CSR-HRM NEXUS: IMPACT OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT ON EXTERNAL CSR INTENDED FOR CPSE'S EMPLOYEES'

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ABSTRACT: *The purpose of this study is to investigate the relationship between socially responsible human resource management (SR-HRM) and organizational climate attributable to perceived external corporate social responsibility (PECSR), i.e., CSR intended for external stakeholders. Theories underlying social and psychological mechanisms in organizational and behavioral literature of human resource management (HRM). A multilevel review of data collected over two periods indicates that CSR climate mediates the relationship between SR-HRM and ES for the PECSR initiatives. Additionally, internal CSR programs, such as those aimed at employees, have an indirect impact. This study expands CSR research into human resource management by integrating micro-macro CSR perspectives. This paper provides a deeper understanding of the CSR-HRM nexus (individual actions and interactions). Moreover, this paper explores the theoretical contributions and future research directions based on the study's results.*

Keywords: Socially Responsible Human resource Management, External CSR initiatives, Organizational climate, Internal corporate social responsibility, Psychological nexus

JEL: C3, C8, I2,I3

INTRODUCTION: "Corporate social responsibility" refers to organizational policies and practices that take into account stakeholders' interests and the three fundamental aspects of economic, social, and environmental sustainability. For most business leaders in the past few decades, corporate social responsibility has become an unavoidable goal and a significant source of competitive advantage and sustainability. Despite the fact that CSR has no direct financial benefits, it still affects the behavioral viability of modern services. This impacts a wide range of stakeholders, including employees, employees, and other shareholders. Organizations implement CSR projects, so they need to adhere to rules and control measures in order to achieve their objectives. Employees, however, should embrace and support these goals. "Employees have the primary responsibility for carrying out ethical company behavior on a day-to-day basis, which means that achieving such results will rely heavily on their efforts." Therefore, employee support for CSR initiatives and a lack of job credentials and general attitudes are vital to their success. Empirical research has shown that workers can be CSR-committed, indifferent or dissenting. For instance, however, prior research did not differentiate between employees' overall CSR attitudes and specific CSR initiatives. The CSR status of an individual is determined primarily by their living climate (also known as the individual CSR values).

An individual may be affected by factors other than common attitudes such as perceived fitness for CSR, perception about the company, or the qualities of the CSR initiative and how CSR actions of the company influence the interests and welfare of employees. Therefore, workers do not support the particular CSR initiative of their company even though they typically support CSR as a principle.

Employees also have to implement embedded organizational values in their work conduct and professional functions; However, they do not promote them. Facades of conformity that emerge in these conditions also substantiate their behavior toward the workplace. According to the Supplies Values Suit Principle, a supply–values mismatch is likely to have a detrimental impact on workers, such as decreased employee job productivity, dissatisfaction with one's work, and an urge to quit, as well as actual turnover. Andrewson et al. (2006) proposed that the formulation and implementation of SR-HRM activities is a roadmap to improve employee support for external CSR.SR-HRM is a compilation of HRMs implemented by organizations to influence attitudes and actions of employees as well as promote the delivery of CSR initiatives externally. The SHRM can involve hiring socially responsible workers offering HR practices involving training, promotion performance appraisal, compensation, and evaluation regarding CSR concerns. This study examines the connection between SR-HRM and external CSR support followed by mediating mechanisms to address this crucial literature gap.

LITERATURE REVIEW

In this article, We characterize the contribution of appropriate and willing workers to the introduction of external CSR initiatives. CSR initiatives on the external front often focus on reducing poverty studied employee actions that included statements like CSR effect on employees' organizational participation. Several macro-level disciplines were studied in CSR analysis, but organizations and institutions are of particular interest, such as tactics and corporate climate. Research gaps from this acknowledged CSR literature lead to an inability to comprehend individual issues. The micro-foundation remained largely uncharted with the CSR (employee status and CSR impacts). This paper will enhance CSR's micro-foundations by incorporating an interdisciplinary approach to the effect of individuals and organizational forecasters on external CSR funding.

