been supported.

Hypothesis *H8c* proposes simple mediation in which the link between General CSR facilitation HRM and turnover intentions is mediated by organizational pride. The empirical results revealed that the indirect relationship between general CSR facilitation HRM and turnover intentions through organizational pride is statistically significant (β =-0.047, p< .05). In addition, zero does not lie in the confidence interval; since the *lower* limit of bootstrap

confidence interval (BootLLCI) is -0.091 and the *upper* limit of the bootstrap confidence *interval* (BootULCI) is -0.010. Thus, hypothesis *H₈c* has supported.

Table 4. 12: PLS-SEM – Bootstrapping Mediation Models

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	LLCI	ULCI
EOHRM -> OP -> AC	0.069	0.070	0.022	3.108	0.002	0.031	0.117
GFHRM -> OP -> AC	0.080	0.079	0.025	3.201	0.001	0.035	0.132
EOHRM -> OT -> AC	0.087	0.088	0.026	3.309	0.001	0.039	0.143
GFHRM -> OT -> AC	0.065	0.066	0.021	3.124	0.002	0.028	0.109
EOHRM -> OP -> EE	0.044	0.045	0.018	2.428	0.015	0.012	0.082
GFHRM -> OP -> EE	0.051	0.051	0.022	2.320	0.020	0.013	0.099
EOHRM -> OT -> EE	0.155	0.157	0.034	4.585	0.000	0.095	0.227
GFHRM -> OT -> EE	0.117	0.117	0.029	4.023	0.000	0.064	0.178
EOHRM -> OP -> TI	-0.040	-0.041	0.018	2.300	0.021	-0.078	-0.009
GFHRM -> OP -> TI	-0.047	-0.047	0.021	2.221	0.026	-0.091	-0.010
EOHRM -> OT -> TI	-0.128	-0.128	0.032	4.031	0.000	-0.192	-0.071
GFHRM -> OT -> TI	-0.096	-0.096	0.027	3.567	0.000	-0.152	-0.048

EOHRM= employee oriented HRM, GFHRM=General CSR facilitation HRM, OT= Organizational Trust, OP= Organizational Pride, AC= affective commitment, EE= employee engagement, and TI=Turnover intention.

Table 4. 13: Recapitulation of the Study Findings

Hypothesis	Hypothesis statement	Decision
Hypothesis H_1a	Employee oriented HRM is positively related to Affective commitment	Supported
Hypothesis H_1b	Employee oriented HRM is positively related to employee engagement	Not supported
Hypothesis H_1c	Employee oriented HRM is negatively related to Turnover intentions.	Supported
Hypothesis H_2a	General CSR facilitation HRM is positively related to Affective commitment	Not supported
Hypothesis H_2b	General CSR facilitation HRM is positively related to employee engagement	Not supported
Hypothesis H_2c	General CSR facilitation HRM is negatively related to Turnover intentions.	Not supported
Hypothesis H3a	Employee-oriented HRM is positively related to organizational trust.	Supported
Hypothesis H_3b	General CSR facilitation HRM is positively related to the organizational trust.	Supported
Hypothesis H_4a	Employee-oriented HRM is positively related to organizational pride.	Supported
Hypothesis H_4b	General CSR facilitation HRM is positively related to organizational pride.	Supported
Hypothesis H_5a	Organizational trust mediates the relationship between Employee-oriented HRM and Affective commitment.	Supported
Hypothesis H_5b	Organizational trust mediates the relationship between Employee-oriented HRM and Employee engagement.	Supported
Hypothesis H_5c	Organizational trust mediates the relationship between Employee-oriented HRM and Turnover intentions.	Supported
Hypothesis H_6a	Organizational trust mediates the relationship between General CSR facilitation HRM and Organizational commitment	Supported

Hypothesis H$_6$b	Organizational trust mediates the relationship between General CSR facilitation HRM and Employee engagement	Supported
Hypothesis H$_6$c	Organizational trust mediates the relationship between General CSR facilitation HRM and Turnover intentions.	Supported
Hypothesis H$_7$a	Organizational pride mediates the relationship between Employee-oriented HRM and Affective commitment.	Supported
Hypothesis H$_7$b	Organizational pride mediates the relationship between Employee-oriented HRM and Employee engagement.	Supported
Hypothesis H$_7$c	Organizational pride mediates the relationship between Employee-oriented HRM and Turnover intentions.	Supported
Hypothesis H$_8$a	Organizational pride mediates the relationship between General CSR facilitation HRM and Affective commitment.	Supported
Hypothesis H$_8$b	Organizational pride mediates the relationship between General CSR facilitation HRM and Employee engagement.	Supported
Hypothesis H$_8$c	Organizational pride mediates the relationship between General CSR facilitation HRM and Turnover intentions.	Supported

4.12 Chapter Conclusion

This chapter has examined the measurement model and the structural model of this study. The findings indicate that EOHRM has a positive and significant relationship with affective commitment, organizational pride, and organizational trust, while its relationship with turnover intention is negative. Moreover, the results indicate insignificant relationship between EOHRM and employee engagement. The results suggest positive and significant relationship of GFHRM with organizational pride and organizational trust. Moreover, the results indicate insignificant direct relationship between GFHRM and employee outcomes (affective commitment, employee engagement and turnover intentions). Regarding indirect effects, the findings indicate that organizational pride and organizational trust mediate the relationship between both dimensions of SRHRM (EOHRM and GFHRM) and employee outcomes (affective commitment, employee engagement and turnover intentions).

Chapter 5

Analysis and Discussion

5.1 Introduction

The chapter contains the discussion regarding the results of the current study, its implication for practice and theory. Specifically, this chapter examines the results related to study's hypotheses and relate the findings with the existing literature. Thereafter, this chapter discusses the implications and contribution of the present study. Finally, it represents the limitations of current research and outline the directions for future research.

5.2 Discussion on Findings

Overall, empirical results have provided excellent support for the proposed model. Out of 22 hypotheses, 18 hypotheses were supported. A total of 10 direct hypotheses were developed, and 6 of them were substantiated. Out of 12 mediating hypotheses, all 12 were approved. This research has highlighted the importance of SRHRM in achieving desirable employee outcomes through the mechanisms of organizational trust and organizational pride.

5.2.1 Discussion of Hypothesis H_1 testing results

Hypothesis H_1a: Employee oriented HRM is positively related to affective commitment.

Hypothesis H_1b: Employee oriented HRM is positively related to employee engagement.

Hypothesis H_1c: Employee oriented HRM is negatively related to Turnover intentions.

Hypothesis H_1 was partially accepted since results revealed a significant relationship of employee-oriented HRM with affective commitment and turnover intentions, while the

relationship between employee-oriented HRM and employee engagement was found to be statistically insignificant. These findings are in line with the study of Farooq et al. (2013). They found that CSR activities directed toward employees have the most substantial influence on the affective commitment of employees. Previous studies indicate that employees consider HR practices as an indication of an organization's care toward them (Settoon et al., 1996). The employees reciprocate this care with their attitudes, i.e., organizational commitment (Chew & Chan, 2008), engagement (Alfes et al., 2013), and turnover intentions (Santhanam et al., 2017). The previous literature has examined CSR initiatives as a holistic concept (Farooq et al., 2013). SRHRM, in general, is linked to positive employee outcomes, and these impacts vary according to the cultural contexts and mediating factors (Newman et al., 2015). The reason behind this insignificant relationship between EOHRM and employee engagement is justified because HRM practices do not directly translate into employee outcomes (Bal et al., 2013). Instated these relations exist based on explanatory factors. Employees will only be actively committed, engaged and retained as a result of organizational HRM functions when they experience certain psychological states as a result of these practices (Hu & Jiang, 2018; Jiang et al., 2012). Based on results, it is concluded that employee oriented HRM directly influence employees' affective commitment and their intention to stay in the organization. While employee oriented HRM do not directly influence employee engagement, rather their relationship goes through the intervening variables.

5.2.2 Discussion of Hypothesis H2 testing results

Hypothesis H₂a: General CSR facilitation HRM is positively related to affective commitment.

Hypothesis H₂b: General CSR facilitation HRM is positively related to employee engagement.

Hypothesis H₂c: General CSR facilitation HRM is negatively related to turnover intentions.

Hypothesis H$_2$ was entirely rejected since findings have shown an insignificant direct relationship of general CSR facilitation HRM with all three outcomes, affective commitment, engagement, and employee turnover intentions. No direct link was traced between general CSR facilitation HRM and employee engagement, affective commitment, and turnover intention. Although these findings are in line with the study of Manimegalai and Baral (2018), who found that CSR towards community did not significantly affect work engagement and employee organizational citizenship behaviours, But these results are in contrast with the study of Newman et al. (2015), who found a significant direct relationship between GFHRM and organizational citizenship behaviour. These results also depict differences while testing the relationship between two dimensions of SRHRM and employee outcomes.

The possible argument explaining these findings is that CSR activities directed towards employees have different outcomes as compared to those directed towards external stakeholders (Hameed et al., 2016). General CSR facilitation HRM is focused on the role of HR practices in the implementation of CSR initiatives in an organization (Shen & Benson, 2016). The possible reason behind these insignificant findings is that due to low income, employees are more concern about HR activities that directly facilitate them. Another reason could be the lack of awareness regarding the CSR activities and their impact on society. CSR initiatives result in positive employee outcomes when employees have a high level of awareness regarding the implementation and results of the CSR initiatives undertaken by their organization, such as through CSR communication (Du et al., 2010). Additionally, the CSR based initiatives are linked with lower turnover intentions through full mediation of certain employee behaviours (Valentine & Godkin, 2017). Thus, it offers the argument behind the direct insignificant association of general CSR facilitation HRM with employee outcomes (affective commitment, engagement, and turnover intention), signalling the plausibility of explanatory mechanisms. Technically, it indicates that all of the relationships between GFHRM and employee outcomes go through the multiple social and psychological mechanisms. Therefore, these results strengthen the support for the proposed model and hypotheses.

5.2.3 Discussion of Hypothesis H3 testing results

Hypothesis H₃a: Employee-oriented HRM is positively related to organizational trust.

Hypothesis H₃b: General CSR facilitation HRM is positively related to organizational trust.

The hypothesis that Employee-oriented HRM is positively related to organizational trust was accepted. This result supports the notion that employee-oriented HRM invokes an exchange relationship between employee and organization because of the norm of reciprocity, and trust is the outcome of this direct and indirect reciprocity (Farooq et al., 2013). Trust in management is the willingness to accept the vulnerability in the situations entailing trust (Gao et al., 2011). This result is supported by the recent empirical evidence that employees feel more trust in their management when they perceive it is implementing those HRM practices that promote their well-being, empowerment, and development and are morally and ethically justified (Newman et al., 2016; Hu & Jiang, 2018). When employees perceived their organization to be benevolent and caring towards them, it increases their trust in their organization (Chen, Aryee, & Lee, 2005). Since organizational trust represents a situation in which employees expect a positive attitude from their organization and believe that the organization will remain caring towards them in the future as well. EOHRM helps the organization to inculcate such feelings, which are also being shown through the results of this study.

The hypothesis that general CSR facilitation HRM is positively linked to organizational trust was found to be accepted. The results indicated that General CSR facilitation HRM practices link positively to organizational trust. Trust is first outcome of organizational CSR initiatives (Pivato et al., 2008). The relationship of general CSR facilitation HRM with organizational trust affirms the previous findings, such as Celma et al. (2018) found a positive association in CSR related HR activities and organizational trust. These findings are also in line with the study of Farooq et al. (2013), who found a significant positive association between CSR to community and organizational trust. Employees do not trust their organization blindly; instead, they keep an eye on the organization during the trust-building process and based on their judgment, they conclude to trust or not (Carnevale, 1988).

Overall, the results have shown a significant positive connexion between both dimensions of SRHRM and organizational trust. Employee supportive and environmentally friendly HR practices lead to a higher level of organizational trust (Vanhala & Ahteela, 2011). If we talk about the comparative effect of two-dimension of SRHRM on organizational trust, the results revealed that EOHRM contributes more towards organizational trust in comparison with GFHRM.

5.2.4 Discussion of Hypothesis H4 testing results

Hypothesis H4a: Employee-oriented HRM is positively related to organizational pride.

Hypothesis H4b: General CSR facilitation HRM is positively related to organizational pride.

The hypothesis that Employee-oriented HRM is positively associated with organizational pride was accepted. The results have approved the statement of Manimegalai and Baral (2018), who believe that when organizations give benefits to their employees, it makes employees feel pride in their organizational membership. This is also in line with the notion of Gond et al. (2010), who pointed out that employees take pride in membership of an organization that branded themselves for fair treatment to its employees. Onkila (2015) stated that employers' engagement in certain socially responsible practices instil pride in their employees which creates in them a positive emotional and attitudinal tendency to favour their organization. Thus, it provides a foundation for the present findings that employee oriented HRM practices create positive emotions and perceptions in employees regarding their company and make them feel pride in being affiliated with their company. Employees who perceive that the regulations and policies devised by their HRM department are focusing on the well-being of all stakeholders. They are likely to take pride in being a part of such a company (Onkila, 2015). HRM practices of a company that support equal employment opportunities, care for health and safety, offer competitive market pay, and reasonable working hours which promote socially legitimate business operations (Shen & Benson, 2016). This confirmation to social norms improves the favourable employees' perception and lead to higher organizational pride.

The hypothesis that General CSR facilitation HRM is positively associated with organizational pride was approved. These results are congruent with Zhou et al. (2018), who argued that perceived CSR activities not only trigger ordinary feelings of employees but it also inculcates in them truly passionate and emotional excitement, thus lead to high organizational pride (Onkila, 2015). Pride is increased when individuals perceive that the organization is doing something extra what an average organization can do for its stakeholders (Jones et al., 2014). While employing GFHRM, organizations show how much caring there are about the environment and external stakeholders, and employees take pride in working for the organization, which is concerned for societal well-being (Manimegalai & Baral, 2018). The employees' organizational pride is developed based on their assessment of their organizational activities and the treatment they get from the organization (Arnett et al., 2002). If an organization's reputation and image are precious to employees, they will feel pride and happy to align themselves with that organization (John et al., 2019). Since organizational pride is a pleasure that employees feel for being associated with their organization (Helm, 2013). Organizations that invest resources for the benefits of their stakeholders are likely to instill pride in employees for being linked with that particular organization (Barnett, 2007; Ng et al., 2019).

5.2.5 Discussion of Hypothesis H5 testing results

After the examination of direct relationships among variables, the second set of hypotheses concerns the mediated relationships between the dimensions of SRHRM and employee outcomes (i.e., affective commitment, turnover intention, and employee engagement).

