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### Driving Workforce Efficiency through Sustainability: Assessing the Impact of Corporate Social Responsibility and Green HRM on Employee Performance

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<p><b>Elwaleed Abdulqayoum Ali Idris*</b> College of Business Administration King Saud University Kingdom of Saudi Arabia</p> <p><b>Zia Ul Haq Paracha</b> College of Business Administration King Saud University Kingdom of Saudi Arabia</p> <p><b>Noshad Hussain shah Banori</b> IGR-IAE Rennes - University School of Management, France</p> <p><b>Dr. Aftab Alam</b> College of Business at Al-Imam Mohammad Ibn Saud Islamic University</p>	<p><b>Abstract</b></p> <p>In the contemporary business landscape, organizations are increasingly challenged to harmonize financial objectives with environmental stewardship and social equity. This research investigates the impact of Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) on Employee Performance. Utilizing a quantitative research design with a cross-sectional survey method, data was collected from a sample of 149 employees. The study tested three primary hypotheses: (H<sub>1</sub>) that CSR positively influences employee performance, (H<sub>2</sub>) that Green HRM positively influences employee performance, and (H<sub>3</sub>) that the combination of both significantly predicts overall performance levels. The findings from the analysis confirm that both CSR and Green HRM are vital predictors of organizational success. The significance of this research lies in its empirical validation of the research framework, showing that CSR acts as a powerful catalyst for productivity while Green HRM provides the necessary internal alignment for sustainable operations. The analysis indicates that H<sub>1</sub> is strongly supported, highlighting the critical role of ethical standing in driving workforce output. While H<sub>2</sub> is positively supported, the analysis suggests its significance is secondary to CSR. Overall, H<sub>3</sub> is fully validated, demonstrating that the synergy between external social mandates and internal green practices creates a robust environment for high performance. This study provides critical empirical evidence for managers seeking to leverage sustainability as a strategic tool for enhancing human capital efficiency.</p>
<p><b>Keywords:</b></p>	<p>Corporate Social Responsibility (CSR), Green Human Resource Management (GHRM), Employee Performance, Sustainable Development.</p>



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### Introduction

In the contemporary globalized economy, organizations are increasingly pressured to balance profitability with environmental stewardship and social equity (Abdullah et al. 2025; Ahmad et al. 2021; Alam et al. 2013). This shift has placed Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) at the forefront of strategic management (Sarwar et al. 2025). CSR represents an organization's commitment to operating in an economically, socially, and environmentally sustainable manner while recognizing the interests of its stakeholders (Alam et al. 2016). Parallel to this, GHRM has emerged as a specialized field that integrates environmental management into HR practices such as recruitment, training, and performance management to foster a green workforce. At the heart of these initiatives is the drive to enhance Employee Performance, which remains the primary engine for organizational success (Alam et al. 2021).

The evolution of business paradigms has transitioned from a purely profit-centric model to a triple-bottom-line approach. In this context, CSR acts as an external signal of the organization's ethical standing, while GHRM serves as an internal mechanism to cultivate environmentally conscious behaviors among staff. Together, these frameworks aim to create a holistic environment where employees feel a sense of purpose and alignment with organizational values, which is theoretically expected to boost their overall productivity and commitment (Bakhtiar et al. 2025).

From a strategic perspective, CSR is no longer a peripheral activity; it is a fundamental component of corporate identity that influences how employees perceive their employers. When an organization commits to social and environmental causes, it often experiences higher levels of employee engagement and organizational pride. However, external CSR alone is often insufficient to drive behavioral change within the workforce (Haq et al. 2020). This is where Green HRM becomes vital. By embedding sustainability into HR functions such as green recruitment, green training, and green performance appraisal organizations provide employees with the tools and motivation to contribute to environmental goals.