Secondly, this study responds to the call to expand the CSR area of HRM research. SR-HRM is a concept recently coined by researchers such as Orlitzky & Swanson, and Shen & Zhu reviewed the relationship between SR-HRM and employees' prediction regarding the organizational extra-role activity. As pointed out, CSR research generally does not consider HRM issues. However, by Morgeson et al. (2013), SR-HRM may boost the attitudes and behaviors of employees outside CSR. According to the literature on HRM attribution, the SR-HRM effect of the employee has never been examined before. This research aims to investigate the impact of SR-HRM on employee support due to external CSR initiatives. Organizational external CSR initiatives develop its theoretical HRM attribution model (Nichii, 2008). This research focuses on the behavioral approach of HRM. Also, the conceptual model is used in the HRM analysis to test mediation in the CSR organizational climate. Thirdly, despite the growing focus on CSR in academia, research has examined the impact of organizational policies supporting external CSR by employees. Recent reports on this deficiency by Aguinis and Glavas (2012) called for additional studies to enhance the "understanding of forecasters who influence an individual into the performance of CSR." The study contributes to closing the gap: (1) differentiate between CSR attitudes and CSR initiatives of the particular organizational attitudes of the employees; and (2) explore the effects on the support of employees to organizational external CSR practices (SR-HRM practices) and (3) understanding and resolving the perceived position of the CSR built for an employer, possible competing interests of various stakeholders. Our research illustrates the subtle effects of CSR through the distinction between external CSR and CSR directed at workers. In short, we follow the HRM approach to clarify more clearly why and how SR-HRM affects employee support for external partners' CSR initiatives by their companies. Our model is based upon the HRM behavior literature framework that shows that employee expectations of HR initiatives determine potential employees' attitudes and performance levels. The behavioral HRM theory model allows one to conceptualize any crucial interpretation for processing CSR's theoretical perspective within a broader organizational sense.
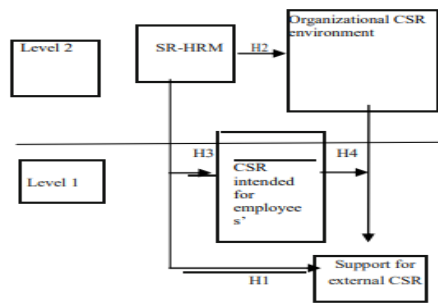
Fig. 1 Proposed Model

We have a multilevel theoretical model, in which links between levels were shown in two phases with direct and indirect moderating effects. In the following section, we present each of our hypotheses with the theoretical history and ratio. Figure 1 refers to our conceptual model's graphic representation.

Critical terms of model Hypotheses Generation:

A) Socially responsible HRM and external CSR employees' support

The employees' actions and attitudes partly respond to their views and assessment of HRM activities. The behavioral perspective on HRM and the provenance theory describe why people behave in certain respects? The understanding of another person's conduct for its intent affects the potential conduct of that person, Ostroff and Bowen and Nishii et al. (2008) claimed that individuals enjoy working in organizations that personify people. The expectations that the company treats workers extensively affect the organization's behavioral and attitudinal responses. It is claimed, based on an allocation theory given by Nishii(2011), that the HRM of a company broadly defines the perception and factors that influence employees' attitudes and behaviors.

SR-HRM is an integrated concept consisting of different SR-HRM activities to promote external corporate CSR policies. Particularly by taking into account different CSR values during the selection of employees, this increases the chance of hiring employees with positive common CSR attitudes. CSR training enables employees to distill their company's CSR values. Further, the lack of awareness or incomprehension of CSR could adversely influence employees (Ellies (2010) argued. This increases workers' CSR awareness and willingness to engage in CSR activities and

improves appreciation of their social success — e.g., green behavior, cogitative function, community engagement, and contributions for NGOs or those in need — motivation guidelines. We make the following hypothesis:

Hypothesis 1: Employees' support of an organization's external CSR initiatives positively correlates with SR-HRM practices.

The Organizational CSR Climate's Mediating Function:

Throughout the last few decades, the HRM literature has grown significantly. One notable theoretical HRM researcher has demonstrated that workplace attitudes and behavior do not generally affect HRM practices but rather convey results to employees through various psychological mechanisms. It is proposed that organized climates are significant mechanisms underlying the connection between HRM practice and employee behavior and attitude Gelade and Ivery 2003). Schneider and Reichers (1990) characterized the organizational setting as "a shared understanding of how this is done." The organic community's corporate climate is a quantification tool, primarily implementing specific administrative policies.