Hypothesis H5a: Organizational trust mediates the relationship between Employee-oriented HRM and Affective commitment.

Hypothesis H5b: Organizational trust mediates the relationship between Employee-oriented HRM and Employee engagement.

Hypothesis H5c: Organizational trust mediates the relationship between Employee-oriented HRM and Turnover intentions.

Statistically, it is required to have a significant link between independent variables and mediating variable and significant link between mediators and dependent variables before discussing the significant role of mediators. The relationship of SRHRM with organizational trust has already been discussed, and now we are going to discuss the relationship between mediators (trust and pride) and employee outcomes (affective commitment, engagement, and turnover intentions). The results supported the relationship of organizational trust with employee engagement, affective commitment, and turnover intention. The employees who trust in the actions of their management (Gao et al., 2011) are more likely to have more satisfying and positive work-related state of mind which are needed to be actively engaged in one's job (Bailey et al., 2017). The findings are further supported by the study of Rees et al. (2013), who showcased trust in leadership as an antecedent of employee engagement. Employees who trust their management because of their responsible and transparent work practices have an emotional link to their work settings that foster affective commitment (Xiong et al., 2016).

Trust in management and reduced employee turnover has an established link in extant literature (Mulki et al., 2006). The intention to leave one's workplace is a result of employees' negative evaluation of the actions and practices in their organization. Employees who trust their management's actions have more chances of staying with same company and have a lower intention to leave because of the positive perceptions about management's actions (Zeffane & Bani Melhem, 2017).

Podsakoff et al (1996) suggested positive relationship between organizational trust and favourable outcomes including job satisfaction, organizational commitment, and performance. Based on social exchange theory it was proposed in this research that EOHRM leads to higher affective commitment, employee engagement and lower turnover intention due to bridging role of organizational trust. The organization's attention towards employee needs creates the perception of positive exchange (Hansen et al., 2011), and employees reciprocate it by having higher trust (Hu & Jiang, 2018) and, in turn being more committed to their organizations (Xion et al., 2016). Social exchange theory suggests that when an organization exhibits caring attitude towards their employees, it initiates a social exchange

116

relationship between the employees and their organization and in that exchange relationship trust is developed as result of organization's treatment (Schoorman et al., 2007). On the other hand, if organizational HRM practices are not supportive, it could generate mistrust in employees that may produce lower morale, high turnover and absenteeism and can also decrease their commitment (Diffie-Couch, 1984). Actually, employees consider HRM practices as signal that their company is valuing their contribution and is interested in long term relationship with their employees (Tremblay et al., 2010).

It is postulated in this study that EOHRM result in desired outcomes through the mediating role of organizational trust based on the social exchange theory (Emerson, 1976). This study hypothesized that EOHRM result in higher affective commitment and engagement, while lower turnover intention through the bridging role of organizational trust. The finding of this study offers support for the mediating role of organizational trust between EOHRM and employee outcomes (affective commitment, engagement and turnover intention).

In line with the previous investigations, when employees notice the HRM practices implemented by their management to promote their discretionary welfare they will develop more sense of trust as they feel taken care of (Hu & Jiang, 2018) and reciprocate by being more engaged at work (Slack et al., 2015). Hu and Jiang (2018) stated that employees' trust in the firm and the consequent positive work outcomes are likely to be attained by its engagement in those HRM practices that are above and beyond that law requires.

SRHRM activities generate the feeling of positive exchange through higher trust, and employees reciprocate this by staying in the organization. Results validated that EOHRM practices have an impact on decreasing the turnover intentions of employees through the development of organizational trust. These findings are in-line with the study of Laschinger et al. (2002), who observed that workplace empowerment significantly influences work satisfaction through the mechanism of organizational trust. The finding are also in line with explanation of Jiang et al. (2012), who suggest that HRM practices influence employee outcomes through the social and psychological mechanisms.

Soni and Mehta (2020) also confirmed the intervening role of organizational trust in the impact of internal CSR on employee engagement. Hu and Jiang (2018) found employee

oriented HRM practices to have a positive impact on trust in the company because they receive a signal that the organization is concerned for their wellbeing and can be trusted. In turn, the employees with high trust in their organization have reduced turnover intentions (Mulki et al., 2006). Beyond the HRM activities that show concern for employees, the indulgence of SRHRM policies in an organization that show a broad concern for all stakeholders, create in workers a positive perceptions about their organization (Story & Neves, 2015). As a response to these favourable actions for the greater good, the employees' trust increases (Lee et al., 2013). Zeffane and Melhem (2017) declared that positive evaluations about the organization's activities instil trust and reduce the turnover intention. When an organization behaves in a predictable and consistent towards internal and external stakeholders, and perform SRHRM practices, results in high organizational trust, which becomes depict in beneficial employee outcomes.

5.2.6 Discussion of Hypothesis H6 testing results

Hypothesis H6a: Organizational trust mediates the relationship between General CSR facilitation and Affective commitment.

Hypothesis H6b: Organizational trust mediates the relationship between General CSR facilitation HRM and Employee engagement.

Hypothesis H6c: Organizational trust mediates the relationship between General CSR facilitation HRM and Turnover intentions

It was postulated that GFHRM result in employee engagement through the psychological mechanism of organizational trust. For this mediator, the foundation was built on a social exchange perspective (Emerson, 1976), such that individuals who perceive that organization is making a positive exchange with them by focusing on having an overall positive CSR impact for all stakeholders develop trust in the actions of their management (Hansen et al., 2011) and reciprocate by being more engaged with the work and organizational goals (Karanika-Murray et al., 2015; Story & Neves, 2015). Apart from the employee-focused CSR initiatives implemented by the HRM polices, the general focus of

HRM functions on promoting CSR is also linked to a favourable exchange relationship. Employees feel that their company is working for greater social good and, in exchange, show positive reciprocal exchange (Story & Neves, 2015) in the form of a higher level of trust (Hansen et al., 2011) and reciprocal work engagement (Bailey et al., 2017).

Organizational behaviour philosophers have suggested trust as a primary mediating mechanism that related CSR activities to employee behaviours and attitudes (Hansen et al., 2011). CSR initiatives transmits important signals to workers about company values and ethics, which influence their level of trust on their organization (Rupp et al. 2006). The CSR focus has been found to inculcate higher trust in organization because employees tend to trust in the actions of management of those organizations that are involved in social and ethically responsible behaviours (Lee et al., 2013). The overall support of HRM practices in the deployment of CSR also makes the employees realize that their company is engaged in the betterment of all stakeholders (Story & Neves, 2015). The feelings of high trust in one's company create a positive exchange relationship, and in turn, employees are likely to reciprocate by positive work attitudes, i.e., affective commitment (Xiong et al., 2016). When individuals perceive that their company is benevolent, fair and anxious about the well-being of external stakeholders, it represents company's ethical character and individuals expect that the company will also behave ethically towards them as well, and hence organizational trust is formed, which in turn affect employees' behaviours and attitudes (George et al., 2021).

The finding offers support for the mediating role of organizational trust between GFHRM, and employee outcomes (affective commitment, engagement, and turnover intention). These findings are in line with Social exchange theory and suggest a significant role of trust in explaining social exchange reciprocation (Jiang, Gollan, & Brooks, 2017). These findings are also supported by the general CSR literature, such as Farooq et al. (2013) revealed that employee-related CSR activities are a significant predictor of organizational trust and affective commitment in comparison to the CSR activities that are broadly focused on community or environment. Hansen et al. (2011) also observed that organizational trust partially mediates the associations between CSR activities and OCB and turnover intention.

5.2.7 Discussion of Hypothesis H7 testing results

Hypothesis H7a: Organizational pride mediates the relationship between Employee-oriented HRM and affective commitment.

Hypothesis H7b: Organizational pride mediates the relationship between Employee-oriented HRM and Employee engagement.

Hypothesis H7c: Organizational pride mediates the relationship between Employee-oriented HRM and Turnover intentions.

Pride is extremely important in understanding employees' reactions to organizational CSR initiatives (Raza et al., 2021). Organizational involvement in CSR increases employees' pride in the organization, as CSR activities boost employees' self-esteem and makes them consider their affiliation as worthwhile (Raza et al., 2021). The relationship of organizational pride with affective commitment, employee engagement, and turnover intention was proved to be significant, which is mandatory for testing mediating role organization pride between EOHRM and employee outcomes (affective commitment, engagement and turnover intentions). The employees who are proud to work in their organizations due to its positive policies and favourable outlook have better dedication, vigour, and absorption to perform their job duties and hence more engaged in their jobs (Bailey et al., 2017).

Moreover, organizational pride inculcates positive emotions and attachment to the workplace, which adds to their affective commitment. As affirmed by the previous findings, organizational pride results in many desirable work-related outcomes (Masterson et al., 2017), and work engagement is one of them (Bailey et al., 2017). Employees choose to leave those workplaces where they feel organization's practices are contrary to their expectations (Zeffane & Bani Melhem, 2017). Arnett et al. (2002) also emphasized that if companies are interested in promoting positive work behaviours, they should take steps that could generate organizational pride in their employees. If a company is involved in socially responsible activities (i.e., EOHRM), push employees consider their company as meaningful, effective and prominent part of community, as a result employees start feeling pride on their company which make them more productive for their organization (Arnett et al., 2002).

The HRM practices that care for employees and all stakeholders induce the emotions of pride (Oo et al., 2018) and employees who feel pride of their organization, like to remain there and have lower intentions to leave given their positive evaluation of overall work

settings (Kraemer & Gouthier, 2014). Sturm and Williams (2016) found that employees feel proud to be part of those organizations that take care of their development and well-being. The JDR model also suggests that job resources influence employees' motivation at work. Kraemer and Gouthier (2014) also highlighted that job resources generate pride in employees and employees feel pride to be part of an organization that offers job resources to their staff. Appleberg (2005) found organizational pride to be a stimulus of employee commitment and having a positive influence on their choice to stay in an organization.

By employing on the social identity theory (Tajfel & Turner, 1986), this study postulated the role of EOHRM in building affective commitment and engagement while reducing turnover intention through the intervening role of organizational pride. The support was found for the significant indirect effects of EOHRM on employee outcomes (affective commitment and engagement and turnover intentions) through the mediation of organizational pride. These finding are in line with the study conducted by Mas-Machuca et al. (2016), who found full mediation of organizational pride between the relationship of work-life balance and job satisfaction. These results are also in line with the recommendation of Frenkel et al (2012), who urged that fair treatement from an organization convey a sign of respect for the employee will foster pride in the membership of that organization, and employees are more likely to involve in cooperative behaviour.

5.2.8 Discussion of Hypothesis H8 testing results

Hypothesis H8a: Organizational pride mediates the relationship between General CSR facilitation HRM and affective commitment.

Hypothesis H8b: Organizational pride mediates the relationship between General CSR facilitation HRM and Employee engagement.

Hypothesis H8c: Organizational pride mediates the relationship between General CSR facilitation HRM and Turnover intentions.

Employees' perceptions of their employer's CSR play an important role in shaping positive employee outcomes (Rupp et al., 2013). Individuals feel pride in the people or institutions with which they are associated. The feelings of pride for an organization are strong precursors of positive employee outcomes (Masterson et al., 2017). To be actively

engaged in ones' work, employees need to have positive perceptions about their organization and the work practices implemented in them. While discussing the model on CSR, Aguilera et al. (2007) described, "When organizational authorities are trustworthy, unbiased, and honest, employees feel pride and affiliation and behave in ways that are beneficial to the organization" (Aguilera et al., 2007, p. 842). The broader CSR literature also revealed an association between perceived CSR initiatives of an organization and the pride employees take in being a part of that organization (Onkila, 2015).

Employees that feel pride in being a part of their organization have ample psychological and emotional resources that lower turnover intentions (Xue et al., 2018). Pride usually arises from the organizational actions that are beyond employee expectations (Kraemer & Gouthier, 2014). When employees noticed that their organization is involved in positive activities, they feel an emotional attachment to it which reflect in organizational pride (Oo et al., 2018). These results are consistent with the study of Zhou et al. (2018), who found the intervening role of organizational pride between the link of perceived CSR and employee outcomes of affective commitment and job satisfaction while conducting their research on employees working in 12 diverse Chinese companies. Mas-Machuca et al. (2016) also observed that work-life balance impacts job satisfaction through the mediation of organizational pride.

The findings provide support for the mediating mechanism of organizational pride between GFHRM and employee outcomes (affective commitment and engagement and turnover intentions). This is because when employees feel that their company is actively involved in CSR activities and consider this aspect even in their recruitment process and encourage their staff's involvement in CSR initiatives, it makes in them feelings of pride to be part of that organization. That ultimately enhance their affective commitment, engagement and lower their intentions to leave. These results are in-line with the study of Jia et al (2019), who found that organizational pride mediate the positive association between external CSR and work engagement. The results are also in line with the study of Oo et al (2018), who found organizational pride as intervening variable between CSR perceptions and organizational citizenship behaviours relationship. Zhou et al (2018) also observed that perceived CSR stimulate job satisfaction and affective commitment through mediation mechanism of organizational pride. All these studies support of results of current study that

have found organizational pride as psychological mechanism between GFHRM and employee outcome.

5.3 Results Implications

5.3.1 Theoretical Implications

This study contributes towards the current body of literature both theoretically and empirically in several ways. This study has made a valuable addition to CSR and HRM literature by having a combined focus on the emerging construct of SRHRM (Diaz-Carrion et al., 2019; Shen, 2011; Shen & Benson, 2016). This study offers an understanding of micro-level management practices and their impact on employee outcomes, as called for by the recent literature (Hu & Jiang, 2018). This research has taken two dimensions of SRHRM (i.e., EOHRM and GFHRM) separately and shown how they result in distinct outcomes through mediating mechanisms, as suggested by Hu and Jiang (2018). It has added turnover intention as a possible outcome of SRHRM practices in addition to linking them with task performance, OCBs, and voice behaviours (Hu & Jiang, 2018; Shen & Benson, 2016; Shen & Zhu, 2011). The conceptualization of mediating mechanisms that link SRHRM to employee outcomes is extended by adding the role of organizational pride in addition to the role of organizational trust (Hu & Jiang, 2018). By supporting multiple mediation models that link two dimensions of SRHRM and employee outcomes (affective commitment, engagement, and turnover intentions), we present empirical evidence and theoretical underpinning into why SRHRM is beneficial in achieving desirable employee outcomes. We have found that employee builds trust and take pride following the treatment they receive in the form of GFHRM and EOHRM, in turn, provoke them to have high affective commitment and engagement and hold low turnover intentions.