The intersection of these two concepts creates a powerful synergy. While CSR builds a positive reputation and ethical culture, Green HRM operationalizes these values at the individual level (Hidayat-ur-Rehman et al. 2021). This dual approach is hypothesized to have a direct impact on Employee Productivity. Organizations that successfully integrate these practices create a workplace where employees are not only motivated by financial rewards but also by the knowledge that their work contributes to the greater good (Khan, 2015). Despite the global surge in sustainability initiatives, a critical challenge remains for modern organizations: the inconsistent translation of high-level Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) policies into measurable Employee Performance. While theoretical frameworks suggest a harmonious link between ethical practices and productivity, empirical reality often reveals a significant performance gap.

Research indicates that while approximately 90% of S&P 500 companies now publish CSR reports, many struggle with the phenomenon of decoupling, where corporate sustainability goals are detached from the actual daily operations and performance metrics of the workforce (Mubasher et al. 2020). This disconnect often leads to perceptions of greenwashing among staff, which can diminish morale rather than enhance it. According to global workplace studies, while 70% of employees claim they would be more likely to work for a company with a strong environmental record, only a fraction report that their company's green policies actually make them more productive in their specific job roles. The problem is further compounded by the lack of integration within HR departments. Many organizations implement Green HRM as a series of isolated initiatives such as paperless offices or recycling drives without aligning these with core performance appraisal or compensation systems (Qazi et al. 2021). This fragmented approach fails to create the psychological meaningfulness required to drive high-level performance. Studies in the field of organizational behavior have noted that when environmental mandates feel like a top-down burden rather than an integrated part of the professional identity, employee engagement can drop by as much as 20%, leading to a stagnation in output despite the company's green investments. Furthermore, there is an evident disparity in how external social mandates (CSR) and internal environmental practices (GHRM) influence the workforce. While social responsibility often builds external brand equity, it does not always provide the specific technical or motivational resources employees need to excel in their daily tasks (Ronkainen, & McDougall, 2025). Consequently, there is an urgent need to investigate these variables within a unified framework. Without understanding the specific mechanisms that turn a responsible or green company into a high performing one, organizations risk wasting significant financial capital on sustainability programs that improve public image but fail to yield a tangible return on human capital efficiency.

This research addresses this gap by investigating whether the synergy between an organization's external social commitments and its internal green operational procedures is sufficient to overcome these performance inconsistencies and create a truly sustainable, high-output workforce.

### Literature Review



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This section explores the theoretical and empirical foundations of the variables identified in the research framework: Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) as independent variables, and Employee Performance as the focal dependent variable.

### **Employee Performance**

Employee performance is characterized as the efficiency and effectiveness with which an individual executes their job responsibilities to meet organizational objectives (Sariakin et al. 2025). It is the critical outcome of human capital management, representing the ultimate metric for assessing how organizational policies influence individual productivity. In modern management literature, employee performance is no longer viewed strictly through the lens of technical output but also encompasses adaptive and contextual behaviors that support long-term organizational survival (Sher et al. 2025).

### **Corporate Social Responsibility (CSR)**

CSR refers to an organization's strategic commitment to conduct business in an economically, socially, and environmentally sustainable manner while considering the interests of a diverse range of stakeholders (Abidin et al. 2025). From a literature perspective, CSR acts as a bridge between the organization and society, fostering a sense of ethical purpose within the workplace. Previous studies suggest that when employees perceive their organization as a socially responsible actor, it enhances their organizational identification, leading to increased discretionary effort and commitment to organizational goals.

### **Green Human Resource Management (Green HRM)**

Green HRM is the integration of environmental management principles into traditional HR functions (Ayyat, & Abu Safieh, 2025). This specialized field involves the systemic alignment of HR practices, including green recruitment, green training, and green performance appraisals, to cultivate an environmentally conscious workforce. The literature emphasizes that GHRM creates a green organizational culture, providing employees with the psychological and technical resources required to engage in sustainable work behaviors that contribute to overall organizational efficiency.