As a consequence, the organizational climate grows over time; for example, when policy changes are introduced (Mossholder et al., 2011), HRM practices have a significant influence on business climates. Employees are aware of the agreed working climate and the consequences of those acts, behaving accordingly. Therefore, the excellent organization cares for third parties and encourages an environment that appreciates external CSR commitments beyond maximizing economic gains. The use of SR-HRM allows the organization, by incorporating this spoused principle into its organization processes to their CSR climate, which creates a shared employee-shareholders oriented perception about the workplace climate.

Bulk literature on these studies, such as caster et al. 2013, has shown practical position mediation interventions and employee conduct in HRM. Likewise, the organizational CSR climate is an "internal stimulus" for shaping cognitions of workers and cultivating behaviors external to CSR by the CSR principles of the company. SR-HRM thus contributes to an internal CSR framework that enhances externally initiated CSR employee support. The generated hypothesis is as follows:

Hypothesis 2: Corporate climate mediated the relationship between SR-HRM activities and employees' support for external CSR initiatives.

B) **CSR Intended for Employees as a moderator**

The theorist Royle,2005 has said that employees will compel organizations to participate in CSR activities; the explanation is that workers expect companies involved in external CSR also to be socially responsible for their employees. Although some companies can follow the CSR rhetoric, they might be less likely to behave socially accountable [for their employees]. Companies should try to compensate employees for the expense of compromise on their external social agendas for fitness(Klien,2001), growth, and even working conditions. For example, to promote external CSR policies and actions, some organizations ask workers to lose some of their wages (Zapala' 2004). While these benefits may result in financial returns, in the long run, they may not be instantly successful or may be disproportionate to the amount of money invested in CSR, which means the company's CSR motives are not short-term initiatives.

The concentration of stakeholders may be different, as per their needs. In certain situations, the well-being of shareholders, particularly those with no long-term ties with the firm, does not profit or even maybe contradicted by external CSR. For example, employee values have been chiefly self-concerned (Meglino and Korsgaard, 2007). Therefore, it is generally assumed that SR-HRM and the organizational CSR climate would positively improve employees' support for outside CSR initiatives. Their positive effects will depend on whether they participate. A partnership that effectively represents the needs of workers is also involved with CSR is a fundamental unit for maintaining employees' health and well-being, such as the provision of life insurance, eliminating redundancies, facilitating work-life balance, having autonomous workplaces, and maintaining equal pay.

Based on the above discussions, we suggest that employee support implications in SR-HRM organization for ECSR initiatives and the CSR climate of the organization are highly correlated.This increases the positive effect on employee sponsorship of the company's external CSR initiative.

Based on the above discussion, the relationship between the SR-HRM and employee support is mediated by the ECSR. The hypotheses are-

Hypothesis 3: CSR aimed at moderating the interaction between the SR-HRM activities and the support of employees for the company's external CSR initiative, thereby improving the relationship with the high level of CSR for employees.

Hypothesis 4: CSR intended for employees Moderating the indirect influence of SR-HRM on support for external CSR initiatives through the application of CSR framework so that the indirect effect of the CSR level, which is intended for employees, is improved.

METHODOLOGY

Procedures and participants in data collection

First, the model predictors were framed as a questionnaire to postulate direct and indirect effects, including SRHRM practices, CSR climate, and internal CSR activities. After two months, we performed a two-phase methodology concerning the data on a dependent variable, i.e., externally supported employees' behavior towards CSR. When we completed the two-phase surveys, the participants received identical codes, and we matched the questionnaire with the codes. Data collection for predictor and result variables at different times reduced the probability of standard method variance (CMV). We supplied a lexicon of words, for example, external CSR and "Social Performance," climateal conservation participation, donation of community groups and interaction activities, CSRs intended for employees, and SR-HRM practices to promote respondents' interpretation.

The data is collected from workers in 18 CPSEs, 4 of which are Maharatna CPSEs, 5 are navrtanas CPSEs, and the rest are from Miniratnas Category I and Category II enterprises. The questionnaires have been distributed via internal mail and obtained from screened collection cases at the workplace. The responses ranged from 32 % to 84 % across companies, with 218 workers returning both surveys. Of 218 participants, 69% were managers, 18.4% were executives, and 12.6 % were training personnel. Five-pointer Likert scale indicators ranging from strongly disagree to strongly agree were used in questionnaire formation.