5.3.2 Practical Implications

Practically, this research is valuable for the management and HRM department for the banking sector in Pakistan. This research suggests that along with a general focus of CSR activities (i.e., GFHRM), the employee-focused CSR initiatives (i.e., EOHRM) should also be targeted to make the employees actively engaged, committed and retained in the banks.

Banks should focus on the development and training activities, provide feedback to employees, offer mentoring and empowerment along with non-discriminatory HRM practices, health and safety concerns, and having reasonable working hours. Moreover, the HRM department should take responsibility beyond the narrow scope of managing employees and help the banks in the implementation of overall CSR initiatives that are focused on external stakeholders, society, and economy. We have also shown that perceived SRHRM practices contribute towards affective commitment, employee engagement, and lower turnover intention but also facilitate the managers in understanding the social and psychological mechanisms that lead to these favourable outcomes. We have shown that individuals are likely to experience organizational trust and pride when they notice that their organization is performing socially responsible HR practices. This study helps to understand how employee outcomes (affective commitment, employee engagement, and turnover intentions) improve because of SRHRM. In short, we recommend managers that organizational trust and pride are the kingpins that explain the connexion between SRHRM and employee outcomes (affective commitment, employee engagement, and turnover intentions). To assess how effective their SRHRM practices are, managers should verify whether employees are trusting their organization and taking pride as a result of their SRHRM practices.

5.4 Limitations and Future Research Directions

This research has similar limitations as other studies that rely on primary data. First, data were collected from the banking sector only, and such a context needs to be bearded in mind if people wish to generalize the results of this research. Future researchers might conduct the same research in other industries. Second, this study was conducted in Pakistan, where human resource practices have not reached at the standards of developed countries. Therefore, future studies using data from developed economies may explore whether institutional differences cause different results. Based on the cultural and sectoral differences (Oo et al., 2018), it will be worthwhile to replicate and extend this study in other national contexts and industrial sectors. Third, although data were collected in three phases, which have been used to minimize the common method variance, it is still not a longitudinal study. Therefore, caution needs to be taken when we interpret statistically significant correlations

as a casual effect. Future studies may consider a longitudinal research design to study the level of employee outcomes over an extended time period. The focus of this study was limited to the examination of two mediators (i.e., organizational trust and organizational pride) in linking SRHRM practices to the outcomes of employee engagement, affective commitment, and turnover intentions. The examination of other mediators, i.e., emotional exhaustion (Xue et al., 2018), employee wellbeing (Celma et al., 2018), and meaningfulness (Chaudhary & Akhouri, 2019) could also be considered. It would also be valuable to test the effects of moderators between SRHRM and mediators, i.e., perceived organizational support (Shen & Benson, 2016), moral identity (Hu & Jiang, 2018), ethical leadership (Lin & Liu, 2017), CSR communication (Laskar & Maji, 2016) and CSR climate (Shen & Zhang, 2019). In addition, future studies may investigate the moderators such as personality traits, job insecurity and organizational environment that can potentially affect SRHRM, and employee outcomes relationship. The outcomes of SRHRM could be extended to other factors i.e. creativity (Chaudhary & Akhouri, 2019), absenteeism, and ethical behaviour (Shen & Benson, 2016).

5.5 Conclusion

Socially responsible HRM has emerged as one of the important research topics in the field of CSR and HRM. Prior studies have demonstrated the benefits of employing CSR and socially responsible HRM practices. Organizations are actively involving in social and welfare activities to achieve their financial and strategic objectives. Along with CSR, SRHRM could play an important role in helping the banking sector organizations in meeting contemporary challenges. This study uncovers the effect of SRHRM on employee outcomes: affective commitment, employee engagement, and turnover intentions of employees through the psychological mechanisms of organizational trust and organizational pride. Two dimensions of SRHRM, EOHRM, and GFHRM were chosen as independent variables, organizational trust, and organizational pride as mediating variables. Finally, affective commitment, employee engagement, and turnover intentions were chosen as dependents variables for this study.

The present study has used the foundations of two theories, i.e., social exchange theory and social identity theory, to develop the hypotheses and to support the underlying proposed model for this study. The data were collected through a survey from the employees of the banking sector of Pakistan. Data were initially analysed using SPSS 21, and then in the second step, smart PLS 3 software was used to run both measurement and structural models. Findings from this study indicate that different components of SRHRM influence banking employee's outcomes in different ways. Overall, the results indicate support for the proposed model, and most of the hypotheses have been accepted. However, no direct linkage was supported between EOHRM and employee engagement, and between GFHRM and all dependent variables. It can be concluded that EOHRM does not directly influence employee engagement, and however, it influences employee engagement through the proposed mediating variables. Similarly, we can conclude that GFHRM does not directly affect affective commitment, employee engagement, and turnover intentions; rather, their effect goes through the intervening variables of organizational trust and pride.

This study implies that organizations should focus on different components of SRHRM when designing their HRM practices, and the practitioners must be aware of mechanisms between HRM practices and desired workplace outcomes. This study has suggested that positive employee outcomes can be achieved in different ways, and the practitioners should not overlook the important role of SRHRM that facilitates trust and pride. It may be more beneficial for banking organizations to focus on organizational trust and pride of employees that help the organizations to achieve more positive workplace outcomes. Thus, this study has provided a new insight by exploring multiple mechanisms in explaining how SRHRM and employee outcomes are linked.

REFERENCES

Agarwal, U. A. (2014). Linking justice, trust and innovative work behaviour to work engagement. *Personnel Review*, *43*(1), 41–73.

Aguilera, R. V, Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of Management Review*, *32*(3), 836–863.

Aguinis, H. (2011). *Organizational responsibility: Doing good and doing well.* (Vol. 3). American Psychological Association.

Ailawadi, K. L., Neslin, S. A., Luan, Y. J., & Taylor, G. A. (2014). Does retailer CSR enhance behavioral loyalty? A case for benefit segmentation. *International Journal of Research in Marketing*, *31*(2), 156–167.

Al Amri, F. H., Das, A., & Ben-Ayed, O. (2019). The impact of perceived corporate social responsibility on employee engagement: The case of Qatar. *Business Strategy & Development*, *2*(3), 180–191.

Aladwan, K., Bhanugopan, R., & D'Netto, B. (2015). The effects of human resource management practices on employees' organisational commitment. *International Journal of Organizational Analysis*, *23*(3), 472–492.

Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, *28*(3), 243–253.

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, *2*(1), 7–35.

Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *International Journal of Human Resource Management*, *24*(2), 330–351.

Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*, *30*(1), 514–538.

Ali, Z., & Mehreen, A. (2019). Understanding succession planning as a combating strategy for turnover intentions. *Journal of Advances in Management Research*, *16*(2), 216–233.

Alin, A. (2010). Multicollinearity. *Wiley Interdisciplinary Reviews: Computational Statistics*, *2*(3), 370–374.

Allen, G. W., Attoh, P. A., & Gong, T. (2017). Transformational leadership and affective organizational commitment: mediating roles of perceived social responsibility and organizational identification. *Social Responsibility Journal*, *13*(3), 585–600.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, *63*(1), 1–18.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, *49*(3), 252–276.

Amankwaa, A., Gyensare, M. A., & Susomrith, P. (2019). Transformational leadership with innovative behaviour: Examining multiple mediating paths with PLS-SEM. *Leadership & Organization Development Journal*, *40*(4), 402–420.

Andreeva, T., & Sergeeva, A. (2016). The more the better… or is it? The contradictory effects of HR practices on knowledge-sharing motivation and behaviour. *Human Resource Management Journal*, *26*(2), 151–171.

Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. *Procedia-Social and Behavioral Sciences*, *40*, 498–508.

Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, *63*(3), 308-323.

Appleberg, K. A. (2005). *The construction of a nomological network for organizational pride*. Benedictine University.

Archimi, C. S., Reynaud, E., Yasin, H. M., & Bhatti, Z. A. (2018). How perceived corporate social responsibility affects employee cynicism: The mediating role of organizational trust. *Journal of Business Ethics*, *151*(4), 907–921.

Ardichvili, A. (2012). Sustainability or limitless expansion: paradigm shift in HRD practice and teaching. *European Journal of Training and Development*, *36*(9), 873–887.

Ariyabuddhiphongs, V., & Kahn, S. I. (2017). Transformational leadership and turnover intention: The mediating effects of trust and job performance on café employees in Thailand. *Journal of Human Resources in Hospitality & Tourism*, *16*(2), 215–233.

Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.

Arnett, D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal-marketing tools. *Cornell Hotel and Restaurant Administration Quarterly*, *43*(2), 87–96.

Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *23*(3), 267–285.

Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *24*(5), 491–509.

Asghar, A. (n.d.). *Banking sector advancement in Pakistan - Pakistan & Gulf Economist*. Retrieved February 20, 2020, from http://www.pakistaneconomist.com/2018/04/09/banking-sector-advancement-pakistan/

Ashforth, B. E. (1997). Petty tyranny in organizations: A preliminary examination of antecedents

and consequences. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de l'Administration*, *14*(2), 126–140.

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, *34*(3), 325–374.

Asrar-ul-Haq, M., Kuchinke, K. P., & Iqbal, A. (2017). The relationship between corporate social responsibility, job satisfaction, and organizational commitment: Case of Pakistani higher education. *Journal of Cleaner Production*, *142*, 2352–2363.

Atteya, N. M. (2012). Testing the impact of the human resource management practices on job performance: An empirical study in the Egyptian joint venture petroleum companies. *International Journal of Business and Social Science*, *3*(9), 105–119.

Baernholdt, M., & Mark, B. A. (2009). The nurse work environment, job satisfaction and turnover rates in rural and urban nursing units. *Journal of Nursing Management*, *17*(8), 994–1001.

Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis. *International Journal of Management Reviews*, *19*(1), 31–53.

Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, *20*(1), 4–28.

Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, *13*(3), 209–223.

Bal, P. M., Kooij, D. T. A. M., & De Jong, S. B. (2013). How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies*, *50*(4), 545–572.

Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, *26*(3), 197–218.

Barnett, M. L. (2007). Stakeholder influence capacity and the variability of financial returns to corporate social responsibility. *Academy of Management Review*, *32*(3), 794–816.

Bapat, S., & Upadhyay, P. (2021). Implications of CSR initiatives on employee engagement. *Social Responsibility Journal, 17*(2), 149-163.

Barauskaite, G., & Streimikiene, D. (2021). Corporate social responsibility and financial performance of companies: The puzzle of concepts, definitions and assessment methods. *Corporate Social Responsibility and Environmental Management, 28*(1), 278-287.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*(1), 99–120.

Baron, D. P. (2001). Private politics, corporate social responsibility, and integrated strategy. *Journal of Economics & Management Strategy*, *10*(1), 7–45.

Barrena-Martínez, J., López-Fernández, M., & Romero-Fernández, P. M. (2019). Towards a configuration of socially responsible human resource management policies and practices: findings from an academic consensus. *The International Journal of Human Resource Management*, *30*(17), 2544–2580.

Barrena-Martinez, J., López-Fernández, M., & Romero-Fernández, P. M. (2019). The link between socially responsible human resource management and intellectual capital. *Corporate Social Responsibility and Environmental Management*, *26*(1), 71–81.

Bartol, K. M., Liu, W., Zeng, X., & Wu, K. (2009). Social exchange and knowledge sharing among knowledge workers: The moderating role of perceived job security. *Management and Organization Review*, *5*(2), 223–240.

Batt, R., & Valcour, P. M. (2003). Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations: A Journal of Economy and Society*, *42*(2), 189–220.

Beck, K., & Wilson, C. (2000). Development of affective organizational commitment: A cross-sequential examination of change with tenure. *Journal of Vocational Behavior*, *56*(1), 114–136.

Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, *66*(1), 32–40.

Becker, T. E., Klein, H. J., & Meyer, J. P. (2012). Commitment in organizations: Accumulated wisdom and new directions. In *Commitment in organizations* (pp. 432–465). Routledge.

Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, *39*(4), 555–577.

Bhardwaj, P., Chatterjee, P., Demir, K. D., & Turut, O. (2018). When and how is corporate social responsibility profitable? *Journal of Business Research*, *84*, 206–219.

Biswas, K., Boyle, B., Mitchell, R., & Casimir, G. (2017). A mediated model of the effects of human resource management policies and practices on the intention to promote women: An investigation of the theory of planned behaviour. *The International Journal of Human Resource Management*, *28*(9), 1309–1331.

Blader, S. L., & Tyler, T. R. (2009). Testing and extending the group engagement model: Linkages between social identity, procedural justice, economic outcomes, and extrarole behavior. *Journal of Applied Psychology*, *94*(2), 445–646.

Blau, H. (1964). *The Impossible Theater: A Manifesto*. Macmillan.

Bocquet, R., Le Bas, C., Mothe, C., & Poussing, N. (2017). CSR, innovation, and firm performance in sluggish growth contexts: A firm-level empirical analysis. *Journal of Business Ethics*, *146*(1), 241–254.

Boezeman, E. J., & Ellemers, N. (2007). Volunteering for charity: Pride, respect, and the commitment of volunteers. *Journal of Applied Psychology*, *92*(3), 771-785.

Boezeman, E. J., & Ellemers, N. (2008). Pride and respect in volunteers' organizational commitment. *European Journal of Social Psychology*, *38*(1), 159–172.

Boles, J., Madupalli, R., Rutherford, B., & Andy Wood, J. (2007). The relationship of facets of salesperson job satisfaction with affective organizational commitment. *Journal of Business & Industrial Marketing*, *22*(5), 311–321.

Bombiak, E., & Marciniuk-Kluska, A. (2019). Socially Responsible Human Resource Management as a Concept of Fostering Sustainable Organization-Building: Experiences of Young Polish Companies. *Sustainability*, *11*(4), 1–28.

Boomsma, A. (1983). *On the robustness of LISREL (maximum likelihood estimation) against small sample size and non-normality*. Rijksuniversiteit Groningen.

Bouckaert, G. (2001). Pride and performance in public service: Some patterns of analysis. *International Review of Administrative Sciences*, *67*(1), 15–27.

Boudreau, J. W., & Ramstad, P. M. (2005). Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in Alliance with the Society of Human Resources Management*, *44*(2), 129–136.

Boulouta, I., & Pitelis, C. N. (2014). Who needs CSR? The impact of corporate social responsibility on national competitiveness. *Journal of Business Ethics*, *119*(3), 349–364.

Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management*, *18*(10), 1701–1719.

Branco, M. C., & Rodrigues, L. L. (2006). Corporate Social Responsibility and Resource-Based Perspectives. *Journal of Business Ethics*, *69*(2), 111–132.

Breitsohl, H., & Ruhle, S. (2013). Residual affective commitment to organizations: Concept, causes and consequences. *Human Resource Management Review*, *23*(2), 161–173.

