

Fostering Employees' Socially Responsible Behavior through Socially Responsible Human Resource Management and Islamic Work Ethics

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Abstract. As corporate social responsibility (CSR) grows increasingly vital, understanding drivers of employees' extra-role socially responsible behaviors is important. This study examines the impact of socially responsible HRM (SRHRM) and the conditional role of Islamic work ethics (IWE). Survey data was gathered from 325 employees in Saudi Arabia. Results of SEM analysis showed SRHRM positively influenced extra-role behaviors directly, and indirectly via enhanced prosocial motivation. Further, the SRHRM-motivation link was stronger for those with higher IWE. By illuminating this motivational mechanism and individual values boundary condition, the research provides theoretical and practical insights into fostering employee CSR participation through reinforcing personal ethics.

Keywords: Socially responsible human resource management, Pro-social motivation, Individual work ethics, Extra role socially responsible behaviors.

1. Introduction

Corporate Social Responsibility (CSR) has become a valuable organization practice that is aimed at benefits the society and stakeholders (Aguinis and Glavas, 2019). Like various other stakeholders, employees are the central internal stakeholders because the overall success of organizational CSR acts is largely dependent upon the socially responsible performance of employees (Ahmed et al., 2020; Vlachos et al., 2014). Socially responsible performance covers in-role and extra-role performance outcomes, where the former covers the required job performance which is part of one's formal job (Opoku-Dakwa et al., 2018), while the later aims at those performance aspects that are volunteer, not part of one's formal job and are not backed by rewards (Vlachos et al., 2014). The in-role performance being the part of one's formal job is the minimum standard one has to meet, therefore gaining the willingness of employees to go an extra mile for the organization through the extra-role performance has always been an important consideration for the firms (Howard and Serviss, 2022; Islam et al., 2021b). Though the employee general extra role behaviors have been valued and focused by the studies but CSR focused extra role employee behaviors have been largely under-investigated (Gond et al., 2017; De Roeck and Maon, 2018; Zhao et al., 2023). Therefore, the current study focuses on the extra-role socially responsible behavior of employees and ways to awaken such a consciousness.

While looking at the determinants of employee extra role socially responsible behavior, a profound look at the literature highlights that the individual behaviors are largely driven by the organizational practices e.g. human resource management (HRM) practices (Garavan et al., 2023; Khan, 2023). But due to shift in focus to all stakeholders, the conventional HRM practices have been replaced with the socially responsible HRM practices (SRHRM, Wang et al., 2023). SRHRM include all the acts that are aimed at hiring, training, appraising and rewarding workforce that is more socially conscious and responsible (Lee et al., 2022; Shen, 2011). These are the practices that have become a part of norm for the growing number of firms (Shen and Benson, 2016; Wang et al., 2023), and numerous studies have highlighted its influence on the employee attitudes and behaviors (Shen and Zhang, 2019; Zhao et al., 2021; Wang et al., 2023), but little is known about the relationship of SRHRM and employee extra role socially responsible behaviors. Consequently, the researchers have recommended studying the link between SRHRM and employees socially responsible behaviors and performance (Zhang et al., 2022), as it may help in understanding the social impact of SRHRM. Thus, this study assumes, empirically investigates and contributes by linking the said socially responsible acts of firm and individuals.

It has also been observed that the ways through which SRHRM influences the employee outcomes is an area that has not gained due attention, as Wang et al., (2023) highlighted that there is dearth of literature that shows the paths through which SRHRM can influence outcomes. Against this backdrop, this study proposes and empirically investigates the mediation of pro-social motivation (i.e. one's willingness to act to benefit others, Grant and Mayer, 2009). The relationship seems organic as the SRHRM can be considered as a resource (Conservation of Resources perspective, Hobfoll, 1989, 2001) which enables employees to work positively and move a mile further than their conventional roles. Being a socially responsible act, SRHRM is translated as an external resource which enables and motivates employees to become a socially responsible individual and even work beyond their formal roles of social responsibility. Therefore, they get motivated and even move an extra mile for organization benefits. Thus, consideration of pro-social motivation is another contribution offered by the current study.