1. SR-HRM Practice: A six-factor scale of Shaw and Christ (2018), based on Woodland Charlie management literature, was used to collect psychological predictions about SRHRM. The results were validated through SPSS-23 statistically within the Indian context. The following 6 statements were used:

(1) My organization implements foster plans for executing corporate social responsibility functions as a core value. (2)In my firm, CSR training is offered to help workers improve their stakeholder engagement and communication skills. (3) In my company, the social performances of employees are considered as rewards. (4) The measurement of employees' performance appraisal also considers their social performance towards CSR activity. (5) My company provides compensation to each employee for their excellent social performance. (6)The Employees' benefits and compensation are directly linked to social success performance. For the above six measures, Cronbach's alpha value lies at 0.81.

2. Organizational CSR Climate

To measure Organisational Corporate social responsibility climate based on CSR & organizational literature, we developed a Scale based on Richards and Shaw 1990. Reference questionnaires have been established using a five-point Likert scale (1= not relevant, 3=neutral, and 5= highly relevant). The following six statements earned a 4 or 5 on average: (1) In my company, the workers are liable to behave ethically to support the social cause.; (2) My company respects each individual equally and rewards their successful participation in social causes.; (3) In my company, irresponsible behavior is considered indifferent towards social causes. (5) The company highlights successful individuals who support intensively social causes, and (6) Even though the functions do not effectively help society, it is predicted that each individual in this company is essential. 7) My company protects its interest away from this social interest. From the above seven questionnaires, the second one was equivalent to item no-6, so it gets omitted from further consideration. The exploratory factor analysis identified one factor explaining 81.87% of the variance, with individual factor loadings ranging from 0.78 to 0.86).

The one-factor structure for the variable (V2(5)=14.35; p\0.001; the CFI =0,97; the incremental index fit (IFI) =0.97; and the root average square approximation error, (RMSEA) =0,06 were provided by the validation factor analysis CFA and The Cronbach's alpha value was 0.91(91% value validated).

3. Perceived CSR Intended for Employees

We assessed perceived CSR for employees who use Maignan & Ferrell's five-point employee responsibilities (2004). The following five statements are: (1) There is no discrimination regarding distribution of salaries in my company. ;(2)In my company, there is a norm to adapt and enhance further career development plans; (3) My organization helps others to organize their events and to campaign.. 4) My organization is working in a private and professional climate with all workers and (5) In business decisions my company integrates the wishes of all employees. In this regard, the Cronbach alpha value came to 0.82.

4. CSR assistance of external stakeholder targeting initiative

To assess the support of employees for ECSR, we have developed three statements as follows: (1) I am fully supporting my company's view regarding CSR initiatives that focuses its interest towards external benefits (Stakeholders) (2) I actively participate in all CSR initiative taken by my company with full faith and integrity. 3) I actively contribute to the CSR externally in which my company takes the initiatives. The normality test showed that the 5% reduction average of 3.097 was near the original 3.077, which means there is a close relationship between these two variables, and hence the data is normal. The Cronbach's alpha was 0.79.

Control Variables

Consequently, the control variables taken under this research are gender, education level, age, and occupancy status in an organization at the hierarchical level because these factors affect CSR attitudes among employees. Though responsible for the determination of the overall CSR attitude of individuals, it can influence support for the particular CSR initiatives of an organization. Two assertions from Turker (2009) have been used to test CSR employee general attitudes: (1) "The most important thing a corporation should do is to be socially responsible"' and (2) "Any company has over income a social obligation." The alpha of the Cronbach was 0.74. As predicted, there was a

positive and significant association between CSR's overall attitudes and support for external CSR initiatives (R = 0.32, p \ 0.01). To verify that both variables were distinctive, we conducted CFAs. The findings suggested that the two-factor models have fitted the data well, namely

V2(4) =9.74 p\00.001, CFI =0.97, IFI =0.97 and

RMSEA =0.06 and better than the single factor model: V2(5) =18.35.

This shows a difference of 23 % between the two tests but in an anticipated way. These measures were 23% different, meaning they are distinctive constructions, although related as predicted.

In conclusion, thus, we can monitor the fitness and motivation of the employee to the perception and reaction of employees to CSR. This was achieved with a shortened Speed and Thomson moderating scale. There were four items: (1) My organization, for its concern to the public, is engaged in external CSR, (2) my organization has legitimate interests in the social purposes it promotes, (3) My organization has a logical link with its external CSR initiatives and (4) The social initiative and company's value have collaborated well. The Cronbach alpha value for this arrives at 0.87.