Brewer, M. B. (1991). The social self: On being the same and different at the same time. *Personality and Social Psychology Bulletin*, *17*(5), 475–482.

Buciuniene, I., & Kazlauskaite, R. (2013). *The linkage between HRM , CSR and performance outcomes ˇiu*. 5–24.

Bučiūnienė, I., & Kazlauskaitė, R. (2012). The linkage between HRM, CSR and performance outcomes. *Baltic Journal of Management*, *7*(1), 5–24.

Burrell, G., & Morgan, G. (2017). *Sociological paradigms and organisational analysis: Elements of the sociology of corporate life*. Routledge.

Cacioppe, R., Forster, N., & Fox, M. (2008). A survey of managers' perceptions of corporate ethics and social responsibility and actions that may affect companies' success. *Journal of Business Ethics*, *82*(3), 681–700.

Cárdenas, D., & de la Sablonnière, R. (2020). Participating in a new group and the identification processes: The quest for a positive social identity. *British Journal of Social Psychology*, *59*(1), 189–208.

Carlini, J., Grace, D., France, C., & Lo Iacono, J. (2019). The corporate social responsibility (CSR) employer brand process: integrative review and comprehensive model. *Journal of Marketing Management*, 1–24.

Carmeli, A., Gilat, G., & Waldman, D. A. (2007). The role of perceived organizational performance

in organizational identification, adjustment and job performance. *Journal of Management Studies*, *44*(6), 972–992.

Carmeli, A., & Weisberg, J. (2006). Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, *9*(2), 191–206.

Carnevale, D. G. (1988). *Organizational trust: A test of a model of its determinants*. Florida State University.

Carroll, A. B., & Buchholtz, A. K. (2014). *Business and society: Ethics, sustainability, and stakeholder management*. Nelson Education.

Casimir, G., Ngee Keith Ng, Y., Yuan Wang, K., & Ooi, G. (2014). The relationships amongst leader-member exchange, perceived organizational support, affective commitment, and in-role performance: A social-exchange perspective. *Leadership & Organization Development Journal*, *35*(5), 366–385.

Caudron, S. (1996). How pay launched performance. *Personnel Journal*, *75*(9), 70–75.

Cavaco, S., & Crifo, P. (2014). CSR and financial performance: Complementarity between environmental, social and business behaviours. *Applied Economics*, *46*(27), 3323–3338.

Celma, D., Martinez-Garcia, E., & Raya, J. M. (2018). Socially responsible HR practices and their effects on employees' wellbeing: Empirical evidence from Catalonia, Spain. *European Research on Management and Business Economics*, *24*(2), 82–89.

Chaudhary, R. (2017). CSR and turnover intentions: examining the underlying psychological mechanisms. *Social Responsibility Journal*, *13*(3), 643–660.

Chaudhary, R., & Akhouri, A. (2019). CSR perceptions and employee creativity: examining serial mediation effects of meaningfulness and work engagement. *Social Responsibility Journal*, *15*(1), 61–74.

Chen, Z. X., Aryee, S., & Lee, C. (2005). Test of a mediation model of perceived organizational support. *Journal of Vocational Behavior*, *66*(3), 457–470.

Chew, J., & Chan, C. C. A. (2008). Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, *29*(6), 503–522.

Cho, S. J., Chung, C. Y., & Young, J. (2019). Study on the Relationship between CSR and Financial Performance. *Sustainability*, *11*(2), 1–26.

Cho, Y. J., & Lewis, G. B. (2012). Turnover intention and turnover behavior: Implications for retaining federal employees. *Review of Public Personnel Administration*, *32*(1), 4–23.

Cho, Y. J., & Song, H. J. (2017). Determinants of turnover intention of social workers: Effects of emotional labor and organizational trust. *Public Personnel Management*, *46*(1), 41–65.

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, *64*(1), 89–136.

Chughtai, A. A., & Buckley, F. (2009). Linking trust in the principal to school outcomes: The mediating role of organizational identification and work engagement. *International Journal of*

Educational Management, *23*(7), 574–589.

Cochran, W. G. (1977). The combination of estimates from different experiments. In 3rd (Ed.), *sampling techniques*. John Wiley and Sons.

Colakoglu, S., Lepak, D. P., & Hong, Y. (2006). Measuring HRM effectiveness: Considering multiple stakeholders in a global context. *Human Resource Management Review*, *16*(2), 209–218.

Colarelli, S. M. (1984). Methods of communication and mediating processes in realistic job previews. *Journal of Applied Psychology*, *69*(4), 633.

Colquitt, J. A., Baer, M. D., Long, D. M., & Halvorsen-Ganepola, M. D. K. (2014). Scale indicators of social exchange relationships: A comparison of relative content validity. *Journal of Applied Psychology*, *99*(4), 599–618.

Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance. *Journal of Applied Psychology*, *92*(4), 909-927.

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, *98*(2), 199-236.

Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of Occupational Psychology*, *53*(1), 39–52.

Cooke, F. L., & He, Q. (2010). Corporate social responsibility and HRM in China: A study of textile and apparel enterprises. *Asia Pacific Business Review*, *16*(3), 355–376.

Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of Applied Psychology*, *95*(5), 834-848.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, *31*(6), 874–900.

de Jong, M. D. T., & van der Meer, M. (2017). How does it fit? Exploring the congruence between organizations and their corporate social responsibility (CSR) activities. *Journal of Business Ethics*, *143*(1), 71–83.

De Maesschalck, R., Jouan-Rimbaud, D., & Massart, D. L. (2000). The mahalanobis distance. *Chemometrics and Intelligent Laboratory Systems*, *50*(1), 1–18.

De Roeck, K., El Akremi, A., & Swaen, V. (2016). Consistency Matters! How and When Does Corporate Social Responsibility Affect Employees' Organizational Identification? *Journal of Management Studies*, *53*(7), 1141–1168.

DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, *63*(12), 1349–1355.

Decoster, S., Camps, J., Stouten, J., Vandevyvere, L., & Tripp, T. M. (2013). Standing by Your Organization: The Impact of Organizational Identification and Abusive Supervision on

Followers' Perceived Cohesion and Tendency to Gossip. *Journal of Business Ethics*, *118*(3), 623–634.

Deephouse, D. L., & Jaskiewicz, P. (2013). Do family firms have better reputations than non-family firms? An integration of socioemotional wealth and social identity theories. *Journal of Management Studies*, *50*(3), 337–360.

Del Mar Ramos-González, M., Rubio-Andrés, M., & Sastre-Castillo, M. Á. (2021). Effects of socially responsible human resource management (SR-HRM) on innovation and reputation in entrepreneurial SMEs. *International Entrepreneurship and Management Journal*, 1-29.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, *86*(3), 499-512.

Deng, X., Long, X., Schuler, D. A., Luo, H., & Zhao, X. (2020). External corporate social responsibility and labor productivity: AS-curve relationship and the moderating role of internal CSR and government subsidy. *Corporate Social Responsibility and Environmental Management*, *27*(1), 393–408.

DeTienne, K. B., Agle, B. R., Phillips, J. C., & Ingerson, M.-C. (2012). The impact of moral stress compared to other stressors on employee fatigue, job satisfaction, and turnover: An empirical investigation. *Journal of Business Ethics*, *110*(3), 377–391.

Diaz-Carrion, R., López-Fernández, M., & Romero-Fernandez, P. M. (2019). Evidence of different models of socially responsible HRM in Europe. *Business Ethics: A European Review*, *28*(1), 1–18.

Diffie-Couch, P. (1984). Building a feeling of trust in the company. *Supervisory Management*, *29*(4), 31–36.

Dijkstra, T. K., & Henseler, J. (2015). Consistent partial least squares path modeling. *MIS Quarterly*, *39*(2), 297–316.

dos Santos Alves, D. F., da Silva, D., & de Brito Guirardello, E. (2017). Nursing practice environment, job outcomes and safety climate: a structural equation modelling analysis. *Journal of Nursing Management*, *25*(1), 46–55.

Du, S., Bhattacharya, C. B., & Sen, S. (2010). Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International Journal of Management Reviews*, *12*(1), 8–19.

Dupont, C., Ferauge, P., & Giuliano, R. (2013). The impact of corporate social responsibility on human resource management: GDF SUEZ's case. *International Business Research*, *6*(12), 145–155.

Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of Management Journal*, *34*(3), 517–554.

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational Images and Member Identification. *Administrative Science Quarterly*, *39*(2), 239-263.

Dutton, J. E., Roberts, L. M., & Bednar, J. (2010). Pathways for positive identity construction at work: Four types of positive identity and the building of social resources. *Academy of Management Review*, *35*(2), 265–293.

Edwards, M. R. (2009). HR, perceived organisational support and organisational identification: an analysis after organisational formation. *Human Resource Management Journal*, *19*(1), 91–115.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, *86*(1), 42–51.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, *75*(1), 51–59.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, *71*(3), 500–507.

Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. (2010). Leader–member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. *Journal of Applied Psychology*, *95*(6), 1085.

El Akremi, A., Gond, J.-P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management*, *44*(2), 619–657.

ElGammal, W., El-Kassar, A.-N., & Canaan Messarra, L. (2018). Corporate ethics, governance and social responsibility in MENA countries. *Management Decision*, *56*(1), 273–291.

Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, *2*(1), 335–362.

Ertürk, A. (2014). Influences of HR practices, social exchange, and trust on turnover intentions of public IT professionals. *Public Personnel Management*, *43*(1), 140–175.

Eschleman, K. J., Bowling, N. A., Michel, J. S., & Burns, G. N. (2014). Perceived intent of supervisor as a moderator of the relationships between abusive supervision and counterproductive work behaviours. *Work and Stress*, *28*(4), 362–375.

Estifo, Z. G., Fan, L., & Faraz, N. A. (2019). *Exploring the Link Between Socially Responsible HRM and Affective Commitment of Employees in Ethiopian Context*. *11*(9), 124–134.

Eva, N., Newman, A., Miao, Q., Wang, D., & Cooper, B. (2020). Antecedents of duty orientation and follower work behavior: The interactive effects of perceived organizational support and ethical leadership. *Journal of Business Ethics*, *161*(3), 627–639.

Fallatah, F., Student, D., Laschinger, H. K. S., Labatt, A., Read, E. A., & Candidate, D. (2016). The effects of authentic leadership, organizational identification, and occupational coping self-efficacy on new graduate nurses' job turnover intentions in Canada. *Nursing Outlook*, *62*(2), 172– 183.

Farh, J.-L., Hackett, R. D., & Liang, J. (2007). Individual-level cultural values as moderators of perceived organizational support–employee outcome relationships in China: Comparing the effects of power distance and traditionality. *Academy of Management Journal*, *50*(3), 715–729.

Farid, T., Iqbal, S., Ma, J., Castro-González, S., Khattak, A., & Khan, M. K. (2019). Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The

mediating effects of organizational justice. *International journal of environmental research and public health, 16*(10), 1-16.

Farooq, M., Farooq, O., & Cheffi, W. (2019). How do employees respond to the CSR initiatives of their organizations: empirical evidence from developing countries. *Sustainability*, *11*(9), 1–14.

Farooq, M., Farooq, O., & Jasimuddin, S. M. (2014). *Employees response to corporate social responsibility : Exploring the role of employees ' collectivist orientation. 32*(6), 916–927.

Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The Impact of Corporate Social Responsibility on Organizational Commitment: Exploring Multiple Mediation Mechanisms. *Journal of Business Ethics*, *125*(4), 563–580.

Farrell, A. M. (2010). Insufficient discriminant validity: A comment on Bove, Pervan, Beatty, and Shiu (2009). *Journal of Business Research*, *63*(3), 324–327.

Fatima, M. (2017). A comparative study of CSR in Pakistan! *Asian Journal of Business Ethics*, *6*(1), 81–129.

Fearon, C., McLaughlin, H., & Morris, L. (2013). Conceptualising work engagement: An individual, collective and organisational efficacy perspective. *European Journal of Training and Development*, *37*(3), 244–256.

Feldman, D. C., & Ng, T. W. H. (2007). Careers: Mobility, embeddedness, and success. *Journal of Management*, *33*(3), 350–377.

Fenwick, T., & Bierema, L. (2008). Corporate social responsibility: issues for human resource development professionals. *International Journal of Training and Development*, *12*(1), 24–35.

Ferreira, P., & Oliveira, E. R. De. (2014). *Does corporate social responsibility impact on employee engagement ? 26*(3/4), 232–247.

Fifka, M. S., Kühn, A., & Stiglbauer, M. (2018). "One size fits all"? Convergence in international corporate social responsibility communication—A comparative study of CSR mission statements in the United States and India. *Journal of Public Affairs*, *18*(3), 1–16.

Fineman, S. (2006). On being positive: Concerns and counterpoints. *Academy of Management Review*, *31*(2), 270–291.

Fischer, K. W., & Tangney, J. P. (1995). Self-conscious emotions and the affect revolution: Framework and overview. *Self-Conscious Emotions: The Psychology of Shame, Guilt, Embarrassment, and Pride*, 3–22.

Fishbein, M., & Ajzen, I. (1975). Belief, attitude. *Intention and Behavior: An Introduction to Theory and Research*.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50.

Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Internet Research*, *29*(3), 430–447.

Frémeaux, S., & Michelson, G. (2011). 'No strings attached': Welcoming the existential gift in business. *Journal of Business Ethics*, *99*(1), 63–75.

Frenkel, S., Restubog, S. L. D., & Bednall, T. (2012). How employee perceptions of HR policy and practice influence discretionary work effort and co-worker assistance: evidence from two organizations. *The International Journal of Human Resource Management, 23*(20), 4193-4210.

Friedman, R. A. (1993). Bringing mutual gains bargaining to labor negotiations: The role of trust, understanding, and control. *Human Resource Management*, *32*(4), 435–459.

Gabarro, A., & Athos, P. (1978). *Interpersonal Relations and Communications*. Prentice Hall.

Gahlawat, N., & Kundu, S. C. (2018). Exploring the connection between socially responsible hrm and citizenship behavior of employees in indian context. *Journal of Indian Business Research*. *13* (1), 79-91.

Gamlen, A., & McIntyre, C. (2018). Mixing methods to explain emigration policies: A post-positivist perspective. *Journal of Mixed Methods Research*, *12*(4), 374–393.

Gao, L., Janssen, O., & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly*, *22*(4), 787–798.

George, D. (2011). *SPSS for windows step by step: A simple study guide and reference, 17.0 update, 10/e*. Pearson Education India.

George, N. A., Aboobaker, N., & Edward, M. (2021). Corporate social responsibility, organizational trust and commitment: a moderated mediation model. *Personnel Review, 50* (4), 1093-1111.

