

Review in Business and Economics

Volume 4, Issue 1
March, 2024

ISSN: 2788-4856

Corporate Social Responsibilities and Employee Job Related Outcomes: The Role of Green Human Resource Management

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The study seeks to establish a connection between corporate social responsibility (CSR) initiatives and job outcomes reflected in employees' happiness, creativity, and environmental performance in Pakistan's education sector while investigating Green Human Resource Management (GHRM) as a mediating role in creating the work environment. The study collected 399 data samples from the administrative staff of public and private educational institutes through a structured questionnaire survey strategy. The gathered data was analyzed by using the functionality of Smart PLS software. The findings of this study discover a direct and notable association between CSR initiatives and job-related outcomes, particularly in terms of employee happiness and creativity. The positive influences, in turn, contribute to an overall improvement in employee well-being and job satisfaction. Moreover, the research highlights the role of GHRM as a significant mediator, demonstrating that cooperation between CSR and GHRM can increase positive job-related outcomes. Theoretically, this study contributes to understanding how CSR actions extend beyond external perceptions and can affect internal stakeholders. It also adds to the growing body of knowledge around the interconnectedness of sustainable business practices, employee engagement, and organizational performance. The proposed mediating role of GHRM could offer insights into the mechanisms through which CSR practices translate into improved employee outcomes. This study holds significant implications for Pakistan's education sector organizations.

Keywords: Corporate social responsibility, green HR management, employee happiness, creativity, environmental performance

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Introduction

The service sector plays an essential role in modern economies, including Pakistan. According to research, the service sector contributes approximately 60% of the country's GDP (Ahmed and Ahsan, 2014). This sector covers various professions, such as finance, healthcare, education, transportation, and hospitality. The government places significant emphasis on fostering the growth of the service sector, as it serves as a driving force for economic expansion and generates substantial employment opportunities (Yasin et al., 2022). In the education sector, access to education and its quality are paramount for ensuring sustained economic development. Positive employee well-being in the education sector has been demonstrated to correlate with heightened engagement, motivation, and productivity. Saks, 2006 conducted a study revealing that engaged employees in the education sector tend to experience elevated job satisfaction and overall well-being, highlighting how a positive working environment can enhance employee happiness.

Moreover, education practices have a profound influence on fostering creativity. Runco, 2004 emphasizes the significance of the development of creative thinking. The diverse learning experiences and avenues for self-expression are better for human capital development. Such educational methods can cultivate creativity that extends beyond the educational sphere and permeates into the professional realm. Furthermore, educational institutions are pivotal in driving environmental initiatives by equipping individuals with the skills necessary to address challenges (UNESCO). Integrating sustainability principles into educational programs and operations sets a compelling example of responsibility and instills a mindset that can contribute to broader environmental efforts.

Research has demonstrated that investing in education yields increased productivity and enhances human resources, thereby propelling economic development. A mere 10% increase in the literacy rate can yield a 0.42% increase in GDP per capita growth (Sohail et al., 2024). The enhancement of the education sector holds the promise of yielding positive outcomes for organizations by augmenting employee happiness, fostering creativity, and boosting environmental performance.

The study's independent variable is Corporate Social Responsibility (CSR). Corporate Social Responsibility is a vital strategic framework seamlessly integrated into organizational operations, primarily cultivating the organization's responsibility to society, the public, and stakeholders. Implementing CSR practices can lead to notable enhancements in employee well-being, job satisfaction, and endeavors toward environmental sustainability (Singh et al., 2019).

Green Human Resource Management (GHRM) focuses on environmentally pleasant human capital practices and long-term sustainability. Rani and Mishra (2014) state that GHRM involves recruiting, training, and developing green talents, employee motivation through CSR initiatives, and encouraging employee participation in improving environmental performance. The research study examines the relationship between CSR, GHRM, and job-related outcomes in public sector institutes in Pakistan's education sector. Organizations can improve performance

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ISSN: 2788-4856

and environmental sustainability by implementing effective CSR and GHRM practices. However, the lack of proper implementation of these practices in public sector institutes has led to increased workloads and negative impacts on employee well-being, creativity, and environmental performance (Renwick et al., 2013, Rani and Mishra 2014).

Gill et al. (2021) describe the mediating role of GHRM in linking CSR to positive employee outcomes and environmental performance. By providing insights into this connection, the research can help organizations adopt effective CSR and GHRM practices, improving employee well-being and environmental performance. Hassan et al. (2019) state that policymakers and regulators can also be informed of the benefits of CSR and GHRM practices, encouraging organizations to adopt them and promote sustainable and socially responsible practices. Overall, the study seeks to contribute valuable insights into the role of CSR and GHRM in public sector educational institutes, fostering positive job-related outcomes and environmental sustainability. The study discusses the significance of the service sector in Pakistan's economy and its connection to education, employee well-being, creativity, and environmental performance. It introduces CSR and GHRM concepts, and a study aims to explore their impact on education-related job outcomes. However, a potential research gap lies in not addressing practical obstacles hindering CSR and GHRM adoption in public education institutes. Moreover, the study could delve deeper into the mechanisms by which these practices influence outcomes. Considering variations among educational institutes and conducting quantitative research could enhance the study's contribution.