Additionally, the researchers have observed that organizational acts and practices may not always work as catalyst of individual level behaviors, rather there are some individual level factors that influence organizational efforts and outcomes relationships (e.g. Islam et al., 2021b; Khan, 2023). Building on these lines, it is to suppose that SRHRM may not always work as the predictor of employee motivation and extra-role socially responsible behaviors, rather there could be some conditional factors that may strengthen or dampen the relationship. Using this premise, this study proposes that individual Islamic Work Ethics (hereafter, IWE) could be a possible predictor, as Faliza et al., (2024) observed

that organizational level factors does not influence employee motivation rather they work with individual level factors e.g. IWE. Literature is also evident that individual factors influence the relationship of HRM and outcomes, for instance, Islam et al., (2021b) observed that individual values moderate the relationship of green HRM practices and employee outcomes. This study also proposes that when individuals have high IWE they tend to translate organizational acts, like SRHRM, more positively and get energized by them. Therefore, this study proposes and empirically investigates its conditional role. The inclusion has been valued by some recent studies as researchers have noticed that employees in different industries remain indifferent or resistant to CSR acts (e.g. Cao et al., 2021), and therefore organizational level practices may offer different results at different organizations (Crane and Matten, 2021). Thus, the current study both adds values and contributes to the existing literature by focusing on the mechanism explaining “how and when SRHRM can influence employees’ socially responsible acts” (Wang et al., 2023). The following section covers the literature and hypotheses building.

The study, therefore, offers some valuable contribution to both literature and practice. The foremost is the hypothesizing and empirically investigating the relationship of SRHRM and extra role employee socially responsible behavior, which has gained attention in the recent past (e.g. Wang et al., 2023). Another important contribution is the inclusion of explanatory mechanism through mediation of pro-social motivation and moderation of IWE, which has not been assumed or tested in the past (up to the best of researchers’ knowledge). Additionally, considering the COR (Hobfoll, 1989, 2001) theoretical perspective to assume the said relationships is another important contribution. The findings are expected to help the management of the firms and offer a mechanism through which employees’ extra role socially responsible behavior could be improved.

2. Hypotheses Development

Underpinning theory

The current study builds on the Conservation of Resources Perspective (COR, Hobfoll, 1989, 2001), which proposes that individuals tend to protect and safeguard their resources. It proposes that when there is loss or threat of loss of resources individual tend to feel stress. But the vice versa may happen when there is abundance of resources. This study also proposes that the resources may be internal or external, organizational or individual, social or financial. Based on the given lines, the study proposes that when there is presence of SRHRM at workplace, employees tend to consider it a favorable organizational factor (a positive social/organizational resource) which may reduce stress and improve motivation (pro-social motivation) and employees’ behavioral outcomes (extra role socially responsible behavior). Furthermore, individual values or ethics (i.e. IWE) tend to be one’s personal resource and its congruence with the organizational resources (i.e. SRHRM) influences positively and synergistically.

SRHRM and employee extra role socially responsible behavior

While looking at the predictors of employees’ extra role socially responsible performance numerous determinants have been identified, while a greater emphasis has been given to organizational level predictors like SRHRM practices (Garavan et al., 2023; Khan, 2023). SRHRM practices are one of the broader and general perspective practices that not only aim on performance but also on taking care for the environment and society as a whole (Wang et al., 2023). As the organizational HRM policies have strong impact on employees’ behaviors (e.g. Islam et al., 2021b), this study contends that SRHRM may take employees to move an extra mile for the sake of social responsibility.

We propose this relationship with three different perspectives. First, organization focusing on CSR and SRHRM practices, would hire employees who like to be socially responsible, they shall train to perform well in CSR acts. Moreover, such firms would give targets that are more socially responsible and employees would be evaluated for the same (Shen and Zhang, 2019). The reward would also be attached with CSR acts, which would influence overall working pattern of employees. Therefore, it is

to assume that employees would develop themselves to meet the organizational requirements and adopt their behavior accordingly even if they would have to move an extra mile for that (extra-role socially responsible behavior) (Shen and Zhang, 2019; Wang et al., 2023). Second, the presence of CSR culture nourishes the CSR values of employees and they indulge in social acts. The provision of training helps them get involved in the CSR acts which improves their willingness to act socially and therefore they indulge in extra-role behaviors (Shen and Benson, 2016). Third, the performance evaluation and reward for socially responsible acts improves the performance of employees. Both the culture and rewards influence the overall thinking patterns and actions of individuals and thus they tend to indulge in CSR acts. In order to differentiate oneself from others and fetch more rewards employees may adopt a behavior that is not part of their formal job and therefore work an extra mile for the organization (Wang et al., 2023).