Glavas, A., & Godwin, L. N. (2013). Is the Perception of "Goodness" Good Enough? Exploring the Relationship Between Perceived Corporate Social Responsibility and Employee Organizational Identification. *Journal of Business Ethics*, *114*(1), 15–27.

Glebbeek, A. C., & Bax, E. H. (2004). Is high employee turnover really harmful? An empirical test using company records. *Academy of Management Journal*, *47*(2), 277–286.

Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 61–81.

Golembiewski, R. T., & McConkie, M. (1975). The centrality of interpersonal trust in group processes. In *Theories of group processes*. Wiley.

Gond, J.-P., El-Akremi, A., Igalens, J., & Swaen, V. (2010). Corporate social responsibility influence on employees. *International Center for Corporate Social Responsibility*, *54*, 1–47.

Gordon, B. S., Yoshida, M., Nakazawa, M., & Bass, J. (2019). The Role of Pride Feelings in the Team and Fan Community Identification Processes: An Empirical Examination in Professional Sport. *Corporate Reputation Review*, 1–19.

Gorgievski, M. J., Bakker, A. B., & Schaufeli, W. B. (2010). Work engagement and workaholism: Comparing the self-employed and salaried employees. *The Journal of Positive Psychology*, *5*(1), 83–96.

Gould-Williams, J. (2003). The importance of HR practices and workplace trust in achieving superior performance: a study of public-sector organizations. *International Journal of Human Resource Management*, *14*(1), 28–54.

Gould-Williams, J., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes: An analysis of public sector workers. *Public Management Review*, *7*(1), 1–24.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161–178.

Gouldner, H. P. (1960). Dimensions of organizational commitment. *Administrative Science Quarterly*, 468–490.

Gouthier, M. H. J., & Rhein, M. (2011). Organizational pride and its positive effects on employee behavior. *Journal of Service Management*, *22*(5), 633–649.

Graen, G. B. (2008). Enriched engagement through assistance to systems' change: A proposal. *Industrial and Organizational Psychology*, *1*(1), 74–75.

Graen, G., & Cashman, J. F. (1975). A role-making model of leadership in formal organizations: A developmental approach. *Leadership Frontiers*, *143*, 165.

Gray, D. E. (2016). *Doing research in the business world*. Sage.

Greenberg, J. (1999). *Managing behavior in organizations: Science in service to practice*. Prentice Hall Upper Saddle River, NJ.

Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & Society*, *39*(3), 254–280.

Griffeth, R. W., & Hom, P. W. (1995). The employee turnover process. *Research in Personnel and Human Resources Management*, *13*(3), 245–293.

Grover, S. L., & Crooker, K. J. (1995). Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents and non-parents. *Personnel Psychology*, *48*(2), 271–288.

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of Qualitative Research*, *2*(163–194), 105–117.

Guest, D., & Conway, N. (2001). *Employer perceptions of the psychological contract*. CIPD Publishing.

Guest, D. E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. *Applied Psychology*, *53*(4), 541–555.

Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, *27*(1), 22–38.

Gupta, N., & Sharma, V. (2016a). Exploring employee engagement—A way to better business performance. *Global Business Review*, *17*(3_suppl), 45S-63S.

Gupta, N., & Sharma, V. (2016b). The relationship between corporate social responsibility and employee engagement and its linkage to organizational performance: A conceptual model. *IUP Journal of Organizational Behavior*, *15*(3), 59–75.

Guzzo, R. A., & Noonan, K. A. (1994). Human resource practices as communications and the

psychological contract. *Human Resource Management*, *33*(3), 447–462.

Haas, D. F., & Deseran, F. A. (1981). Trust and symbolic exchange. *Social Psychology Quarterly*, 3–13.

Hair, J., Black, W.C., Babin, B., & Anderson, R. (2010). *Multivariate data analysis 7th edth ed*. Upper Saddle River (NJ): Prentice Hall.

Hair, J., Black, W.C., Babin, B., & Anderson, R. (2019). *Multivariate data analysis 8th edth ed*. Boston: Cengage.

Hair, J. F. J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.

Hair, Joe F, Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, *19*(2), 139–152.

Hair, Joseph F, Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, *45*(5), 616–632.

Hair, Joseph F, Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24.

Hair Jr, J F, Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM): Sage Pubns*.

Hair Jr, Joseph F, Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis. vectors, 7th Editio*. Pearson Prentice Hall.

Hakanen, J. J., Perhoniemi, R., & Toppinen-Tanner, S. (2008). Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness. *Journal of Vocational Behavior*, *73*(1), 78–91.

Hallak, R., & Assaker, G. (2016). Using partial least squares structural equation modeling (PLS-SEM) in tourism research. *Management Science in Hospitality and Tourism: Theory, Practice, and Applications*, 99–124.

Hallberg, U. E., & Schaufeli, W. B. (2006). "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist*, *11*(2), 119–127.

Hameed, I., Riaz, Z., Arain, G. A., & Farooq, O. (2016). How do internal and external CSR affect employees' organizational identification? A perspective from the group engagement model. *Frontiers in Psychology*, *7*, 1–13.

Hamid, S., Riaz, Z., & Azeem, S. M. W. (2020). Carroll's dimensions and CSR disclosure: empirical evidence from Pakistan. *Corporate Governance: The International Journal of Business in Society*. *20*(3), 365-381.

Hansen, S. D., Dunford, B. B., Boss, A. D., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of Business Ethics*, *102*(1), 29–45.

Harris, C. M., Lavelle, J. J., & McMahan, G. C. (2018). The effects of internal and external sources of justice on employee turnover intention and organizational citizenship behavior toward clients and workgroup members. *The International Journal of Human Resource Management*, 1–24.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, *87*(2), 268-279.

Hasan, M. N. (2016). Positivism: to what extent does it aid our understanding of the contemporary social world? *Quality & Quantity*, *50*(1), 317–325.

Hansen, S. D., Dunford, B. B., Boss, A. D., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of business ethics, 102*(1), 29-45.

Hashim, K. F., & Tan, F. B. (2015). The mediating role of trust and commitment on members' continuous knowledge sharing intention: A commitment-trust theory perspective. *International Journal of Information Management*, *35*(2), 145–151.

Hayes, A. F., & Preacher, K. J. (2010). Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear. *Multivariate Behavioral Research*, *45*(4), 627–660.

Hayes, A. F., & Rockwood, N. J. (2017). Regression-based statistical mediation and moderation analysis in clinical research: Observations, recommendations, and implementation. *Behaviour Research and Therapy*, *98*, 39–57.

He, J., & Kim, H. (2021). The Effect of Socially Responsible HRM on Organizational Citizenship Behavior for the Environment: A Proactive Motivation Model. *Sustainability, 13*(14), 1-21.

Helm, S. (2013). A matter of reputation and pride: Associations between perceived external reputation, pride in membership, job satisfaction and turnover intentions. *British Journal of Management*, *24*(4), 542–556.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135.

Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, *87*(3), 474–487.

Hill, C. (2004). Pride before profit. A review of the factors affecting employee pride and engagement. *A CHA Report, London, Available at: Www. Docstoc. Com/Docs/32468319/Pride-Before-Profit (Accessed February 8, 2014)*.

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*(3), 513–524.

Hofman, P. S., & Newman, A. (2014). The impact of perceived corporate social responsibility on organizational commitment and the moderating role of collectivism and masculinity: Evidence from China. *The International Journal of Human Resource Management*, *25*(5), 631–652.

Hogg, M. A. (2016). Social identity theory. In *Understanding peace and conflict through social*

identity theory (pp. 3–17). Springer.

Hogg, M. A., & Terry, D. I. (2000). Social identity and self-categorization processes in organizational contexts. *Academy of Management Review*, *25*(1), 121–140.

Hogg, M. A., & Terry, D. J. (2001). *Social identity theory and organizational processes*. Psychology Press.

Hogh, A., Hoel, H., & Carneiro, I. G. (2011). Bullying and employee turnover among healthcare workers: a three-wave prospective study. *Journal of Nursing Management*, *19*(6), 742–751.

Holme, R., & Watts, P. (2000). *Corporate social responsibility: making good business sense*. WBCSD.

Horton, N. J., & Kleinman, K. P. (2007). Much ado about nothing: A comparison of missing data methods and software to fit incomplete data regression models. *The American Statistician*, *61*(1), 79–90.

Hu, X., & Jiang, Z. (2016). Employee-oriented HRM and voice behavior: a moderated mediation model of moral identity and trust in management. *International Journal of Human Resource Management*, *5192*(November), 1–26.

Hu, X., & Jiang, Z. (2018). Employee-oriented HRM and voice behavior: a moderated mediation model of moral identity and trust in management. *The International Journal of Human Resource Management*, *29*(5), 746–771.

Huang, X., & Guo, L. (2019). Impact of Perceived Corporate Social Responsibility on Organizational Citizenship Behavior: The Mediating Role of Organizational Trust. *5th Annual International Conference on Social Science and Contemporary Humanity Development (SSCHD 2019)*.

Huffman, A. H., Adler, A. B., Dolan, C. A., & Castro, C. A. (2005). The impact of operations tempo on turnover intentions of Army personnel. *Military Psychology*, *17*(3), 175–202.

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal, 20*(2), 195–204.

Hung, C., Wu, P., Liu, N., Hsu, W., Lee, B., & Pai, H. (2019). The effect of gender-friendliness barriers on perceived image in nursing and caring behaviour among male nursing students. *Journal of Clinical Nursing*, *28*(9–10), 1465–1472.

Hunter, L. W., & Katz, H. C. (2012). The impact of globalization on human resource management and employment relations in the US automobile and banking industries. *The International Journal of Human Resource Management*, *23*(10), 1983–1998.

Hur, W., Moon, T., & Choi, W. (2019). When are internal and external corporate social responsibility initiatives amplified? Employee engagement in corporate social responsibility initiatives on prosocial and proactive behaviors. *Corporate Social Responsibility and Environmental Management*, *26*(4), 849–858.

Hur, Y. (2013). Turnover, voluntary turnover, and organizational performance: Evidence from municipal police departments. *Public Administration Quarterly*, 3–35.

Idowu, S. O., & Leal Filho, W. (2009). *Professionals' perspectives of corporate social*

responsibility. Springer.

Im, S., & Chung, Y. (2018). Employee Volunteering Meaningfulness and Organizational Citizenship Behavior: Exploring the Effects of Organizational Support, Pride, and Trust. *Sustainability*, *10*(12), 4835.

Iqbal, K., Zahid, M. S., & Arif, M. (2019). How Does Socially Responsible Human Resource Management Influence Employee Well-Being? In *Responsible Business in Uncertain Times and for a Sustainable Future* (pp. 207–218). Springer.

Iqbal, S., Farid, T., Ma, J., Khattak, A., & Nurunnabi, M. (2018). The impact of authentic leadership on organizational citizenship behaviours and the mediating role of corporate social responsibility in the banking sector of Pakistan. *Sustainability*, *10*(7), 1-11.

Irum, F., Javed, A., Hashim, S., Rehman, K., & Jamil, S. (2015). Distributive justice perceptions as predictor of turnover intention of bank employees (A case study of private, commercial banks in Dera Ismail Khan). *Available at SSRN 2704735*.

Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, *19*(12), 2133–2154.

Jamali, D. R., El Dirani, A. M., & Harwood, I. A. (2015a). Exploring human resource management roles in corporate social responsibility: The CSR-HRM co-creation model. *Business Ethics*, *24*(2), 125–143.

Jamali, D. R., El Dirani, A. M., & Harwood, I. A. (2015b). Exploring human resource management roles in corporate social responsibility: the CSR-HRM co-creation model. *Business Ethics: A European Review*, *24*(2), 125–143.

Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, *58*(6), 705–714.

Javeria, A., Siddiqui, S. H., & Rasheed, R. (2019). Towards Green Banking in Pakistan: Problems, Players and Prospects. *Pakistan Journal of Social Sciences (PJSS)*, *39*(2), 363–376.

Jia, Y., Yan, J., Liu, T., & Huang, J. (2019). How does internal and external CSR affect employees' work engagement? Exploring multiple mediation mechanisms and boundary conditions. *International journal of environmental research and public health, 16*(14), 2476.

Jiang, J., Wang, S., & Zhao, S. (2012). Does HRM facilitate employee creativity and organizational innovation? A study of Chinese firms. *The International Journal of Human Resource Management*, *23*(19), 4025–4047.

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, *55*(6), 1264–1294.

Jiang, Z., Gollan, P. J., & Brooks, G. (2017). Relationships between organizational justice, organizational trust and organizational commitment: a cross-cultural study of China, South Korea and Australia. *The International Journal of Human Resource Management*, *28*(7), 973–1004.

John, A., Qadeer, F., Shahzadi, G., & Jia, F. (2019). Getting paid to be good: How and when employees respond to corporate social responsibility? *Journal of Cleaner Production*, *215*, 784–795.

Johns, J. L. (1996). A concept analysis of trust. *Journal of Advanced Nursing*, *24*(1), 76–83.

Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational and Organizational Psychology*, *83*(4), 857–878.

Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, *57*(2), 383–404.

Jones, E., Chonko, L., Rangarajan, D., & Roberts, J. (2007). The role of overload on job attitudes, turnover intentions, and salesperson performance. *Journal of Business Research*, *60*(7), 663–671.

Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, *24*(15), 3002–3019.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692–724.

Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human Relations*, *45*(4), 321–349.

Karanika-Murray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. *Journal of Managerial Psychology*, *30*(8), 1019–1033.

Kashif, M., Zarkada, A., & Thurasamy, R. (2017). Customer aggression and organizational turnover among service employees: The moderating role of distributive justice and organizational pride. *Personnel Review*, *46*(8), 1672–1688.

Katou, A. A. (2017). How does human resource management influence organisational performance? An integrative approach-based analysis. *International Journal of Productivity and Performance Management*, *66*(6), 797–821.

Kelloway, E. K. (1998). *Using LISREL for structural equation modeling: A researcher's guide*. Sage.

Khan, A. S., & Rasheed, F. (2015). Human resource management practices and project success, a moderating role of Islamic Work Ethics in Pakistani project-based organizations. *International Journal of Project Management*, *33*(2), 435–445.

Khan, M., Sarwar, S., & Khan, H. (2018). Impact of corporate social responsibility on job attitudes: Job satisfaction and organizational commitment of banking sector employees of Pakistan. *SEISENSE Journal of Management*, *1*(3), 28–47.

Khan, S., & Yunis, M. S. (2019). Determinants of Corporate Social Responsibility Disclosure: The

Case of Banking Sector in Pakistan. *Journal of Business & Economics*, *11*(1), 101–121.