Literature Review

Theoretical foundation

Social Exchange Theory, pioneered by (Molm 2015) and George C. Homans in the 1950s and expanded upon by researchers such as (Cook and Emerson 1987, and Abu-Lughod, Adams et al., 2003), centers around the reciprocal relationships between individuals and organizations. Homans introduced the concept of balancing rewards and costs within social interactions. Blau delved into power dynamics, while Emerson emphasized the importance of relational networks. When applied to this study, this theory can shed light on how Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) practices establish a mutually beneficial relationship between educational institutions and their employees, resulting in enhanced well-being, creativity, and environmental performance. Building upon the previous discussion, corporate social responsibility is closely tied to an organization's commitment to promote economic development and improve the quality of life for its employees, their families, the community, and society. However, there remains a significant gap in research regarding the influence of CSR, specifically within the administrative personnel of Pakistan's public and private sector institutes. Additionally, the role of CSR in relation to Green Human Resource Management's mediation within the education industry warrants further investigation. The proposed framework explores the impact of CSR on the overall quality of life for employees, their families, the community, and society at large, facilitated through the mediation of Green Human Resource Management (GHRM) practices.

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Hypothesis Development

Corporate social responsibility and employee happiness

This study defines Corporate Social Responsibility (CSR) as the voluntary actions undertaken by organizations to extend their social and environmental impact beyond regulatory requirements (Carroll 1991). CSR encapsulates an organization's ethical dedication to achieving both profitability and societal betterment (Raza and Khan, 2022; Reis & Veríssimo, 2023). Research has consistently shown that CSR initiatives increase worker satisfaction, commitment, and overall well-being with job performance (Espasandín-Bustelo et al., 2021; Bizri et al., 2021). CSR activities elevate employee happiness through charitable involvement and enhance motivation and job satisfaction (Glavas and Kelley 2014). Furthermore, active participation in CSR initiatives has been correlated with heightened levels of work happiness and reduced intentions to leave the organization (Nazir and Islam, 2020), thereby underscoring its pivotal role in fostering employee well-being, dedication, and motivation. CSR embodies the notion that organizations possess social responsibilities that extend beyond profit. This study embraces the comprehensive concept of CSR, encompassing voluntary actions that amplify social and environmental impacts across ethical, environmental, philanthropic, and economic domains. Carroll's pyramid outlines economic, legal, ethical, and charitable duties. Earlier research (Maignan and Ferrell 2004, Chouinard and Stanley, 2013) shows CSR's integration into business marketing. Aupperle et al. (1985) explore CSR's link to profitability. Hence, the study highlighted the following hypothesis:

Hypothesis 1: CSR has a favorable impact on employee happiness.

GHRM mediates between CSR and employee happiness

Delmas and Toffel (2008) and Schuler et al. (2011) extensively discuss the strategic influence of GHRM. GHRM operates by aligning employee behavior with environmental objectives through practices such as training, performance metrics, and incentives (Redman et al., 2013). By integrating green goals into training and performance assessments, the organization nurtures a culture of sustainability. The intersection of GHRM, which integrates environmental concerns into HRM practices, and CSR, which involves voluntary efforts for societal betterment, jointly exerts an influence on employee happiness through the mechanism of GHRM. Úbeda-García et al. (2021) establish a connection between CSR and GHRM, where employee training, involvement, and safety play pivotal roles. Renwick et al., 2013 reveal that companies committed to CSR are more inclined to adopt eco-friendly HRM practices, enhancing employee well-being. Moreover, studies by (Yasin et al., 2023) and (Jabbour and de Sousa Jabbour, 2016) establish a link between GHRM and employee happiness, suggesting that CSR's positive impact on GHRM contributes to improved employee well-being. The proposed framework delves into the relationship between CSR and employee outcomes - namely, happiness, creativity, and environmental performance - with GHRM serving as a mediating factor. Employee happiness is characterized by fulfilled needs, agreement, and motivation (Shen

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and Zhang, 2019), while creativity refers to self-reported idea generation quality (Amabile, 1988). Likewise, study proposed mentioned hypothesis:

Hypothesis 2: *GHRM mediates the significant relationship between CSR and employee happiness.*

CSR and employee creativity

Employee creativity is operationally defined as the self-reported frequency and quality of creative ideas, as articulated by (Amabile, 1988). The research conducted by (Amabile, 1988) investigates the underlying factors that drive creativity. CSR, undertaken voluntarily to enhance societal and environmental well-being, positively influences employee creativity, as noted by (Guo et al., 2021) and (Shah et al., 2021). CSR initiatives foster intrinsic motivation, a sense of purpose, and heightened engagement, all of which provide an impetus for creative problem-solving, as highlighted by (Ferraris et al., 2022). Moreover, CSR creates an environment conducive to creativity by establishing a supportive climate, thereby signifying a commitment to positive work conditions and employee well-being, as explored by (Ahmad et al., 2022). Empirical evidence further substantiates the positive relationship between CSR and creativity. This association has been observed in various sectors, including Chinese manufacturing (Fong, 2019) and technology (Al-Ghazali and Afsar, 2021), underscoring the direct benefits of CSR on fostering employee creativity. Shalley and Gilson (2004) delve into the impact of leadership and contextual factors on creativity, providing additional insight into this dynamic process. Hereafter, the study highlighted the following hypothesis:

Hypothesis 3: *Corporate Social Responsibility has a direct effect on Employee Creativity.*

GHRM mediates CSR and employee creativity

CSR positively influences employee creativity, mediated through GHRM, which aligns with sustainable resource management. CSR initiates and drives GHRM practices, thus fostering sustainability and employee well-being, as outlined by (Renwick et al. 2013). The implementation of GHRM practices contributes to stress reduction, subsequently promoting an environment conducive to creativity, a link substantiated by studies such as (Gilley et al., 2000, Muthuri et al., 2009), and (Khassawneh et al., 2022). Empirical evidence further underscores the mediating role of GHRM in the relationship between CSR and employee creativity. This mediating impact is evident in various contexts, including the Chinese tourism sector (Farrukh et al., 2022) and UK small and medium-sized enterprises (Renwick et al., 2013), thereby solidifying the crucial role of CSR in enhancing employee creativity through the intermediary of GHRM. Hence, the study proposed the following hypothesis:

Hypothesis 4: *GHRM mediates CSR and employee creativity so that CSR impacts GHRM, which in turn affects employee creativity.*

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Corporate social responsibility and environmental performance

Corporate Social Responsibility (CSR) significantly reinforces environmental sustainability by utilizing technology investment and the adoption of sustainable practices, as evidenced by studies conducted by (Channa et al., 2021) and (Kolling et al., 2022). Empirical research consistently affirms the positive association between CSR and environmental performance (Chen and Bouvain, 2009; Jamali et al., 2020; Schaltegger et al., 2012), shedding light on how CSR initiatives enhance an organization's credibility and stimulate sustainable actions that directly contribute to favorable environmental outcomes. In the realm of performance, (Oldham and Cummings, 1996) investigate the interplay between human factors and contextual influences on performance. However, the lack of a universally shared explanation and measurement framework presents a challenge to comprehending the intricacies of environmental performance (Gilley et al., 2000). Hence, the study highlighted the following hypothesis:

Hypothesis 5: CSR has a direct impact on environmental performance.

Green HRM mediates the CSR and environmental performance

GHRM integrates environmental sustainability into HR management, while CSR reflects organizational responsibility toward the environment. Recent research underscores GHRM's role as a bridge between CSR and environmental performance, influencing employee behavior (Renwick et al., 2013; Singh et al., 2021; Farrukh et al., 2022). Green training, development, recruitment, and performance management enhance employee environmental actions and awareness, ultimately boosting environmental performance. Thus, GHRM is pivotal in linking CSR to environmental outcomes. It includes resource use, emissions, waste, and sustainability. (Epstein and Roy, 2001) discuss sustainability measurement. Porter and Van der Linde (1995) link it to competitive advantage. González-Benito and González-Benito (2006) assess effective participation. Delmas and Toffel (2008) study responses to environmental pressures. The lack of a shared explanation and measure hinders understanding environmental performance (Gilley, Worrell et al., 2000). Therefore, study decorated following hypothesis:

Hypothesis 6: GHRM mediates CSR and environmental performance like, as CSR affects GHRM positively, which in turn has a favorable impact on environmental performance.

Corporate social responsibility and green human resource management

Green Human Resource Management (GHRM) practices derive benefits from the implementation of Corporate Social Responsibility (CSR) (Farheen et al., 2020; Jia et al., 2019). Farheen and Siddiqui (2020) research emphasize the constructive impact of CSR on GHRM, a relationship that is mediated by heightened environmental awareness. Similarly, Jia et al. (2019) accentuates the positive influence of CSR on GHRM, with employee environmental responsibility acting as a mediator. These studies underscore CSR's pivotal role in nurturing

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environmentally conscious HR practices and fostering behaviors that align with eco-friendly principles. Hence, the study highlighted following hypothesis:

Hypothesis 7: *CSR positively impacts adopting and applying (GHRM) practices within organizations.*

Green human resource management and creativity

Mujahid and Alam (2014) investigate the influence of Green Human Resource Management (GHRM) on employee creativity, a relationship mediated by green organizational identity and green information sharing. The study unveils positive outcomes of green HR practices on fostering employee creativity. These findings are reinforced by the work of (Liu et al., 2021), which underscores the role of green identity and information exchange as mediating factors. Using a mediation model, this research further illuminates GHRM's constructive impact on employee creativity, mediated sequentially by green intrinsic motivation and knowledge sharing. In a related context, (Chen and Bouvain, 2009) establish a connection between GHRM and innovation. Likewise, the study proposed following hypothesis:

Hypothesis 8: *There is a progressive connection between GHRM practices and creativity within organizations.*

Green human resource management and employee happiness

Zhu et al. (2021) explore GHRM's impact on employee happiness, mediated by green work commitment. The study reveals GHRM's positive influence on happiness, which is linked to green work engagement. Adeel et al. (2022) corroborate this, highlighting the mediating role of green organizational culture and showing its positive impact on employee happiness through GHRM practices. The earlier studies offer empirical and theoretical backing for the beneficial association between GHRM practices and employee happiness in organizations. Employee happiness is a subjective feeling about job fulfillment (Akgunduz et al., 2023). Warr (2011) explores job satisfaction's impact. Personality traits influence well-being (Diener et al., 2003). Income correlates with life appraisal (Kahneman and Deaton 2010). Happiness links to better performance (Lyubomirsky et al., 2005; Achor, 2011; Helliwell et al., 2021) ranks countries' happiness, offering policy insights. In this context, the study proposed mentioned hypothesis:

Hypothesis 9: *An optimistic association between GHRM practices and Employee happiness within organizations.*

Green human resource management and environmental performance

GHRM incorporates green practices into HR operations, positively impacting environmental performance (Delmas and Pekovic, 2013). Gupta (2018) emphasizes heightened employee environmental awareness as a mediator, reinforcing GHRM's favorable influence. These references solidify the link between GHRM practices and improved environmental performance. GHRM aligns behavior with environmental goals (Renwick et al., 2013). Practices