Approach to data analytics

Employees in a single company shall follow the same HRM procedures and may not be independent of their tuning and behavioral responses. Hangs and Kenny observed that " the observed variables have a common feature of some frequent sources, are ordered socially or spatially or sequentially in time. Thus, SR-HRM at the organization's level should be conceptualized and measured. In Rousseau's (1985) view. If the data obtained by individuals is aggregated to higher amounts, the following two preconditions shall be met. Second, there has to be structural heterogeneity between classes that can be checked with a one-way variance analysis (ANOVA), intra-class correlation measure (ICC1), and mean reliability (ICC2). ICC1 indicates the proportion of variation because of team heterogeneity. The rating ICC1 is suggested to range from zero to 0.20; ICC2 differs classes by more than 0.60 favored ICC2 scores. Secondly, there is a high degree of cross-rater agreement for level-2 variables within level-2 modules.

The degree of inter-rater agreement has been established as rwg (Le Breton et al. 2005). The value of rwg larger than 0,70 is acceptable, according to James et al. (1984). These suggested

protocols were followed to ensure that SR-HRM realistic scores at the company level were sufficient to aggregate. First, ANOVA's findings showed statistically relevant differences in SR-HRM activities in the 32 organizations: F[31, 776] =3.79, p \ 0.001. Secondly, rwg, which averaged 86, has been evaluated. Third, ICC1=0.10 and ICC2=0.74 these findings enable SR-HRM analysis data integration at the company level.

Conceptually, a collective understanding of organizational participants is a corporate climate. Therefore, we have also taken the same steps to investigate whether the data to the organizational CSR setting can be added to the level of the organization. A single-way ANOVA showed significant intercompany differences in the CSR climate - F[31,816] = 3.26, p\ 0001 level. The average rwg of 0.91. ICC1, as well as ICC2, were 0.15 and 0.81, respectively. These findings ensure that the organisational CSR climate is aggregated internally.

Since all workers at the same organisational units are subject to the same CSR for employees, their views within the same organisation and between organisations can be similar. We also examined whether the aggregation of this variable to the organisational level could be sufficient. In the organisational CSR setting a single-way ANOVA showed major interface variations: F [31,816]= 2.32, level p\0.001. However, the rwg average of 0.64 was lower than 0.70. The proposed cutoffs for ICC1 and ICC2 were 0.06 and 0.70, respectively, 0.05 and 0.57.

The results did not endorse the aggregation of perceived CSR for organizational workers.

Conceptually, individual-level structures were also research variables. This led to a multilevel nature of our research design. A hierarchical data structure is caused by gross prediction errors when researchers use statistical approaches that do not moderate data structures that involve dependency from the clustering of entities (such as a standard least square regression).

Moreover, conventional multilevel modeling for cross-level mediation tests is unsuitable because it contradicts the presumption that observations are independent, leading to downward-specific norm errors and indirect confusion effects. We conducted a multilevel structural equation modeling method using AMOS-21 to estimate the between simultaneously- and internal variance, place a restriction inequality on the fixed components in the middle and in between pathways and

distinguish the effects from the effects. By examining confidence intervals, We estimated the indirect effect at cross-levels. Finally, we followed a one-step method for simultaneous direct and indirect trajectory estimation. We followed Muffins and Calvin's moderated mediation procedures to get statistical data fitted to the values by integrating the partial mediation models with the full mediation model.

Results

Evidence of validity for the measuring model

Before performing the substantive tests, we have carried out a series of CFAs to gather more evidence of validity in relation to the measuring model compared to the fit of the four-factor hypothesized model. We suggest our model, including SR-HRM operations, CSR, CSR for workers, and support for external CSR initiatives. The excellent fit data are as follows:

One factor model	$V^2 (152)= 541.12$	$P \backslash 0.001$	CFI= 0.79	IFI =0.79	RMSEA= 0.13	$Dv^2(6)= 140.53$ $p^{\backslash 0.001}$.
Two factor Model	$V^2 (151)= 514.91$	$P \backslash 0.001$	CFI= 0.81	IFI= 0.81	RMSEA= 0.11	$Dv^2(5)=141.31$ $p\backslash 0.001$.
Three factor model	$V^2 (149) = 445.69.59$	$P \backslash 0.001$	CFI= 0.89	IFI =0.83	RMSEA= 0.083	$Dv^2(4)= 45.10,$ $p|\backslash 0.001$
Four Factor model	$V^2 (146) = 400.59$	$P \backslash 0.001$	CFI= 0.97	IFI =0.97	RMSEA= 0.06	$Dv^2(3)= 39.41,p$ $\backslash 0.001$

So as far as we can see the four factors model is good fit than other three.