Khan, Z., Ferguson, D., & Pérez, A. (2015). Customer responses to CSR in the Pakistani banking industry. *International Journal of Bank Marketing*, *33*(4), 471–493.

Kim, B., & Han, I. (2011). The role of utilitarian and hedonic values and their antecedents in a mobile data service environment. *Expert Systems with Applications*, *38*(3), 2311–2318.

Kim, H., & Qu, H. (2020). The mediating roles of gratitude and obligation to link employees' social exchange relationships and prosocial behavior. *International Journal of Contemporary Hospitality Management*, *32*(2), 644–664.

Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, *37*(4), 558–583.

Kim, S. (2012). The impact of human resource management on state government IT employee turnover intentions. *Public Personnel Management*, *41*(2), 257–279.

Kinicki, A. J., Carson, K. P., & Bohlander, G. W. (1992). Relationship between an organization's actual human resource efforts and employee attitudes. *Group & Organization Management*, *17*(2), 135–152.

Kitchen, P. J. (1999). *Marketing communications: Principles and practice*. Cengage Learning EMEA.

Kline, R. B. (2011). *Principles and practice of structural equation modeling 3 rd ed*. New York, NY, The Guilford Press.

Kolk, A. (2016). The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business*, *51*(1), 23–34.

Kooij, D. T. A. M., & Boon, C. (2018). Perceptions of HR practices, person–organisation fit, and affective commitment: The moderating role of career stage. *Human Resource Management Journal*, *28*(1), 61–75.

Kooij, D. T. A. M., Jansen, P. G. W., Dikkers, J. S. E., & De Lange, A. H. (2010). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, *31*(8), 1111–1136.

Kottler, P., & Lee, N. (2005). Corporate social responsibility: Doing the most good for your company and your cause. *John Wiley & Sons.*

Kraemer, T., & HJ Gouthier, M. (2014). How organizational pride and emotional exhaustion explain turnover intentions in call centers: A multi-group analysis with gender and organizational tenure. *Journal of Service Management*, *25*(1), 125–148.

Kramer, M. R., & Porter, M. (2011). Creating shared value. *Harvard Business Review*, *89*(1/2), 62–77.

Krejcie, R. V, & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, *30*(3), 607–610.

Kundu, S. C., & Gahlawat, N. (2015). Socially responsible HR practices and employees' intention

to quit: The mediating role of job satisfaction. *Human Resource Development International*, *18*(4), 387–406.

Kundu, S. C., & Gahlawat, N. (2016). Effects of socially responsible HR practices on employees' work attitudes. *International Journal of Human Resources Development and Management*, *16*(3–4), 140–160.

Kundu, S. C., Mor, A., Bansal, J., & Kumar, S. (2019). Diversity focused HR practices and perceived firm performance: mediating role of procedural justice. *Journal of Asia Business Studies*, *13*(2), 214–239.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, *43*(6), 1854–1884.

Kuvaas, B., & Dysvik, A. (2010). Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes. *Human Resource Management Journal*, *20*(2), 138–156.

Lacity, M., Rudramuniyaiah, P., & Iyer, V. (2008). Understanding turnover among Indian IS professionals. In *Offshore Outsourcing of IT Work* (pp. 209–244). Springer.

Lam, S. S. K., Schaubroeck, J., & Aryee, S. (2002). Relationship between organizational justice and employee work outcomes: a cross-national study. *Journal of Organizational Behavior*, *23*(1), 1–18.

Laskar, N., & Maji, S. G. (2016). Corporate sustainability reporting practices in India: myth or reality? *Social Responsibility Journal*, *12*(4), 625–641.

Lechuga Sancho, M. P., Martínez-Martínez, D., Larran Jorge, M., & Herrera Madueno, J. (2018). Understanding the link between socially responsible human resource management and competitive performance in SMEs. *Personnel Review*, *47*(6), 1211–1243.

Lee, C.-K., Song, H.-J., Lee, H.-M., Lee, S., & Bernhard, B. J. (2013). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, *33*, 406–415.

Lee, E.-S., Park, T.-Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, *141*(5), 1049–1080.

Lee, M. P. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Reviews*, *10*(1), 53–73.

Lee, T. W., & Maurer, S. D. (1997). The retention of knowledge workers with the unfolding model of voluntary turnover. *Human Resource Management Review*, *7*(3), 247–275.

Lee, T. W., & Mowday, R. T. (1987). Voluntarily leaving an organization: An empirical investigation of Steers and Mowday's model of turnover. *Academy of Management Journal*, *30*(4), 721–743.

Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 370–390.

Lewicki, R. J., & Bunker, B. B. (1995). *Trust in relationships: A model of development and decline.* Jossey-Bass.

Liang, H., & Renneboog, L. (2017). On the foundations of corporate social responsibility. *The Journal of Finance*, *72*(2), 853–910.

Lin, C.-P., & Liu, M.-L. (2017). Examining the effects of corporate social responsibility and ethical leadership on turnover intention. *Personnel Review*, *46*(3), 526–550.

Lin, C.-P., Lyau, N.-M., Tsai, Y.-H., Chen, W.-Y., & Chiu, C.-K. (2010). Modeling corporate citizenship and its relationship with organizational citizenship behaviors. *Journal of Business Ethics*, *95*(3), 357–372.

Liu, Y., Loi, R., & Ngo, H. (2018). Linking organizational social exchange to intention to leave: Does normative commitment matter? *The International Journal of Human Resource Management*, 1–21.

Locke, L. F., Silverman, S. J., & Spirduso, W. W. (2009). *Reading and understanding research.* Sage Publications.

Loi, R., Chan, K. W., & Lam, L. W. (2014). *Leader – member exchange , organizational identification , and job satisfaction : A social identity perspective.* 42–61.

Loi, R., Mao, Y., & Ngo, H. (2009). Linking leader-member exchange and employee work outcomes: The mediating role of organizational social and economic exchange. *Management and Organization Review*, *5*(3), 401–422.

López-Fernández, M., Romero-Fernández, P. M., & Aust, I. (2018). Socially Responsible Human Resource Management and Employee Perception: The Influence of Manager and Line Managers. *Sustainability*, *10*(12), 1–19.

Lu, V. N., Capezio, A., Restubog, S. L. D., Garcia, P. R. J. M., & Wang, L. (2016). In pursuit of service excellence: Investigating the role of psychological contracts and organizational identification of frontline hotel employees. *Tourism Management*, *56*, 8–19.

Luchak, A. A., & Gellatly, I. R. (2007). A comparison of linear and nonlinear relations between organizational commitment and work outcomes. *Journal of Applied Psychology*, *92*(3), 786–793.

Luthans, F., & Youssef, C. M. (2004). *Human, social, and now positive psychological capital management: Investing in people for competitive advantage.* *33*(2), 143–160.

Lythreatis, S., Mostafa, A. M. S., & Wang, X. (2019). Participative leadership and organizational identification in SMEs in the MENA Region: Testing the roles of CSR perceptions and pride in membership. *Journal of Business Ethics*, *156*(3), 635–650.

Lyubovnikova, J., West, T. H. R., Dawson, J. F., & West, M. A. (2018). Examining the indirect effects of perceived organizational support for teamwork training on acute health care team productivity and innovation: The role of shared objectives. *Group & Organization Management*, *43*(3), 382–413.

Ma, B., Liu, S., Liu, D., & Wang, H. (2016). Job security and work performance in Chinese employees: The mediating role of organisational identification. *International Journal of Psychology*, *51*(2), 123–129.

Ma, J., Zhou, X., & Mu, Z. (2020). Can abusive supervision motivate customer-oriented service sabotage? A multilevel research. *The Service Industries Journal*, 1–22.

Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2011). *Employee engagement: Tools for analysis, practice, and competitive advantage* (Vol. 31). John Wiley & Sons.

MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation analysis. *Annu. Rev. Psychol.*, *58*, 593–614.

Maertz Jr, C. P., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, *28*(8), 1059–1075.

Manimegalai, S., & Baral, R. (2018). Examining the mediating role of organizational trust in the relationship between CSR practices and job outcomes. *Social Responsibility Journal*, *14*(3), 433–447.

Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, *31*(2), 586–602.

Masterson, C. R. (2016). *Organizational Pride: A Multi-Method Examination of the Nature, Emergence, and Function of Pride in the Workplace (Doctoral dissertation)*.

Masterson, C. R., Liden, R. C., & Kluemper, D. H. (2017). Peeling Back the Layers: A Multi-Method Investigation of Organizational Pride. *Academy of Management Proceedings*, *2017*(1), 11397.

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, *43*(4), 738–748.

Mateos-Aparicio, G. (2011). Partial least squares (PLS) methods: Origins, evolution, and application to social sciences. *Communications in Statistics-Theory and Methods*, *40*(13), 2305–2317.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, *108*(2), 171–194.

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, *20*(3), 709–734.

McGuire, J. W. (1963). *Business and Society. McGraw Hill: NY P*.

McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, *26*(1), 117–127.

Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment: an integrative literature review. *Human Resource Development Review*, *14*(4), 389–414.

Meyer, J. P., & Allen, N. J. (1984). Testing the" side-bet theory" of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, *69*(3), 372–378.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational

commitment. *Human Resource Management Review*, *1*(1), 61–89.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.

Meyer, J. P., & Allen, N. J. (2004). TCM employee commitment survey academic users guide 2004. *London, Ontario, Canada: The University of Western Ontario, Department of Psychology*.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(3), 299–326.

Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review*, *20*(4), 283–294.

Meyer, J. P., & Smith, C. A. (2000). HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de l'administration*, *17*(4), 319–331.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20–52.

Mikulić, J., & Ryan, C. (2018). Reflective versus formative confusion in SEM based tourism research: A critical comment. *Tourism Management*, *68*, 465–469.

Mills, J., & Clark, M. S. (1982). Exchange and communal relationships. *Review of Personality and Social Psychology*, *3*, 121–144.

Mishra, A. K. (1996). Organizational responses to crisis. *Trust in Organizations: Frontiers of Theory and Research*, 261–287.

Mishra, J., & Morrissey, M. A. (1990). Trust in employee/employer relationships: A survey of West Michigan managers. *Public Personnel Management*, *19*(4), 443–486.

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, *62*(2), 237-240.

Montoya, A. K., & Hayes, A. F. (2017). Two-condition within-participant statistical mediation analysis: A path-analytic framework. *Psychological Methods*, *22*(1), 6–27.

Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal*, *41*(3), 351–357.

Moriano, J. A., Molero, F., Topa, G., & Lévy Mangin, J.-P. (2014). The influence of transformational leadership and organizational identification on intrapreneurship. *International Entrepreneurship and Management Journal*, *10*(1), 103–119.

Morrow, P. C. (2011). Managing organizational commitment: Insights from longitudinal research. *Journal of Vocational Behavior*, *79*(1), 18–35.

Mostafa, A. M. S. (2018). Ethical leadership and organizational citizenship behaviours: the moderating role of organizational identification. *European Journal of Work and Organizational Psychology*, *27*(4), 441–449.

Mostafa, A. M. S., & Gould-Williams, J. S. (2014). Testing the mediation effect of person–organization fit on the relationship between high performance HR practices and employee outcomes in the Egyptian public sector. *The International Journal of Human Resource Management*, *25*(2), 276–292.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover.* San Diego, CA: Academic Press.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior, 14*(2), 224-247.

Mukherjee, K., & Bhattacharya, R. (2013). Exploring the mediating effect of organizational trust between organizational justice dimensions and affective commitment. *Management and Labour Studies*, *38*(1–2), 63–79.

Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, *26*(1), 19–26.

Munir, K., & Naqvi, N. (2013). Pakistan's post-reforms banking sector: A critical evaluation. *Economic and Political Weekly*, 38–42.

Naeem, A., Mirza, N. H., Ayyub, R. M., & Lodhi, R. N. (2019). HRM practices and faculty's knowledge sharing behavior: mediation of affective commitment and affect-based trust. *Studies in Higher Education*, *44*(3), 499–512.

Naeem, M. A., & Welford, R. (2009). A comparative study of corporate social responsibility in Bangladesh and Pakistan. *Corporate Social Responsibility and Environmental Management*, *16*(2), 108–122.

Ndoro, T., & Martins, N. (2019). Employee engagement at a higher education institution in South Africa: Individual, team and organisational levels. *Journal of Psychology in Africa*, *29*(2), 121–125.

Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2015). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: the mediating role of organizational identification. *International Journal of Human Resource Management*, *27*(4), 440–455.

Ng, M. (2016). Examining social exchange among Chinese service workers: the mediating effect of trust in organization. *Asia-Pacific Journal of Business Administration*, *8*(2), 163–176.

Ng, T. W. H. (2015). The incremental validity of organizational commitment, organizational trust, and organizational identification. *Journal of Vocational Behavior*, *88*, 154–163.

Ng, T. W. H., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover. *Personnel Psychology*, *72*(1), 107–137.

Nie, D., Lämsä, A., & Pučėtaitė, R. (2018). Effects of responsible human resource management practices on female employees' turnover intentions. *Business Ethics: A European Review*, *27*(1), 29–41.

Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the "why" of HR

practices: Their effects on employee attitudes and behaviors, and customer satisfaction. *Personnel Psychology*, *61*(3), 503–545.

Nitzl, C. (2016). The use of partial least squares structural equation modelling (PLS-SEM) in management accounting research: Directions for future theory development. *Journal of Accounting Literature*, *37*, 19–35.

Nyhan, R. C. (1999). Increasing affective organizational commitment in public organizations: The key role of interpersonal trust. *Review of Public Personnel Administration*, *19*(3), 58–70.

Onkila, T. (2015). Pride or embarrassment? Employees' emotions and corporate social responsibility. *Corporate Social Responsibility and Environmental Management*, *22*(4), 222–236.

Oo, E., Jung, H., & Park, I.-J. (2018). Psychological factors linking perceived CSR to OCB: the role of organizational pride, collectivism, and person–organization fit. *Sustainability*, *10*(7), 1-16.

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome.* Lexington Books/DC Heath and Com.

Orlitzky, M., Swanson, D. L., & Quartermaine, L.-K. (2006). Normative myopia, executives' personality, and preference for pay dispersion: Toward implications for corporate social performance. *Business & Society*, *45*(2), 149–177.

Osman, I., Ho, T. C. F., & Carmen Galang, M. (2011). The relationship between human resource practices and firm performance: an empirical assessment of firms in Malaysia. *Business Strategy Series*, *12*(1), 41–48.

Ouchi, W. (1981). Theory Z: How American business can meet the Japanese challenge. *Business Horizons*, *24*(6), 82–83.

Paauwe, J., & Farndale, E. (2017). *Strategy, HRM, and performance: a contextual approach*. Oxford University Press.

Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, *32*(3), 326–357.

Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organizational commitment. *Business & Society*, *43*(3), 296–319.

Phillips, R., Freeman, R. E., & Wicks, A. C. (2003). What stakeholder theory is not. *Business Ethics Quarterly*, *13*(4), 479–502.

Pivato, S., Misani, N., & Tencati, A. (2008). The impact of corporate social responsibility on consumer trust: the case of organic food. *Business ethics: A European review, 17*(1), 3-12.

Platonova, E., Asutay, M., Dixon, R., & Mohammad, S. (2018). The impact of corporate social responsibility disclosure on financial performance: Evidence from the GCC Islamic banking sector. *Journal of Business Ethics*, *151*(2), 451–471.

Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust,

and organizational citizenship behaviors. *Journal of Management*, *22*(2), 259–298.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879-903.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of Method Bias in Social Science Research and Recommendations on How to Control It. *Annual Review of Psychology*, *63*(1), 539–569.

Poon, J. M. L. (2012). Distributive Justice, Procedural Justice, Affective Commitment, and Turnover Intention: A Mediation–Moderation Framework 1. *Journal of Applied Social Psychology*, *42*(6), 1505–1532.

Porter, L. W., & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, *80*(2), 151-176.

Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, *84*(12), 78–92.

Pratt, M. G. (1998). Central questions in organizational identification. *Identity in Organizations*, 171–207.

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, *40*(3), 879–891.

Ramli, N. A., Latan, H., & Nartea, G. V. (2018). Why should PLS-SEM be used rather than regression? Evidence from the capital structure perspective. In *Partial least squares structural equation modeling* (pp. 171–209). Springer.

Rao, M. S. (2017). Innovative tools and techniques to ensure effective employee engagement. *Industrial and Commercial Training*, *49*(3), 127–131.

Raza, A., Farrukh, M., Iqbal, M. K., Farhan, M., & Wu, Y. (2021). Corporate social responsibility and employees' voluntary pro-environmental behavior: The role of organizational pride and employee engagement. *Corporate Social Responsibility and Environmental Management, 28*(3), 1104-1116.

Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: connections and consequences. *The International Journal of Human Resource Management*, *24*(14), 2780–2798.

Rego, A., & Pina e Cunha, M. (2008). Workplace spirituality and organizational commitment: an empirical study. *Journal of Organizational Change Management*, *21*(1), 53–75.

Rego, A., Ribeiro, N., & Cunha, M. P. (2010). Perceptions of organizational virtuousness and happiness as predictors of organizational citizenship behaviors. *Journal of Business Ethics*, *93*(2), 215–235.

Rezaeian, A., Tehrani, M., & Lotfi Foroushani, N. (2013). A trust-based study of CS influence on OCB in Iranian Water Resources Management Company: Considering (national) cultural factors. *Journal of Communication Management*, *17*(3), 216–238.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, *87*(4), 698-714.

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, *86*(5), 825-836.

Rhou, Y., Singal, M., & Koh, Y. (2016). CSR and financial performance: The role of CSR awareness in the restaurant industry. *International Journal of Hospitality Management*, *57*, 30–39.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, *53*(3), 617–635.

Richter, A., & Näswall, K. (2018). Job insecurity and trust: Uncovering a mechanism linking job insecurity to well-being. *Work & Stress*, 1–19.

Ringle, C. M., & Sarstedt, M. (2016). Gain more insight from your PLS-SEM results: The importance-performance map analysis. *Industrial Management & Data Systems*, *116*(9), 1865–1886.

Ritzer, G., & Trice, H. M. (1969). An empirical study of Howard Becker's side-bet theory. *Social Forces*, 475–478.

Robertson, R., Gockel, C., & Brauner, E. (2012). Trust your teammates or bosses? Differential effects of trust on transactive memory, job satisfaction, and performance. *Employee Relations*, *35*(2), 222–242.

Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 574–599.

Rodrigues, C., & Krishnamurthy, A. (2021). When subsidiaries follow their parents' CSR focus: the influence of organizational characteristics on CSR towards target groups. *The International Journal of Human Resource Management*, 1-26.

Roozen, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & Society*, *39*(3), 254–280.

Roozen, I., De Pelsmacker, P., & Bostyn, F. (2001). The ethical dimensions of decision processes of employees. *Journal of Business Ethics*, *33*(2), 87–99.

Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, *46*(4), 655–684.

Rouf, M. A., & Akhtaruddin, M. (2018). Factors affecting the voluntary disclosure: a study by using smart PLS-SEM approach. *International Journal of Law and Management*, *60*(6), 1498–1508.

Rousseau, D. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage Publications.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, *2*(2), 121–139.

Rowings, J. E., Federle, M. O., & Birkland, S. A. (1996). Characteristics of the craft workforce.

Journal of Construction Engineering and Management, *122*(1), 83–90.

Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior, 27*(4), 537-543.

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior*, *39*(5), 559–579.

Rupp, D. E., Shao, R., Thornton, M. A., & Skarlicki, D. P. (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology*, *66*(4), 895–933.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600–619.

Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, *25*(2), 155–182.

Saleem, T., Saleem, S., & Jalil, A. (2014). Unweavinghobo syndrome in banking, health and development sector. *Gomal Journal of Medical Sciences*, *12*(4), 227–232.

San Park, J., & Hyun Kim, T. (2009). Do types of organizational culture matter in nurse job satisfaction and turnover intention? *Leadership in Health Services*, *22*(1), 20–38.

Santhanam, N., Kamalanabhan, T. J., Dyaram, L., & Ziegler, H. (2017). Impact of human resource management practices on employee turnover intentions. *Journal of Indian Business Research*, *9*(3), 212–228.

Sarvaiya, H., & Arrowsmith, J. (2021). Exploring the context and interface of corporate social responsibility and HRM. *Asia Pacific Journal of Human Resources*,1-24.

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial least squares structural equation modeling. *Handbook of Market Research*, 1–40.

Saunders, M., Lewis, P., Thornhill, A., & Bristow, A. (2019). *"Research Methods for Business Students" Chapter 4: Understanding research philosophy and approaches to theory development*.

Saunders, M. N. K. (2011). *Research methods for business students, 5/e*. Pearson Education India.

Savage, D. (1982). Trust as a productivity management tool. *Training and Development Journal*, *36*(2), 54–57.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), 293–315.

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, *3*(1), 71–92.

Scheepers, D., & Ellemers, N. (2019). Social Identity Theory. In *Social Psychology in Action* (pp. 129–143). Springer.

Schirmer, N., Ringle, C. M., Gudergan, S. P., & Feistel, M. S. G. (2018). The link between customer satisfaction and loyalty: The moderating role of customer characteristics. *Journal of Strategic Marketing*, *26*(4), 298–317.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, *64*, 361–388.

Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). *An integrative model of organizational trust: Past, present, and future*. Academy of Management Briarcliff Manor, NY 10510.

Sedikides, C., & Strube, M. J. (1997). Self-evaluation: To thine own self be good, to thine own self be sure, to thine own self be true, and to thine own self be better. In *Advances in experimental social psychology* (Vol. 29, pp. 209–269). Elsevier.

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader–member exchange, and employee reciprocity. *Journal of Applied Psychology*, *81*(3), 219–227.

Shah, S. S. A., & Khan, Z. (2019). Corporate social responsibility: a pathway to sustainable competitive advantage? *International Journal of Bank Marketing*, *38*(1), 159–174.

Shahnawaz, M. G., & Goswami, K. (2011). Effect of psychological contract violation on organizational commitment, trust and turnover intention in private and public sector Indian organizations. *Vision*, *15*(3), 209–217.

Shao, D., Zhou, E., Gao, P., Long, L., & Xiong, J. (2019). Double-edged effects of socially responsible human resource management on employee task performance and organizational citizenship behavior: Mediating by role ambiguity and moderating by prosocial motivation. *Sustainability*, *11*(8), 1-16.

Sharif, M., & Rashid, K. (2014). Corporate governance and corporate social responsibility (CSR) reporting: an empirical evidence from commercial banks (CB) of Pakistan. *Quality & Quantity*, *48*(5), 2501–2521.

Shen, J. (2011). Developing the concept of socially responsible international human resource management. *International Journal of Human Resource Management*, *22*(6), 1351–1363.

Shen, J., & Benson, J. (2016). When CSR Is a Social Norm: How Socially Responsible Human Resource Management Affects Employee Work Behavior. *Journal of Management*, *42*(6), 1723–1746.

Shen, J., Dumont, J., & Deng, X. (2018). Employees' perceptions of green HRM and non-green employee work outcomes: The social identity and stakeholder perspectives. *Group & Organization Management*, *43*(4), 594–622.

Shen, J., Kang, H., & Dowling, P. J. (2018). Conditional altruism: Effects of HRM practices on the willingness of host-country nationals to help expatriates. *Human Resource Management*, *57*(1), 355–364.

Shen, J., & Zhang, H. (2019). Socially responsible human resource management and employee support for external CSR: roles of organizational CSR climate and perceived CSR directed toward employees. *Journal of Business Ethics*, *156*(3), 875–888.

Shen, J., & Zhu, C. J. (2011). Effects of socially responsible human resource management on employee organizational commitment. *International Journal of Human Resource Management*, *22*(15), 3020–3035.

Sherman, J. D. (1989). Technical supervision and turnover among engineers and technicians: influencing factors in the work environment. *Group & Organization Studies*, *14*(4), 411–421.

Shore, L. M., Coyle-Shapiro, J. A. M., & Tetrick, L. E. (2012). *The employee-organization relationship: Applications for the 21st century*. Routledge.

Shore, L. M., Tetrick, L. E., Taylor, M. S., Coyle Shapiro, J. A.-M., Liden, R. C., McLean Parks, J., Wolfe Morrison, E., Porter, L. W., Robinson, S. L., & Roehling, M. V. (2004). The employee-organization relationship: A timely concept in a period of transition. In *Research in personnel and human resources management* (pp. 291–370). Emerald Group Publishing Limited.

Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology*, *78*(5), 774–780.

Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: new procedures and recommendations. *Psychological Methods*, *7*(4), 422–445.

Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, *9*(1), 89–110.

Simons, T., & Roberson, Q. (2003). Why managers should care about fairness: the effects of aggregate justice perceptions on organizational outcomes. *Journal of Applied Psychology*, *88*(3), 432–443.

Singh, U., & Srivastava, K. B. L. (2016). Organizational trust and organizational citizenship behaviour. *Global Business Review*, *17*(3), 594–609.

Sinkovics, R. R., Richter, N. F., Ringle, C. M., & Schlaegel, C. (2016). A critical look at the use of SEM in international business research. *International Marketing Review*, *33*(3), 376–404.

Sjöberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, *41*(3), 247–252.

Slack, R. E., Corlett, S., & Morris, R. (2015). Exploring employee engagement with (corporate) social responsibility: A social exchange perspective on organisational participation. *Journal of Business Ethics*, *127*(3), 537–548.

Smith, H. J., & Tyler, T. R. (1997). Choosing the right pond: The impact of group membership on self-esteem and group-oriented behavior. *Journal of Experimental Social Psychology*, *33*(2), 146–170.

Sobhani, F. A., Haque, A., & Rahman, S. (2021). Socially responsible HRM, employee attitude, and bank reputation: The rise of CSR in Bangladesh. *Sustainability*, 13(5), 1-17.

Soni, D., & Mehta, P. (2020). Manifestation of Internal CSR on Employee Engagement: Mediating Role of Organizational Trust. *Indian Journal of Industrial Relations, 55*(3), 441-459.

Sonnenberg, F. K. (1994). Ethics: Trust Me… Trust me not. *Journal of Business Strategy*, *15*(1), 14–16.

Sousa-Lima, M., Michel, J. W., & Caetano, A. (2013). Clarifying the importance of trust in organizations as a component of effective work relationships. *Journal of Applied Social Psychology*, *43*(2), 418–427.

Spence Laschinger, H. K., Finegan, J., & Shamian, J. (2002). The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. In *Advances in Health Care Management* (pp. 59–85). Emerald Group Publishing Limited.

Story, J., & Neves, P. (2015). When corporate social responsibility (CSR) increases performance: exploring the role of intrinsic and extrinsic CSR attribution. *Business Ethics: A European Review*, *24*(2), 111–124.

Strandberg, C., & Consulting, S. (2009). The role of human resource management in corporate social responsibility issue brief and roadmap report for prepared by. https://www.ic.gc.ca/eic/site/csr-rse.nsf/vwapj/CSR_and_HR_Management1.pdf/$file/CSR_and_HR_Management1.pdf

Strom, D. L., Sears, K. L., & Kelly, K. M. (2014). Work engagement: The roles of organizational justice and leadership style in predicting engagement among employees. *Journal of Leadership & Organizational Studies*, *21*(1), 71–82.

Sturm, R. E., & Williams, S. D. (2016). A Cascading Model of Support, Innovation Empowerment, Organizational Pride, and Behavioral Outcomes. *Academy of Management Proceedings*, *2016*(1), 17968.

Sun, J., Lee, J. W., & Sohn, Y. W. (2019). Work context and turnover intention in social enterprises: the mediating role of meaning of work. *Journal of Managerial Psychology*, *34*(1), 46–60.

Sunguh, K. K., Abbas, A., Olabode, A. C., & Xuehe, Z. (2019). Do identity and status matter? A social identity theory perspective on the adaptability of low-status expatriates. *Journal of Public Affairs*, *19*(4), 1-10.

Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: a meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology*, *7*(3), 242–264.

Tabachnick, B. G., & Fidell, L. S. (2013). Using multivariate statistics, 6th edn Boston. *Ma: Pearson*.

Tajfel, H. (1972). Social categorization, English manuscript of La catégorization sociale. *Introduction à La Psychologie Sociale*, *1*.

Tajfel, H. (1978a). *Differentiation between social groups: Studies in the social psychology of intergroup relations.* Academic Press.

Tajfel, H. (1978b). Social categorization, social identity and social comparison. *Differentiation between Social Group*, 61–76.

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. *Organizational Identity: A Reader*, 56–65.

Tajfel, H., & Turner, J. C. (1985). The social identity theory of group behavior. *S. Worchel, & WG Austin, Psychology of Intergroup Relations. Chicago: Nelson-Hall*.

Tajfel, H., & Turner, J. C. (1986). The Social Identity Theory oflnter-Group Behavior.". *The Psychology of Intergroup Relations*, 7–24.

Tan, H. H., & Lim, A. K. H. (2009). Trust in coworkers and trust in organizations. *The Journal of Psychology*, *143*(1), 45–66.

Tekleab, A. G., Takeuchi, R., & Taylor, M. S. (2005). Extending the chain of relationships among organizational justice, social exchange, and employee reactions: The role of contract violations. *Academy of Management Journal*, *48*(1), 146–157.