The said relationship can also be assumed on the basis of COR (Hobfoll, 1989), which proposes that resources gain motivates employees to adopt certain behaviors. The SRHRM practices are considered a resource by the employees and they get motivated to perform for the organization and environment even if they have to move an extra mile for the organization. Based on these lines, the following assertion is made:

H1: *SRHRM and employee extra role socially responsible behavior are positively related*

Mediating role of pro-social motivation

Though the SRHRM and employee extra role socially responsible behavior are logically related, the relationship still needs to be investigated for the question of “how the relationship exists?” (Wang et al., 2023). In order to answer this question, this study proposes and empirically investigates the mediating role of employees’ pro-social motivation. Pro-social motivation is defined as one’s willingness to act to benefit others (Grant and Mayer, 2009). Employees who have the motivation to serve and take care for others are motivated for prosocial acts (Hu and Liden, 2015). This study endorses that SRHRM leads to pro-social motivation of employees which increases their willingness to move beyond their formal job for sake of organization. The presence of SRHRM at workplace highlights the values of an organization that is socially conscious. Such an organization highlights a culture that satisfies the needs of meaningful existence (Rupp et al., 2018). Due to SRHRM employees believe that their organization is more concerned for the external stakeholders. This perception enhances the value of organization as they believe that their efforts improve the lives of others. In return, employees feel energized and motivated as their social conscious is fulfilled by working for their organization (Wang et al., 2023), and therefore employees tend to move an extra mile for the socially responsible performance. This could also be believed on the grounds that employees with prosocial motivation work as givers who prioritize others over self (Hu and Linden, 2015). Such individuals tend to prioritize their efforts for the sake and benefit of others (Grant and Wrzesniewski, 2010). Such employees are expected to work even beyond their formal roles to support the CSR acts of the organization and therefore may indulge in extra role socially responsible behaviors. The relationship can also be assumed on the basis of COR (Hobfoll, 1989), which proposes that resources provision motivates employees and provision of resources from organization can work as motivators and employees tend to feel energized. As the firm offers a socially responsible support the individuals with social conscious indulge in behavior that may not be part of their job (extra role behavior).

Therefore, it is expected that prosocial motivation shall mediate the relationship of SRHRM and extra role socially responsible behavior.

H2: *Pro-social motivation mediates the relationship of SRHRM and extra role socially responsible behavior.*

Moderating role of individual green values

Nonetheless the previous sections highlight how the SRHRM influences extra role socially

responsible behaviors both director and indirectly through the mediation pro-social motivation, but the question of “how SRHRM influences employees’ CSR performance?” (Wang et al., 2023) can be answered by inclusion of boundary condition. This study proposes and empirically investigates the notion that organizational level practices are not enough to determine employee extra role socially responsible behaviors rather individual level factors are important in determining employee behaviors. The influence of individual level factors has been proposed in the recent studies. For instance, numerous studies have found that individual level factors influence the relationship of organizational practices and employee outcomes (Faliza et al., 2024; Islam et al., 2021b; Khan et al., 2015). Building on the same line, this study also proposes that individual IWE would moderate the relationship of SRHRM and employee pro-social motivation. IWE has not only been observed to increase the possibility of outcomes of positive organizational factors (Faliza et al., 2024; Khurram et al., 2021), but also reduce the effects of negative organizational factors (Islam et al., 2021a). This could be built on the fact that individual respond differently towards the actions of others. The SRHRM practices provide a message to all while its impact on the individuals tend to be different (Luu, 2019). For example, it is proposed individual ethical considerations (IWE) influence the effectiveness of HRM practices (Khan and Rasheed, 2015). This could be believed on the grounds that one’s moral identity (an individual value) influences the way one makes a choice of response against external acts (Hu and Jiang, 2018). Therefore, Hameed et al., (2020) highlighted that individual values may influence one’s response towards the organizational practices like HRM because one responds positively when both the individual and organizational values are congruent. In authentication of these arguments, Elahi et al., (2020) observed that IWE strengthen the relationship of HRM practices and its outcomes. Using the given discussion, this study assumes that individual values would strengthen the relationship of SRHRM and pro-social motivation when those are more ethical in nature (i.e. IWE). Rupp et al., (2006) has also highlighted that when organizational and individual values are in-line the outcomes are always positive. For instance, the individuals who are more socially conscious tend to translate SRHRM positively and get motivated to act for the better of others (pro-social motivation).