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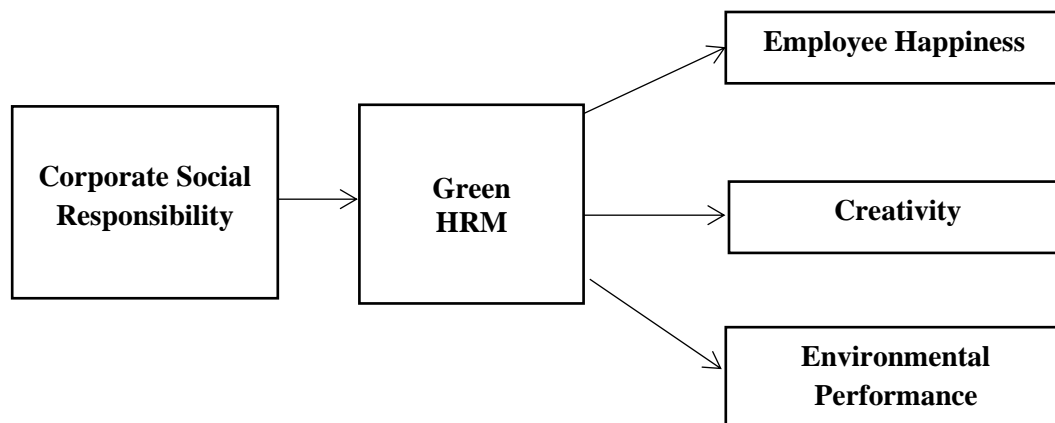
ISSN: 2788-4856

include training, metrics, and incentives (Ojo, Tan et al., 2022). Jackson and Seo (2010) emphasize GHRM's ecological role. Paillé et al. (2014) link GHRM to better employee behavior and performance. Alfes et al. (2013) highlight GHRM's engagement impact. Hence, the study highlighted following hypothesis:

Hypothesis 10: *Green Human Resource Management (GHRM) practices and environmental performance positively relate to the organization.*

Therefore, after discussing the details of the earlier studies with support of social exchange theory, the study proposed the research model mentioned in Figure 1.

Figure 1. Research Model:



Source: Author proposed

Research Methodology

Sampling and data collection

Saunders et al. (2007) define research design as the strategic investigation framework. Prior literature recognizes techniques like surveys, case studies, and grounded theory (Saunders et al., 2007; Gill et al., 2021). The study chose surveys aligned with positivism to examine challenges faced by Pakistani public sector administrative staff. The deductive approach tests grounded theories (Bowen et al., 2019). Hence, our research uses a survey-based, deductive, and positivist design. The study used a quantitative approach. It used individuals as an analysis unit to collect data from academic staff. It conducted a cross-sectional study, which involves drawing a sample from the population at a specific time, as recommended by (Gall et al., 2007; Sekaran & Bougie, 2016).

This study employed a survey-based design with convenience sampling, selecting individuals based on accessibility and willingness (Afshari et al., 2019). Data was collected from

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administrative staff at a prominent public & private educational institute in Punjab, Pakistan. Using (Hinkin 1995) recommendation, a sample size of 399 (1:10 ratio) was utilized for the 34-item questionnaire. The target population consists of administrative staff from educational institutes in Punjab, Pakistan. This research employs a positivist philosophy and explanatory design to examine the correlation between CSR and job outcomes, utilizing quantitative methods. Data is collected via surveys from educational administrative staff in Pakistan through a cross-sectional approach with two waves. A convenience sample of 399 respondents is analyzed using SPSS and Smart PLS to assess reliability, validity, and causal relationships. Control variables include demographics. The study aims to uncover CSR's impact (IV) on job-related outcomes, contributing insights to CSR's effects on employee well-being and performance in the educational sector. Green Human Resource Management (GHRM) (MV), Employee Happiness, Creativity, and Environmental Performance (DV) are the mediating and dependent variables. As a result, this constructed model was tested on administrative employees to explore the role of CSR and its implications. This would be a fresh attempt to explore administrative staff characteristics such as organizational ethical commitment to promote economic development and improve the quality of life of its employees, families, communities, and societies.

Measures

By structuring your "Measure" section in this manner, I provide clear and organized presentation of the various constructs along with their respective introductions and descriptions. This format allows researchers to understand the purpose and scope of each measure quickly. Corporate Social Responsibility (Turker, 2009) evaluates the organization's commitment to societal well-being. It assesses how well the organization acts in alignment with the best interests of society. Green Human Resource Management (Dumont, Shen et al., 2017) focuses on the organization's environmental practices. It examines the organization's efforts to set green goals for its employees. Employee Happiness (Lyubomirsky and Lepper, 1999) gauges individual happiness and well-being. It involves self-assessment of happiness levels. Creativity (Tierney and Farmer, 2002) explores an individual's propensity for generating innovative ideas. It assesses the enjoyment and inclination towards idea generation. (Turker, 2009) this measure focuses on the organization's environmental involvement. It evaluates the organization's participation in activities to protect and improve the natural environment. Table 1 below highlights the measures of study.

Empirical Findings

The present study employed SmartPLS-3.0 software to conduct comprehensive analyses, examining proposed relationships among variables within the established model. Utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) as a modern measurement tool, this study simultaneously evaluated both the "measurement model" and the "structural model" through multivariate techniques (Hair et al., 2012). SmartPLS-3.0 was chosen for its flexibility in handling intricate models and suitability for both exploratory and confirmatory analyses, making it adaptable to diverse research designs and objectives. This software specializes in PLS-SEM, a

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robust choice when dealing with complex models and limited sample sizes. PLS-SEM is well-suited for accommodating non-normal data distributions and is effective for formative and reflective measurement models. Notably, it requires smaller sample sizes compared to covariance-based SEM methods, making it advantageous for sample size-limits scenarios.