Table 1: Means, SDs, correlations between variables, and internal consistency reliability

	M	SD	1	2	3	4	5	6	7	8	9	10
Organizational-level variables												
1. SR-HRM	3.36	0.64	(0.81)									
Organizational CSR 2. climate	3.24	0.14	0.36**	(0.96)								
Individual-level variables												
3. Gender	1.68	0.46	-0.05	-0.07	–							
4. Age	3.27	0.81	-0.01	-0.08	0.08*	–						

5. Education	12.26	2.12	0.08**	0.18*	-0.01	-0.17**	–				
6. Organizational position	1.18	0.15	35**	0.27*	-0.03	0.08	0.47**	–			
7. Perceived CSR motive	3.16	0.23	0.17*	0.28**	0.01	-0.02	-0.08	0.26**	(0.87)		
8. General attitude CSR	3.36	0.71	39**	0.31**	-0.04	-0.06	0.04	0.23**	-0.20*	(0.74)	
9. Perceived CSR intended for employees	3.09	0.51	33**	0.19*	-0.04	0.03	42**	0.08	0.38**	-0.06	(0.82)
10. Support for external CSR	3.45	0.87	0.41**	0.54***	-0.10*	-0.01	0.04	0.20**	0.32**	0.38**	0.38** (0.79)

Gender: Male(1),Female(2):Age group 1 (18-29 yrs.) , 2 (30-39 years), 3 (40-49 years),4 (50 and older)

Hierarchical position: 1 =Executives, 2 = staff employee

The key diagonal is reported on internal consistency reliability estimates

* p \ 0.05; ** p \ 0.01; *** p \ 0.001; correlations were computed at the individual level.

Table 2: Multilevel mediation and moderation research results

CSR intended for employees	SR-HRM practices (X) support for external CSR initiatives (Y) Organizational CSR climate (M)				
	1st stage mediation	2nd stage mediation	Mediation effect(Direct) X*Y	Mediation effect(Mediation indirect) XM*(M'Y)	(Mediation total effect X*Y/(XM)*(M'Y)
Level	X*M	M'*Y			
High (+1 SD)	b = 0.33***	b = 0.37**	b = 0.42**	b = 0.16**	b = 0.56**
Low (-1 SD)	b = 0.33***	b = 0.12*	b = 0.16*	b = 0.04*	b = 0.24*

b = standardized coefficients; * p \ 0.05; ** p \ 0.01; *** p \ 0.001

XM= A path which connects SR-HRM with a CSR organisational climate; M'Y=A path connecting the CSR climate of an organisation with employees supporting external CSR initiatives; XY= the path connecting SR-HRM to employee support for external CSR initiative.
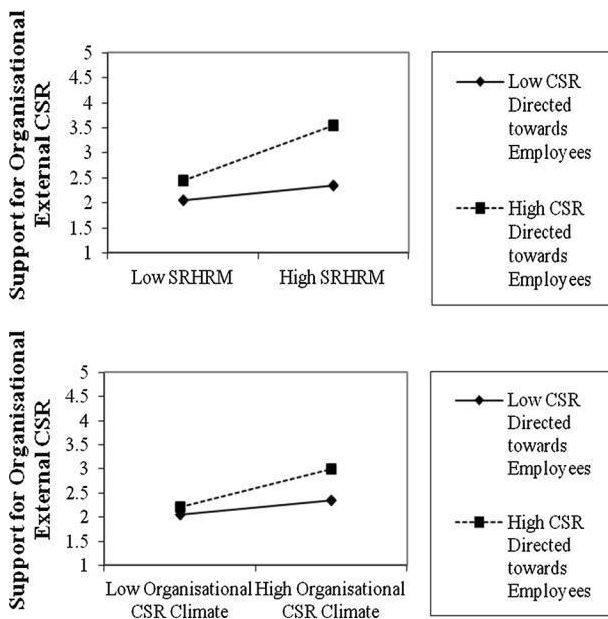
* High SR-HRM represents a moderator role between Support for OECSR and SR-HRM Hypothesis 3), the upper line CSR is intended for employees.