The relationship can be predicted with the help of COR (Hobfoll, 1989), which proposes that when one is provided with resources his/her motivation increases. It also proposes that when one’s personal resources (IWE) work with the externally provided resources (e.g. SRHRM), the effects become synergistic and employees tend to be motivated and energized. Therefore, the following hypothesis is proposed.

H3: *Islamic work ethics moderate the relationship of SRHRM and pro-social motivation, as the relationship would be stronger for individuals with high work ethics and vice versa.*



Fig.1: Conceptual Model

3. Methodology

As the study was aimed at finding the SRHRM practices of firms, the MBA executive program students were invited to fill the questionnaire. The purpose of selecting these students was many folds. First, these students are enrolled for higher studies after getting at least three years of professional/job experience. Second, they should be working in either middle or upper level management which makes them a part of system where they can influence and work with the organizational policies. In order to have a true picture of organizational level practices, employees working with the organization for at

least one year were selected as these people are expected to know the organization culture better (Islam et al., 2021b). These individuals are those who have at least graduation degree and can understand the questionnaire well. As the data collection is a difficult process, such a practice seems useful and offers a good and generalized response (Islam and Ahmed, 2018). Moreover, employees often may not feel good at the workplace while filling questionnaire about the organization and workplace (Islam et al., 2021b). A questionnaire-based survey was used to elicit the response from the respondents. The respondents were approached with a lag of one month. All in all, 400 questionnaires were distributed at time-1 while only 345 completely filled responses, covering the questions on SRHRM and prosocial motivation, were received back. The same individuals were approached at time-2 when they responded for extra role socially responsible behavior and IWE. This time only 329 responses were received while four of them were not complete so removed from analysis purpose. The purpose of this design was to eliminate the chances of common method variance (Podsakoff et al., 2012). Furthermore, the sequence of questions was shuffled to reduce the perceptual biases and also added some dummy questions within measures to ensure the quality of response (Islam et al., 2021a). All the measures were designed at 5-points scale (ranging from 1=strongly disagree to 5=strongly agree). SRHRM was operationalized using six items scale of Shen and Benson (2016) which covered items like “My organization considers employee social performance in promotion”. Prosocial motivation was measured using Grant’s (2008) four items scale. Its exemplary items included “I care about benefiting others through my work”. Extra role socially responsible behavior was operationalized using the three items scale of Vlachos et al. (2014), which covered items like “I am actively involved in the implementation of my organization’s CSR programs”. IWE was operationalized by using the Ali’s (1992) 17 items scale. It covered items like “good work benefits both one’s self and others”. Majority of the respondents were male (68%), with average age of 32.75 years, average experience of 3.50 years and working at middle level management (43%).

4. Analysis & Results

Preliminary data analysis

Before analyzing data for hypotheses testing, the data was assessed for missing values and normality. There were no missing values in the data, so no treatment was not required. Normality was assessed using the guidelines of Byrne (2010) using Skewness and Kurtosis standard values of ± 1 and ± 3 respectively. The data was found normally distributed. Harman’s single factor test was used to assess the CMV which showed variance of only 19.75% (below 50%) (Podsakoff et al., 2012). After the preliminary analysis the data was assessed for CFA and hypotheses testing.