Table 1: Measures of the study

Constructs	Adoption	Year	Measure	Item
Employee Happiness (EH)	Sonja Lyubomirsky And Heidi S. Lepper	1999	I consider myself a very happy person.	4
Creativity (C)	Pamela Tierney and Steven M. Farmer	2002	I enjoy coming up with new ideas.	9
Environmental Performance (EP)	Duygu Turker	2009	<i>Our organization participates in activities which aim to protect and improve the quality of the natural environment.</i>	5
Corporate Social Responsibility (CSR)	Duygu Turker	2009	My organization acts in the best interest of society.	10
Green Human Resource Management (GHRM)	Jenny Dumont	2017	My organization sets green goals for its employees.	6

Source: Author designed

Moreover, PLS-SEM, particularly when harnessed with SmartPLS-3.0, possesses predictive capabilities, extending beyond reproducing observed data to predict new data points accurately. This predictive capacity holds practical value for real-world applications. The software facilitated a comprehensive analysis, enabling the validation of theoretical model foundations. The assessment of construct validity and reliability was a fundamental step. Internal consistency (Cronbach's alpha), convergent validity (factor loadings), and discriminant validity (Fornell-Larcker criterion and Heterotrait-Monotrait ratio of correlations) were evaluated using SmartPLS-3.0. Indicators with weaker relationships to latent constructs were identified by evaluating outer loadings. Path coefficients and mediation effects were statistically assessed using bootstrapping, a technique SmartPLS-3.0 employs. This method involves resampling data around 500 times to estimate confidence intervals and p-values for parameters, allowing for robust inference of results.

In summary, this study harnessed SmartPLS-3.0 and PLS-SEM to comprehensively analyze the proposed model's validity, reliability, and relationships. The software's predictive

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capabilities and compatibility with smaller sample sizes proved advantageous, aligning with the study's objectives and research design. The empirical findings support or refute the hypothesized relationships among variables, providing insights with practical implications for the field.

Common method bias

Due to the potential for common method bias in the dataset, the study data was collected from within the educational institution. For this reason, the Multicollinearity test was proposed in prior research to confirm the presence of the CMB in the data (Kock, 2015). In light of this, a collinearity analysis was performed, and the results indicated that a VIF value of within 5 was statistically significant. It suggests that there is no CMB in data.

Statistical descriptive analysis

The data consists of statistics for various characteristics such as CSR, GHRM, Employee Happiness, Creativity, and Environmental Performance (EP). There are 399 observations for each variable. The data includes the lowest and highest observed values, the mean (average) value, standard deviation, and variance (a measure of squared differences from the mean) for each variable. However, a more detailed analysis is challenging without additional context or specific information on these factors' magnitude or measurement scale. Table 2 demonstrates the data normality and descriptive statistics in detail.

Table 2: Data Normality and Descriptive Statistics

Variables	N	Lowest	Highest	Mean	SD	Variance	skewness	Kurtosis
CSR	399	1.00	4.70	2.1578	.90100	.812	.567	-.482
GHRM	399	1.00	5.00	2.3168	1.04547	1.093	.441	-.920
EH	399	1.00	5.00	2.0280	.78544	.617	.773	.678
C	399	1.00	4.44	1.8617	.68876	.474	1.039	1.253
EP	399	1.00	5.00	2.0987	.95923	.920	.625	-.607

Note: CSR=Corporate social responsibility, GHRM=Green HR management, EH=Employees happiness, C=Creativity, EP=Environmental performance

This data presents skewness and kurtosis statistics for variables CSR, GHRM, EH, C, and EP. Skewness quantifies the distribution's inconsistency, while kurtosis measures its shape and the presence of outliers. There was no missing data, as all 399 observations were included for each variable. As the variables showed correlations, it became clear that gender did not exhibit any significant associations with the other variables under consideration. Following this, Job Nature proved to correlate with Marital Status ($p < 0.05$), while Qualification lacked major

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connections with the other variables. With statistical significance at a level of $p < 0.05$, further investigation indicated that Marital Status showed a slightly positive connection with Job Nature and a negative correlation with age. In addition, a clear inverse connection between Total Experience and Age was seen, with a higher level of empirical significance ($p < 0.01$). Employee Happiness, Environmental Performance, and GHRM all had a lightly negative correlation with age ($p < 0.01$).

Further, both Gender and Age showed negative correlations with Corporate Social Responsibility, also at a level of $p < 0.01$. Notably, Green HRM indicated a slightly negative correlation with Gender and Age ($p < 0.01$) and a negative correlation with happiness, creativity, and age. Lastly, Green HRM, Creativity, and Environmental Performance positively correlated with Employee Happiness ($p < 0.01$), with a fair connection determined between Creativity and Intelligence among the variables. Likewise, Table 3 presents the correlation analysis in detail:

Table 3: Correlation Matrix

Sr. No.	Variables	1	2	3	4	5	6	7	8	9	10	11
1	Gender	1										
2	Job Nature	0.068	1									
3	Qualification	0.007	0.02	1								
4	Marital Status	0.014	.116*	0.051	1							
5	Total experience	-0.019	-0.049	0.076	-.146**	1						
6	Age	-0.097	-.276**	-0.007	-.191**	.134**	1					
7	CSR	-.204**	-0.063	-0.026	0.011	-0.003	0.023	1				
8	GHRM	-.189**	-0.027	0.007	0.02	-0.038	0.048	.786**	1			
9	EH	-0.076	0.056	-0.034	0.064	-0.018	0.034	.518**	.504**	1		
10	C	-.106*	0.011	-0.001	0.005	-0.029	0.021	.530**	.511**	.469**	1	
11	EP	-.165**	-0.091	-0.012	-0.084	0.02	0.04	.697**	.640**	.407**	.550**	1

Note: CSR=Corporate social responsibility, GHRM=Green HR management, EH=Employees happiness, C=Creativity, EP=Environmental performance

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

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Measurement model assessment

Discriminant and convergent validity are calculated here utilizing "confirmatory factor investigation." Factor loading, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) are all examples of measures used to assess convergent validity (Hair et al., 2021). Cronbach's alpha, the reliability coefficient, the internal consistency reliability, and the average variance explained all need to be above 0.70 (Hair et al., 2019). The table shows convergent validity culminates at the right level, given the threshold value. Figure 1 displays the findings of our convergent validity analysis. The majority of factor loadings in data are over 0.70, and all of them are more than 0.50. The Cronbach's alpha illustrates how the scale components connect to each other, and closer proximity is desired. The value is larger than 0.70 and less than 0.90. Our measured CR ranged within above limit, which is consistent with recommended threshold of 0.70, and CR is used to determine the internal consistency of the scale item. A strong measure of internal consistency, AVE records the variance of a construct related to variance of measurement error. Overall, our data has an AVE that is more than the recommended value of > 0.50.