*Lower line in OECSR is designed for employees to act as a moderator of the relationship between OECSR and ES for external CSR (Hypothesis 4).

Higher effect: SD level above the mean; lower effect: SD level below the mean

Fig. 2: Interactional effects.

Furthermore, all loads were statistically relevant and exceeded the recommended minimum value of 0.40. The 4-factor model, therefore, suits the data better.

Since we have collected data on two different occasions, we have followed Andrew slinky et al. 2011 as indicated by the process to compare the model fit with a model that allows all elements to load on the method factor. The model of the method fitted better ($v^2[85] = 209.95$, p \ 0.001, CFI = 0.96, IFI = 0.96, and RMSEA = 0.06) than the three-factor model ($v^2[101] = 253.51$, p \ 0.001, CFI = 0.95, IFI = 0.95, and RMSEA = 0.08,

Discussion

For organizations and society as a whole, the subject of CSR is vital. However, we know nothing about CSR's micro-basis because of a lack of analysis. Therefore, the purpose of this research paper was to explore this 'black box' — in particular, as SR-HRM activities impact promoting employees for a company's CSR initiatives. Looking at the circumstances under which this relationship is strengthened or weaker. In conjunction with the literature on behavioral HRM, our findings indicate a valuable insight into why workers endorse external CSR help and when. Implementing SR-HRM practices has created a CSR ecosystem that Improves support from employees for external CSR programs. When the CSR levels are higher for workers, the direct and indirect effects of SR-HRM through the mediation of the CSR climate have grown.

External CSR may be seen as a business tactic if CSR does not address employees. The indirect impact of SR-HRM may negatively influence funding from employees for the external CSR services.

Our analysis takes a sectional (cross-level approach by considering the impact on the individual results of both organizations and personal variables. Our study may, therefore -

Serve as a vital tool in future CSR research and in other significant domains that consider micro and macro-level problems to overcome this research paper, i.e., social-behavioral organizational climate. We, therefore, call for further study into other potential paths of mediation. Moreover, stakeholders' theory permitted us to verify that CSR levels intended for employees are the prerequisite for strengthening or weakening the employee support for external CSR. This result is significant and can be extensively studied from a larger perspective. For this organization, individual employees and a whole spread community can barely endorse socially responsible initiatives if their interests are not entertained. Our conceptual model was also considered to be a mediator and moderator. Still, employee outcome behavior is channeled through various HRM activities that ultimately affect SR-HRM towards external stakeholders, so the micro-macro gap.

Consequently, the social and psychological processes that connect SR-HRM to employee results may indicate differences between External & general Human resource management practices. It would help study alternate mediators and moderators in future studies. Finally, in this analysis, we considered only one employee's performance.

Since the multifocal sources were very limited in this research, it is advisable to conduct future research further to open the scope of SR-HRM and employee outcome behavior. As a result of our study, we suggest that a multilevel conceptual framework should be adopted for future CSR research, appropriate mediation paths taken, and multiple stakeholder interests considered.

Limitations for study and further research scope

There are some drawbacks to this analysis that have to be added. First of all, expectations and conditions for CSR, SR-HRM activities, and citizens' needs in CSR differ from company to economy. The economic climate and cultural viability in the Indian context can be very different from those in other countries. This research was carried out considering these facts. As a result, the attributes of the relationship that have been tested elsewhere may not be the same in this study. To make the findings more generalizable, we suggest that future studies use cross-cultural data. Because this study used cross-sectional data hence, it was pretty challenging to generalize casual relationships. The second thing is that future research could gather data at different points to investigate shifts in employee attitudes toward CSR as a result of SR-HRM practice and its implementation. The outlook of this study was to develop a relationship between CSR and HRM considering social issues as a whole.

Ethical Approval:

All procedures performed in this study involving human participants were in adherence to the 1964 Helsinki declaration and its later amendments. This study was also conducted according to the Checklist for Reporting Results of Internet E-Surveys (CHERRIES) guidelines.

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Author Contribution:

Sushmita Tripathi conceived the idea and further undergone the process of data collection and analysis.. Dr. Jyotsna Sinha assisted in proofreading and drafting the final article.

Conflict of Interest:

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest, or non-financial interest in the subject matter or materials discussed in this manuscript.

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