Structural equation modelling (SEM)

Two stages SEM technique was used where at the first stage CFA was carried out, the results of which are provided in table-1. The researcher used already developed and used threshold values of fitness indices including factor loadings (≥ 0.50), composite reliability (> 0.60) and average variance extracted (AVE > 0.50), (Hair et al., 2010). The fitness indices were adopted from the guidelines of Williams et al., (2015) covering CMIN/df (< 0.30), RMSEA (< 0.80), SRMR (< 0.10) and CFI (> 0.90). The measurement model results highlighted that the four factors model offered highest fitness values (see table-1), thus highlighting that the four factors loaded independently and CMV didn’t prevail. Furthermore, AVE and CR values were used for reliability and validity assessment (≥ 0.50 and ≥ 0.60 , respectively). The results revealed that all the measures were reliable because the tabulated values were higher than the standard values. As the AVE value was also above the threshold value the requirements of convergent validity were also met (≥ 0.50). Both CR and AVE are commonly used to predict the reliability and validity of measures, while the same has been proved by the statistical findings.

Results for descriptive statistics and *correlation* are also reported in table-1 where it is evident that the variables of primary interested are significantly correlated with each other. For instance, SRHRM is positively correlated with the pro-social motivation ($r=0.23$, $p<0.01$) and extra-role socially

responsible behavior ($r=0.31$, $p<0.01$), respectively. Furthermore, pro-social motivation is also positively related with the extra-role socially responsible behavior ($r=0.41$, $p<0.05$). It is also evident that the IWE is positively related with the public service motivation ($r=0.17$, $p<0.01$). All these tabulated values highlighted that the variables of interest are correlated with each other, which support our assumptions. Based on these results the researcher move a step further with the hypotheses testing.

Table 1: Descriptive Statistics, Correlation and & Confirmatory Factor Analysis

	Correlation				Descriptive	Factor analysis		
	SRHRM	PSM	ERSRB	IWE	Mean (SD)	Loading	CR	AVE
SRHRM	0.85				4.01 (0.452)	0.67 – 0.83	0.79	0.61
PSM	0.23*	0.77			3.98 (0.475)	0.63 – 0.90	0.81	0.71
ERSRB	0.31*	0.41**	0.91		3.75 (0.489)	0.71 – 0.87	0.82	0.68
IWE	0.06*	0.17*	0.07	0.88	4.11 (0.682)	0.61 – 0.75	0.90	0.70

Model Fitness Indices: $\chi^2/df=2.19$; RMSEA=0.053; SRMR=0.058; CFI=0.92

Reliability values in diagonal line; * $p<.01$, ** $p<.05$; SRHRM=Socially responsible HRM practices; PSM=Pro-social motivation; ERSRB=Extra role socially responsible behavior; IWE= Islamic work ethics

Table-2 contains the results of hypotheses testing, where it is evident that it covers the results of all three hypotheses. The tabulated values highlight that SRHRM positively predicts ERSRB ($\beta = .35$, $p < .001$), thus H1 is supported. The mediation results also reveal that the relationship of SRHRM and ERSRB is mediated by the PSM ($\beta = .11$, $p < .001$) which helps the researcher conclude that the mediation relationship is also supported (H2). The results also highlight that both direct and indirect relationships are supported, therefore partial mediation is proved. The moderation analysis results are shows through interactional effects (see table-2). The results reveal that the interaction of predictor and moderator carries ($\beta = .19$, $p < .01$) effects on the PSM, which shows that the collective effect of the two predictors is positive and therefore IWE positively change the relationship of SRHRM and PSM. The moderation results are further probed through the slope for moderation (see figure-2), where it is evident that the interaction effects (i.e. SRHRM \times IWE) positively influences the relationship of SRHRM and PSM and the relationship strengths with inclusion of IWE as moderator. It proves that the moderator strengths the said relationship and therefore H3 is also supported.