Table 4: Convergent validity

Variables	Items	Loading	Alpha	CR	AVE
Corporate Social Responsibility	CSR1	0.715	0.890	0.896	0.507
	CSR2	0.705			
	CSR3	0.646			
	CSR4	0.595			
	CSR5	0.591			
	CSR6	0.769			
	CSR7	0.713			
	CSR8	0.775			
	CSR9	0.800			
	CSR10	0.776			
Green HRM	GHRM1	0.819	0.898	0.899	0.662
	GHRM2	0.857			
	GHRM3	0.783			
	GHRM4	0.817			
	GHRM5	0.805			
	GHRM6	0.798			
Employee Happiness	EH1	0.829	0.776	0.697	0.613
	EH2	0.860			

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	EH3	0.643			
Creativity	C1	0.651	0.802	0.818	0.556
	C3	0.756			
	C4	0.642			
	C5	0.687			
	C6	0.684			
	C7	0.635			
	C9	0.665			
Environmental Performance	EP1	0.753	0.856	0.859	0.636
	EP2	0.752			
	EP3	0.836			
	EP4	0.832			
	EP5	0.808			

Source: Author calculated by using Smart PLS

We used the Fornell-Larcker and HTMT criteria to evaluate discriminant validity of our measurement variables. All variable diagonal values are acceptable as per requirements (Fornell and Larcker, 1981), as shown in Table 5 of Larcker's criterion. Table 6 displays HTMT ratio evaluations for all latent variables. According to research, (Hamid et al., 2017), HTMT should have a cutoff of less than 0.90. Results displayed that our study variable's HTMT ratio was significantly accepted according to standard.

Table 5: Discriminant Validity Farnell Larker Criteria

Variables	CSR	C	EH	EP	GHRM
Corporate Social Responsibility	0.792				
Creativity	0.543	0.675			
Employee Happiness	0.536	0.446	0.783		
Environmental Performance	0.702	0.551	0.388	0.797	
Green HRM	0.788	0.528	0.513	0.643	0.813

Source: Author calculated by using smart PLS

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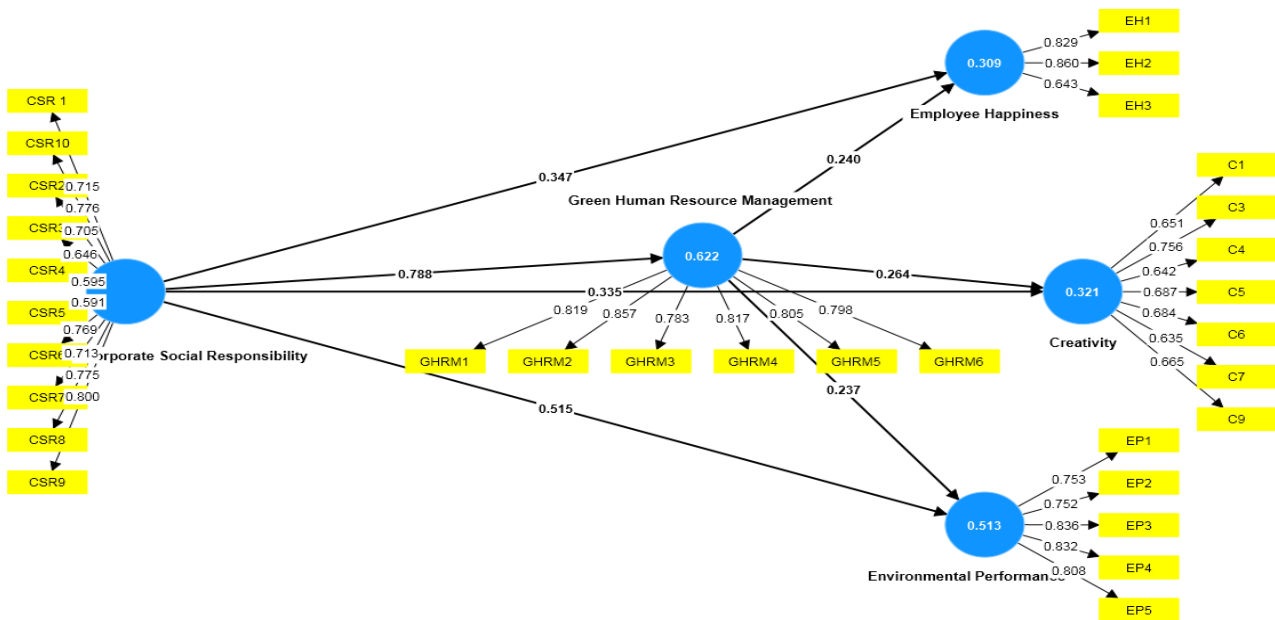
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Table 6: HTMT Ratio table

Variables	CSR	C	EH	EP	GHRM
Corporate Social Responsibility					
Creativity	0.623				
Employee Happiness	0.693	0.598			
Environmental Performance	0.799	0.650	0.508		
Green Human Resource Management	0.874	0.604	0.659	0.730	

Source: Author calculated by using Smart PLS

Figure 2: Measurement model assessment



Source: Author designed by using Smart PLS

Structural model assessment

Table 7 provides strong evidence for the proposed direct relationships in the study, offering valuable insights into impact of CSR and GHRM on specified variables. The results suggest statistical significance and the strength and direction of these relationships. All hypotheses (H1 to H7) are accepted, signifying statistically significant and supported direct connections. CSR and GHRM appear to have significant impacts on variables creativity (C), employee happiness (EH), and environmental performance (EP) as indicated by the Beta values and highly significant T statistics. The p-value is also less than 0.05 in case of all hypotheses. Likewise, the lower and upper limits are also positive and significantly accepted.