Tilt, C. A. (2016). Corporate social responsibility research: the importance of context. *International Journal of Corporate Social Responsibility*, *1*(1), 1-9.

Top, M., Akdere, M., & Tarcan, M. (2015). Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*, *26*(9), 1259–1282.

Top, M., Tarcan, M., Tekingündüz, S., & Hikmet, N. (2013). An analysis of relationships among transformational leadership, job satisfaction, organizational commitment and organizational trust in two Turkish hospitals. *The International Journal of Health Planning and Management*, *28*(3), e217–e241.

Tracy, J. L., & Robins, R. W. (2007a). Emerging insights into the nature and function of pride. *Current Directions in Psychological Science*, *16*(3), 147–150.

Tracy, J. L., & Robins, R. W. (2007b). The psychological structure of pride: a tale of two facets. *Journal of Personality and Social Psychology*, *92*(3), 506-525.

Tremblay, M., Cloutier, J., Simard, G., Chênevert, D., & Vandenberghe, C. (2010). The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. *The International Journal of Human Resource Management*, *21*(3), 405–433.

Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). *Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory*. Taylor & Francis.

Trybou, J., Gemmel, P., Pauwels, Y., Henninck, C., & Clays, E. (2014). The impact of organizational support and leader-member exchange on the work-related behaviour of nursing professionals: The moderating effect of professional and organizational identification. *Journal of Advanced Nursing*, *70*(2), 373–382.

Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: does investment in employees pay off? *Academy of Management Journal*, *40*(5), 1089–1121.

Turker, D. (2009). How corporate social responsibility influences organizational commitment.

Journal of Business Ethics, *89*(2), 189–204.

Turyakira, P., Venter, E., & Smith, E. (2014). The impact of corporate social responsibility factors on the competitiveness of small and medium-sized enterprises. *South African Journal of Economic and Management Sciences*, *17*(2), 157–172.

Tyler, T. R. (1999). *Why people cooperate with organizations: An identity-based perspective.*

Tyler, T. R., & Blader, S. L. (2001). Identity and cooperative behavior in groups. *Group Processes & Intergroup Relations*, *4*(3), 207–226.

Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review*, *7*(4), 349–361.

Tyler, T. R., & Degoey, P. (1996). Trust in organizational authorities. *Trust in Organizations: Frontiers of Theory and Research*, 331–356.

Tzafrir, S. S. (2005). The relationship between trust, HRM practices and firm performance. *The International Journal of Human Resource Management*, *16*(9), 1600–1622.

Tzafrir, S. S., Harel, late G. H., Baruch, Y., & Dolan, S. L. (2004). The consequences of emerging HRM practices for employees' trust in their managers. *Personnel Review*, *33*(6), 628–647.

Ugwu, F. O., Onyishi, I. E., & Rodríguez-Sánchez, A. M. (2014). Linking organizational trust with employee engagement: The role of psychological empowerment. *Personnel Review*, *43*(3), 377–400.

Uhl-Bien, M., & Maslyn, J. M. (2003). Reciprocity in manager-subordinate relationships: Components, configurations, and outcomes. *Journal of Management*, *29*(4), 511–532.

Valentine, S., & Godkin, L. (2017). Banking employees' perceptions of corporate social responsibility, value-fit commitment, and turnover intentions: Ethics as social glue and attachment. *Employee Responsibilities and Rights Journal*, *29*(2), 51–71.

Valle, M., Kacmar, K. M., Zivnuska, S., & Harting, T. (2018). Abusive supervision, leader-member exchange, and moral disengagement: A moderated-mediation model of organizational deviance. *The Journal of Social Psychology*, 1–14.

Van der Heijden, B. I. J. M., Peeters, M. C. W., Le Blanc, P. M., & Van Breukelen, J. W. M. (2018). Job characteristics and experience as predictors of occupational turnover intention and occupational turnover in the European nursing sector. *Journal of Vocational Behavior*, *108*, 108–120.

Vanhala, M., & Ahteela, R. (2011). The effect of HRM practices on impersonal organizational trust. *Management Research Review*, *34*(8), 869–888.

Vannatta, R. A., & Mertler, C. (2013). *Advanced and multivariate statistical methods: Practical application and interpretation.*

Veiga, J. F., Baldridge, D. C., & Eddleston, K. A. (2004). Toward understanding employee reluctance to participate in family-friendly programs. *Human Resource Management Review*, *14*(3), 337–351.

Verbeke, W., Belschak, F., & Bagozzi, R. P. (2004). The adaptive consequences of pride in

personal selling. *Journal of the Academy of Marketing Science*, *32*(4), 386–402.

Vickers, M. R. (2005). Business ethics and the HR role: past, present, and future. *Human Resource Planning*, *28*(1), 26–33.

Waldman, D. A., Siegel, D. S., & Javidan, M. (2006). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies*, *43*(8), 1703–1725.

Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader–member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, *115*(2), 204–213.

Waring, P., & Lewer, J. (2004). The impact of socially responsible investment on human resource management: A conceptual framework. *Journal of Business Ethics*, *52*(1), 99–108.

Whitener, E. M. (1997). The impact of human resource activities on employee trust. *Human Resource Management Review*, *7*(4), 389–404.

Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, *23*(3), 513–530.

Wilcox, R. R. (2019). Multicolinearity and ridge regression: results on type I errors, power and heteroscedasticity. *Journal of Applied Statistics*, *46*(5), 946–957.

Williams, L. A., & DeSteno, D. (2008). Pride and perseverance: the motivational role of pride. *Journal of Personality and Social Psychology*, *94*(6), 1007-1017.

Williamson, H. (2019). Pride and prejudice: Exploring how identity processes shape public attitudes towards Australian counter-terrorism measures. *Australian & New Zealand Journal of Criminology*, *52*(4), 558–577.

Wilson, J. (2014). *Essentials of business research: A guide to doing your research project*. Sage.

Winstanley, D., & Woodall, J. (2000). The adolescence of ethics in human resource management. *Human Resource Management Journal*, *10*(4), 45-48.

Wong, Y.-T., Ngo, H.-Y., & Wong, C.-S. (2003). Antecedents and outcomes of employees' trust in Chinese joint ventures. *Asia Pacific Journal of Management*, *20*(4), 481–499.

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, *18*(2), 295–320.

Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: putting 'human'back into strategic human resource management. *Human Resource Management Journal*, *21*(2), 93–104.

Wright, P. M., McMahan, G. C., & McWilliams, A. (1994). Human resources and sustained competitive advantage: a resource-based perspective. *International Journal of Human Resource Management*, *5*(2), 301–326.

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal

relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, *74*(3), 235–244.

Xiong, K., Lin, W., Li, J. C., & Wang, L. (2016). Employee trust in supervisors and affective commitment: The moderating role of authentic leadership. *Psychological Reports*, *118*(3), 829–848.

Xue, S., Zhang, L., & Chen, H. (2018). CSR, Emotional Exhaustion and Turnover Intention: Perspective of Conservation of Resources Theory. *Academy of Management Proceedings*, *2018*(1), 16866.

Ye, Y., Zhu, H., Deng, X., & Mu, Z. (2019). Negative workplace gossip and service outcomes: An explanation from social identity theory. *International Journal of Hospitality Management*, *82*, 159–168.

Yeung, A. K., & Berman, B. (1997). Adding value through human resources: reorienting human resource measurement to drive business performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in Alliance with the Society of Human Resources Management*, *36*(3), 321–335.

Yilmaz, A. K., Ali, I., & Flouris, T. (2015). The effect of corporate social responsibility on pride in membership, job satisfaction and employee engagement. *Journal of Economics, Management and Trade*, 1–12.

Yu, M.-C., Mai, Q., Tsai, S.-B., & Dai, Y. (2018). An Empirical Study on the Organizational Trust, Employee-Organization Relationship and Innovative Behavior from the Integrated Perspective of Social Exchange and Organizational Sustainability. *Sustainability*, *10*(3), 1-14.

Zagenczyk, T. J., Purvis, R. L., Cruz, K. S., Thoroughgood, C. N., & Sawyer, K. B. (2020). Context and social exchange: perceived ethical climate strengthens the relationships between perceived organizational support and organizational identification and commitment. *The International Journal of Human Resource Management*, 1–20.

Zeffane, R., & Bani Melhem, S. J. (2017). Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the United Arab Emirates. *Employee Relations*, *39*(7), 1148–1167.

Zhang, Z., Wang, J., & Jia, M. (2021). Multilevel Examination of How and When Socially Responsible Human Resource Management Improves the Well-Being of Employees. *Journal of Business Ethics*, 1-17.

Zhao, H., & Zhou, Q. (2020). Socially responsible human resource management and hotel employee organizational citizenship behavior for the environment: A social cognitive perspective. *International Journal of Hospitality Management, 95*, 102749.

Zhou, Z., Luo, B. N., & Tang, T. L. (2018). Corporate social responsibility excites 'exponential' positive employee engagement: The Matthew effect in CSR and sustainable policy. *Corporate Social Responsibility and Environmental Management*, *25*(4), 339–354.

Zulfiqar, S., Sadaf, R., Popp, J., Vveinhardt, J., & Máté, D. (2019). An examination of corporate social responsibility and employee behavior: the case of Pakistan. *Sustainability*, *11*(13), 1–15.

APPENDIX

TIME LAG 1:

Respected Sir/Madam,

I am student of PhD at Department of Management Sciences, Bahria university, Islamabad. Currently, I am working on research related to my final thesis. While answering you answer please note that:

- Your answers are STRICTLY CONFIDENTIAL and intended for academic research only– study results will simply be exhibited in aggregate form.
- Your contribution toward the successful outcome of this study is INVALUABLE; please answer all questions as honestly as possible.
- There is no right or wrong answer, please just answer according to your opinion. Yours truly,

Kamran Iqbal
Email: Sgd.kamran@gmail.com

Employee ID/Code:					
Name of Bank					
Gender	Male ☐		Female ☐		
Marital status	Married ☐		Non-married ☐		
Education:	Up to 12 Grade ☐	bachelor's degree (14 years) ☐	bachelor's degree (16 year) ☐	MS/M Phil and above ☐	
Age	Less than 25 years ☐	25-35 ☐	36-46 ☐	47-57 ☐	58 years or above. ☐
Organizational tenure	1-2 years ☐	3-7 ☐	8-13 ☐	14-19 ☐	20 or above ☐
Job tenure	1-2 years ☐	3-5 ☐	6-10 ☐	14-19 ☐	20 or above ☐

By using scale given below enters the appropriate no in the blank.

1= Strongly Disagree, 2= Disagree, 3= Slightly Disagree, 4= Neither Agree nor dis-agree, 5=Slightly agree 6= Agree, 7= Strongly agree

	Employee Oriented HRM	strongly Disagree	Dis-agree	Slightly Dis-agree	Neither agree nor Dis-agree	Slightly Agree	Agree	Strongly Agree
1	My firm adopts flexible working hours and employment programs achieving work-life balance	1	2	3	4	5	6	7
2	Employees participate in decisions making and total quality management	1	2	3	4	5	6	7
3	Unions can represent and protect workers' rights and can be involved in determining labour terms	1	2	3	4	5	6	7
4	My firm provides adequate training and development opportunities to employees	1	2	3	4	5	6	7
	General CSR facilitation HRM							
1	My firm appoints adequate staff implementing general CSR initiatives	1	2	3	4	5	6	7
2	My firm rewards employees who contribute to charity, communities and other CSR activities.	1	2	3	4	5	6	7
3	My firm gives priority in employment to candidates who are in difficulty and who are local.	1	2	3	4	5	6	7

Time LAG 2

Employee ID/Code ----------------------------------

Name of Bank: ---

By using scale given below enters the appropriate no in the blank.

1= Strongly Disagree, 2= Disagree, 3= Slightly Disagree, 4= Neither Agree or dis-agree, 5=Slightly agree 6= Agree, 7= Strongly agree

	ORGANIZATIONAL TRUST	strongly Disagree	Dis-agree	Slightly Dis-agree	Neither agree nor Dis-agree	Slightly Agree	Agree	Strongly Agree
1	I believe my employer has high integrity	1	2	3	4	5	6	7
2	I can expect my employer to treat me in a consistent and predictable fashion	1	2	3	4	5	6	7
3	My employer is al-ways honest and truthful	1	2	3	4	5	6	7
4	In general, I believe my employer's motives and intentions are good	1	2	3	4	5	6	7
5	my employer treats me fairly	1	2	3	4	5	6	7
6	My employer is open and up-front	1	2	3	4	5	6	7
7	I fully trust my employer	1	2	3	4	5	6	7
	ORGANIZATIONAL PRIDE							
1	I am proud to work for my organization	1	2	3	4	5	6	7
2	People respect what my company does	1	2	3	4	5	6	7
3	I am proud to be associated with my current organization	1	2	3	4	5	6	7
4	I am proud of what my organization accomplishes	1	2	3	4	5	6	7

Time LAG 3

Employee ID/Code ---------------------------------

Name of Bank: ---

By using scale given below enters the appropriate no in the blank.

1= Strongly Disagree, 2= Disagree, 3= Slightly Disagree, 4= Neither Agree nor dis-agree,
5=Slightly agree 6= Agree, 7= Strongly agree

	EMPLOYEE ENGAGEMENT	strongly Disagree	Dis-agree	Slightly Dis-agree	Neither agree nor Dis-agree	Slightly Agree	Agree	Strongly Agree
1	I really "throw" myself into my job.	1	2	3	4	5	6	7
2	Sometimes I am so into my job that I lose track of time	1	2	3	4	5	6	7
3	This job is all consuming; I am totally into it.	1	2	3	4	5	6	7
4	My mind often wanders, and I think of other things when doing my job (R).	1	2	3	4	5	6	7
5	I am highly engaged in this job	1	2	3	4	5	6	7
	TURNOVER INTENTIONS							
1	I frequently think of quitting my job.	1	2	3	4	5	6	7
2	I am planning to search for a new job during the next 12 months.	1	2	3	4	5	6	7
3	If I have my own way, I will be working for this organization one year from now (R).	1	2	3	4	5	6	7
	AFFECTIVE ORGANIZATIONAL COMITMENT							
1	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5	6	7
2	I really feel as if this organization's problems are my own	1	2	3	4	5	6	7
3	I do not feel like "part of the family" at my organization (R).	1	2	3	4	5	6	7
4	I do not feel "emotionally attached" to this organization(R).	1	2	3	4	5	6	7
5	This organization has a great deal of personal meaning for me	1	2	3	4	5	6	7
6	I do not feel a strong sense of "belonging" to my organization(R).	1	2	3	4	5	6	7