Table 2: Results of Hypotheses Testing

	Relationships	β	SE	t-value	Bootstraps @ 95%		p
					LLCI	ULCI	
H1	SRHRM \rightarrow ERSRB	0.35	0.029	11.24	0.551	0.824	0.001
	<i>Indirect effects</i>						
H2	SRHRM \rightarrow PSM \rightarrow ERSRB	0.11	0.033	3.04	0.512	0.785	0.000
	<i>Interactional effects</i>						
H3	SRHRM \times IWE	0.19	0.045	2.97	0.652	0.821	0.004

U=upper limit, L=lower limit, CI=confidence interval, Bootstrap sample size 5,000

SRHRM=Socially Responsible HRM practices; ERSRB= Extra-role socially responsible behavior; PSM= Pro-social motivation; IWE=Islamic work ethics

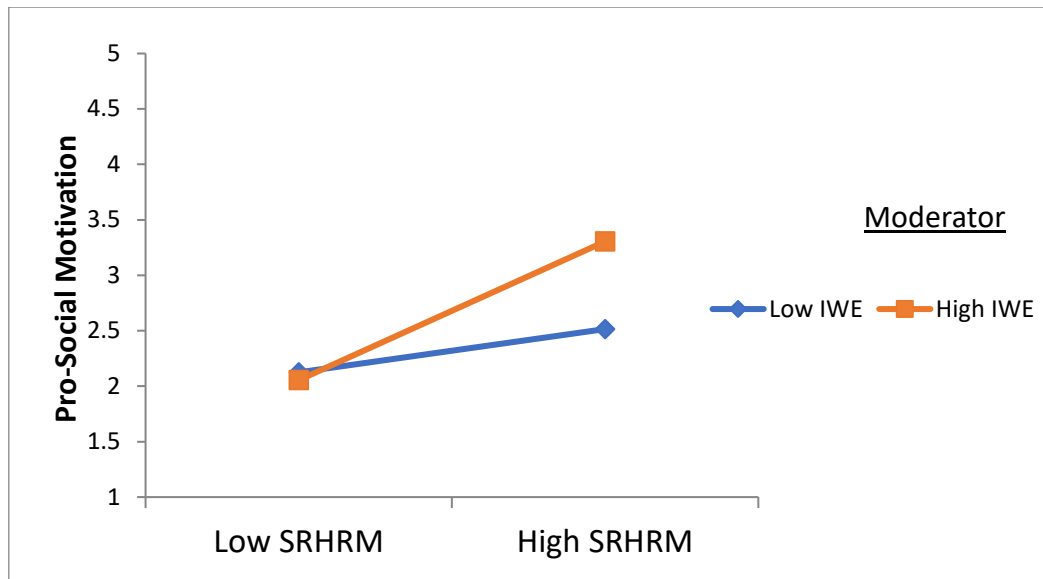


Fig.2: Moderation slope

5. Discussion

The core aim of the current study was to investigate how SRHRM influences employees' extra-role socially responsible behavior. It also aimed to find the mechanism through which this relationship may exist. In doing so, the researcher assumes and empirically investigates the mediation of pro-social motivation and moderation of Islamic work ethics. Three hypotheses were generated to test the proposed model. The results support all of the assertions of the study and highlights that SRHRM increases employee pro-social motivation which results in increased level of extra-role socially responsible behavior. Furthermore, the individuals with high level of individual values would tend to take more influence of SRHRM and display high level of pro-social motivation. The results of the study are in-line with the existing literature. For instance, organizational level practices (HRM) have been observed to influence employees' behaviors at workplace (Garavan et al., 2023; Khan, 2023). The results here also support the assertion and add value to existing literature by showing that when organization work at SRHRM practices employee also tend to move an extra mile towards socially responsible acts. Same sort of result is found by Wang et al., (2023), who observed that SRHRM results in improved in-role and extra role performance of employees.

The mediating role of pro-social motivation is also cherished by the existing literature and the findings of the current study adds value into those. For instance, Wang et al., (2023) highlighted that there exists a mechanism between SRHRM and extra role socially responsible behaviors. The results of the current study also support this assumption and highlight that SRHRM motivate employees to take actions that are aimed at others' benefits (pro-social motivation) which may make them work even beyond their formal roles (extra role socially responsible behavior). The study offers a novel explanation by including the individual values as the boundary condition. Though the relationship has not be proposed nor empirically tested, the results of the current study still prove the relationship. These results are in-line with some studies that highlight that the organizational actions are important but how one translates those actions is actually the way that determines one's response (Hu and Jiang, 2018; Islam et al., 2021) and one's personal ethical/social conduct or consideration also adds value to make a positive influence (Khan and Rasheed, 2015; Khan et al., 2020).