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Table 7: Direct Relationship

Hypothesis	Relationship	Beta	STDEV	T statistics	P	LL	UL	Remarks
H1	CSR -> C	0.336	0.089	3.785	0.000	0.191	0.481	Accepted
H2	CSR -> EH	0.347	0.079	4.395	0.000	0.213	0.476	Accepted
H3	CSR -> EP	0.518	0.075	6.905	0.000	0.393	0.641	Accepted
H4	CSR -> GHRM	0.789	0.019	40.990	0.000	0.757	0.819	Accepted
H5	GHRM -> C	0.266	0.083	3.178	0.001	0.127	0.400	Accepted
H6	GHRM -> EH	0.240	0.081	2.950	0.002	0.105	0.373	Accepted
H7	GHRM -> EP	0.234	0.074	3.197	0.001	0.109	0.356	Accepted

Source: Author calculated by using Smart PLS

Table 8 and Figure 3 presents the mediation analysis in detail. The information shows the consequences of a mediation analysis using the indifference effect. The analysis inspects the indirect connection between variables through a mediator variable. Hypothesis (H): Each hypothesis denotes a specific mediation pathway linking three variables. Relationship: The relationship column specifies the associations being verified in each hypothesis; involving independent variable (CSR), mediator variable (GHRM) and dependent variable (Employee Happiness, Creativity, or Environmental Performance). Samples mean (M): This column shows mean values of variables in sample. Standard deviation (STDEV): The standard deviation column shows the variability or scattering of the variables in the sample. T statistics (|O/STDEV|): This column represents the t-statistic for the indirect effect, which measures the importance of the mediated relationship. It is calculated by dividing observed value (O) by standard deviation (STDEV). The greater the t-statistic, the more significant the indirect effect values: The p-value column reflects the chance of seeing a t-statistic. as extreme as the one calculated, assuming no indirect influence. Lower p-values suggest more evidence that the null hypothesis (no indirect impact) is correct. LL and UL: These columns show the lower limit (LL) and upper limit (UL) limits of the confidence interval with indirect effect. The range of values where the actual population parameter is most likely to fall is provided by confidence intervals. In light of this the following conclusions can be drawn: H8, H9, and H10 hypotheses: There are Significant indirect positive effects of CSR on Employee Happiness, Creativity, and Environmental Performance through mediator (GHRM). P-values for all three hypotheses are below 0.05, representing that the indirect effects are statistically important. The t-statistics are comparatively large, advising strong proof for the mediated relationships.

Table 8: Mediation Relationship

Hypothesis	Relationship	Beta	STDEV	T	P	LL	UL	Remarks
H8	CSR -> GHRM -> EH	0.189	0.064	2.968	0.002	0.083	0.294	Accepted
H9	CSR -> GHRM -> C	0.209	0.064	3.236	0.001	0.102	0.313	Accepted
H10	CSR -> GHRM -> EP	0.185	0.058	3.208	0.001	0.086	0.281	Accepted

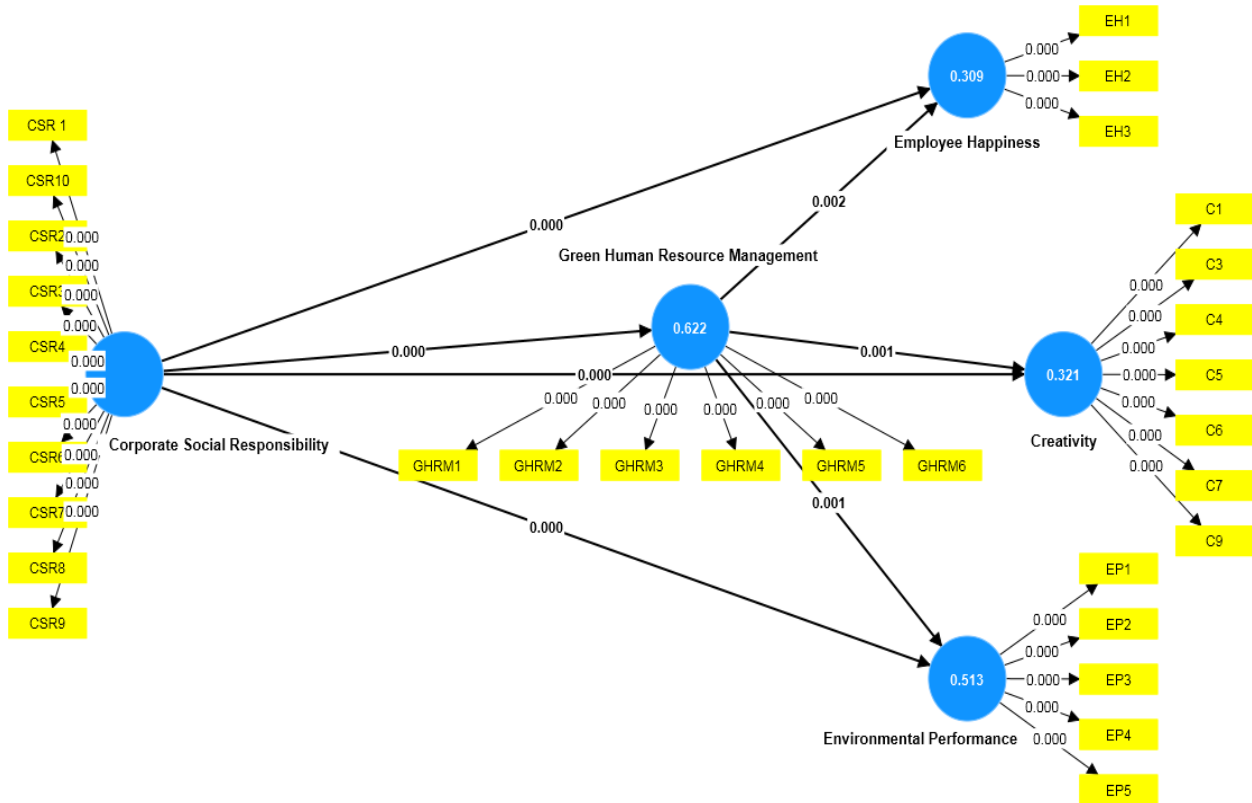
Source: Author calculated by using Smart PLS

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Figure 3: Structural model assessment



Source: Author designed by using Smart Discussion and Implications

Discussion

The study found that CSR positively influences employee happiness, and GHRM plays a crucial role in mediating this relationship. GHR practices elevate well-being and eco-awareness. It also became evident that perceived authenticity of CSR efforts and employee engagement are directly linked. Moreover, CSR directly affects employee creativity. Likewise, the mediation between CSR and GHRM also has a direct impact on employee creativity.

In addition, CSR has a direct impact on environmental performance which is further influenced by the positive effect of CSR on GHRM as stated earlier. Another favorable impact of CSR is on adoption and application of GHRM practices within organizations. In a similar vein, a continuous connection between GHRM practices as well as creativity within organizations is explored. Concurrently, a fair link between GHRM practices and Employee happiness within organizations is made evident through this study.

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Lastly, the study explored role of GHRM in making environment effective for employee within the organization. All in all, this study not only explored the relationship between CSR and GHRM but also it focused on its positive effects on employee outcomes, including positive links with consumer indifference, employee happiness, and productivity. This contributes to employee well-being and organizational success. Hence, this study underscores integrating CSR and GHRM for a positive work environment, promoting engagement, innovation, and sustainability.

Theoretical contribution

This study enhances CSR literature by highlighting its positive impact on job outcomes like happiness, creativity, and environmental performance, especially when paired with GHRM practices. GHRM practices focusing on sustainability motivate employees, fostering their dedication to organizational goals. These findings provide empirical evidence of CSR's favorable connection to job-related outcomes, supported by (Smith et al., 2023). The study advances social exchange theory by emphasizing GHRM's role in aiding employees' understanding of CSR, aligning with (Jamali et al., 2015). GHRM is shown to mediate CSR's effects on job outcomes, corroborating (Dust et al., 2018).

Practical implications

Incorporate (CSR) and GHRM practices to emphasize environmental responsibility (Mishra, 2017). Foster a positive work environment by promoting CSR values and enhancing employee happiness and engagement (Nyuur et al., 2022). Encourage creativity: associate CSR and GHRM practices with employee creativity (Suto and Takehara, 2022). Cultivate innovation through idea-sharing, valuing suggestions, and ownership. Prioritize environmental performance: promote eco-friendly practices and engage in waste reduction, energy conservation, and sustainable efforts (Mishra, 2017). Recognize CSR's direct impact: communicate CSR's positive effect on job outcomes, reinforcing its importance (Afridi et al., 2023). Drive employee participation. In summary, merging CSR and GHRM practices enhances job-related outcomes, supporting a positive work environment, engagement, and organizational success.

Limitations and directions for future research

The study has several constraints which require to be taken into account in subsequent investigations. Firstly, the findings may not be fully generalizable to other working environments or sectors due to potential variations in employee perceptions. Replicating the model in different sectors and industries, preferably within a single organization, could provide more comprehensive results. Secondly, the data collection intervals were brief, and a longitudinal investigation with data gathered over a longer period could offer perspectives on shifts in employee perceptions over time. Additionally, examining educational institutes across rural and urban areas and different provinces of Pakistan would help account for cultural and organizational variations. Thirdly, future research should explore the influence of CSR on other favorable job-related results such as employee happiness, creativity, and environmental effectiveness. Conversely, studying the effects of poor CSR practices on adverse outcomes like

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low productivity, employee frustration, and time wastage would also be valuable. By addressing these limitations, imminent studies can provide a more comprehensive understanding of CSR's effect on employees and organizational outcomes.

Conclusion

The study highlights the importance of Corporate Social Responsibility and Green HRM practices in enhancing job-related outcomes for employees in the education sector. The findings suggest that CSR initiatives directly influence employee happiness and creativity, while GHRM provides a mediating role in promoting these outcomes. The study also shows that CSR has a direct positive effect on environmental performance. However, mediating role of GHRM in the relationship between CSR and career commitment was not evident. The research was conducted in educational institutes in Lahore, Punjab, Pakistan, and provides valuable insights into the positive effects of CSR and GHRM on employee attitudes and practices, leading to improved job-related outcomes. As a whole, the study points out the significance of enacting CSR and GHRM practices to foster a positive work environment and enhance employee satisfaction, creativity, and environmental performance in organizations.

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