Theoretical implications

This study contributes to existing body of knowledge in many ways. The foremost is the linking SRHRM with employees' extra role socially responsible behavior, as most of the previous studies have focused on the general outcomes of SRHRM, while ignoring the socially responsible behaviors (Wang

et al., 2023). Recently scholars have started focusing on the socially responsible organizations and their employees (De Stefano et al., 2018; Gond et al., 2017; Barnett et al., 2020). Furthermore, this study also entails investigation of the mechanism through which SRHRM can offer employee level outcomes. This study considers the pro-social motivation as mediator while individual values as boundary conditions. There is dearth of literature that focuses on this mediation (except, Wang et al., 2023) and moderation mechanism. The study highlights that its not only the organizational factors that influence individual behaviors but the individual level factors (e.g. IWE) may change the way organizational factors influence individuals (Islam et al., 2021). Secondly, this study contributes towards the COR perspective (Hobfoll, 1989, 2001), which assumes that individuals tend to act positively when they have abundance of resources. Here the study assumed and empirically proved that SRHRM is considered as organizational level resource which energizes employees and they feel pro-social motivation and finally engage in extra role socially responsible behavior. Individual values tend to work an individual resource, which effects the motivation synergistically when there is presence of SRHRM. Previous studies have explained the SRHRM and its outcomes with either the lens of social identity, social exchange or multiple needs model of organizational justice (Gond et al., 2017; Shen and Benson, 2016; Wang et al., 2023). Third, this study leaves a valuable message for the readers, academicians and practitioners about the value of SRHRM at workplace and how it can be capitalized to awaken the socially responsible conscious of employees.

Practical implications

This study also offers some valuable lessons for the managers. For instance, the findings highlight that when the organization has SRHRM at workplace employees tend to work an extra mile with socially responsible conscious. Therefore, the management should therefore work on designing a work system which is pro-social, as such a conscious act would influence employees in adoption of socially responsible behaviors. Such individuals would then tend to behave more socially out the organization as well that will influence the overall branding of the firm. The study also highlights the mechanism through which SRHRM influence employees' behaviors. Though, the mechanism is novel and has largely been ignored, yet the results are support and therefore a meaningful message can be drawn for practice. The suppositions and findings reveal that employees get motivated due to the organizational socially favored practices. Therefore, the management should focus on such a system as it may influence the energy and enthusiasm of the employees, thus providing a way to motivate employees. The study also highlights that individual conscious (IWE) is equally important as individuals with high socially responsible values tend to translate SRHRM more positively and therefore tend to be motivated. The HR department should design a hiring process that can identify the values of individuals and they should hire individuals who are highly conscious towards the society and others. In presence of such a labor force the organizational practices would become more meaningful and they would display high social consciousness.

Limitations and future directions

Though the study is an outcome of rigorous methodological process, yet it is prone to some limitations. The foremost is the use of cross-sectional design which restricts the causality. Future researchers should move with either longitudinal design including the daily diary methods study. The study covered the data collected from single source (i.e. employees), future studies can go with dyadic data sets that may provide better observed rated responses. This study covered the mediation and moderation mechanism which is the basic contribution of the study and provide a direction for researcher as well. For instance, the study proposes that organizational practices (SRHRM) motivate employees (pro-social motivation), which can be used to propose other explanatory mechanisms. For instance, future studies can consider other motivational, psychological and emotional states that may be affected by the SRHRM and may further lead to positive behaviors. In addition to that, the future researchers can add other boundary conditions in the study by following the empirical evidence of the

current study. The personal factors (e.g. personality, consciousness, CSR experience, purpose of CSR acts) can help in understanding the impact of SRHRM on outcomes.

6. Conclusion

Overall, the study findings empirically demonstrate the motivational effects of SRHRM in eliciting employee extra-role CSR participation. The explanatory mechanism of engendered prosocial motivation sheds light on underlying cognitive processes in such contexts. Additionally, exploring the moderating influence of IWE reveals the interplay of organizational practices and personal values in shaping support for broader pro-social objectives. As firms increasingly link business and societal goals, these revelations better equip leaders to cultivate a committed, ethical workforce positioned to advance positive impacts on multiple stakeholders.

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