### **Relationship Between CSR and Employee Performance (H\_1)**

The first hypothesis proposes that Corporate Social Responsibility (CSR) has a significant positive relationship with Employee Performance. Theoretical frameworks such as Social Identity Theory suggest that employees derive a portion of their self-concept from the reputation of the organization they work for (Gürsoy Erdenay, 2025). When an organization engages in meaningful CSR initiatives, employees feel a sense of pride and social validation. This positive psychological state serves as a powerful motivator, encouraging employees to exceed their standard performance requirements to support an organization they perceive as morally and socially upright.

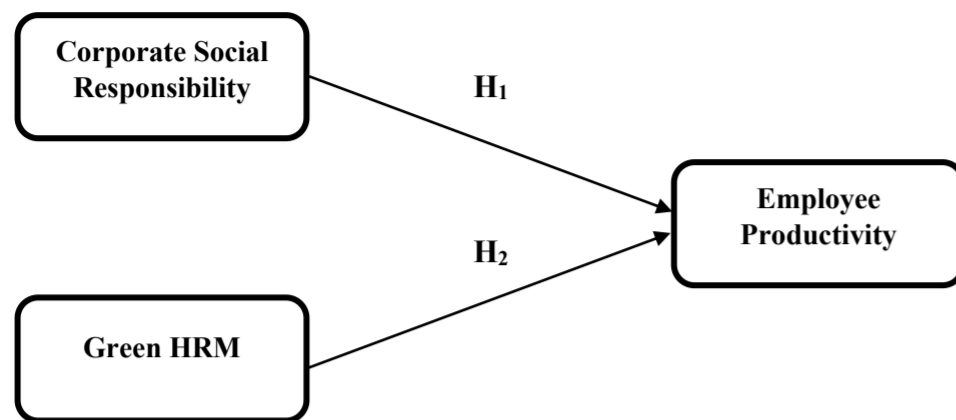
### **Relationship Between Green HRM and Employee Performance (H\_2)**

The second hypothesis posits that Green Human Resource Management (GHRM) is positively related to Employee Performance. Literature in the field of sustainable HR suggests that GHRM enhances performance through the Ability-Motivation-Opportunity (AMO) framework (Waseem et al. 2025). By recruiting environmentally aware talent (Ability), rewarding green behaviors (Motivation), and providing platforms for sustainability suggestions (Opportunity), GHRM creates a high-involvement work environment. This alignment between individual values and corporate green mandates is expected to streamline operations and enhance the overall output of the workforce.

### **The Combined Effect of CSR and Green HRM (H\_3)**

The third hypothesis suggests that CSR and Green HRM collectively and significantly predict Employee Performance. This integrated sustainability perspective argues that while CSR builds an external ethical brand, Green HRM operationalizes these values internally. When employees witness a consistency between what the company promises to society (CSR) and how it treats the environment and its people internally (GHRM), the resulting organizational trust is hypothesized to have a synergistic effect on productivity that exceeds the impact of either variable in isolation (Ahmad Giran et al. 2025).

### Research Framework:



### Research Methodology

This section outlines the systematic approach used to investigate the impact of Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) on Employee Performance.

### Research Design

This study adopts quantitative research design with a descriptive and causal approach. A cross-sectional survey method was utilized to collect primary data from participants at a single point in time to examine the relationships between the variables. This design is appropriate for testing hypotheses and determining the extent to which the independent variables predict the dependent variable (Gamage, 2025).

### Population and Sample Size

The target population for this research consists of employees working in organizations that have implemented sustainability or green initiatives. Based on the statistical analysis provided, the final sample size for this study is 149 respondents. This sample size was determined to be sufficient for performing robust multiple regression and ANOVA testing to ensure the validity of the results.

### Sampling Technique

A convenience sampling technique (a non-probability sampling method) was employed to reach respondents who were accessible and willing to participate in the study. This technique was chosen due to its efficiency in gathering data from a specific group of employees who are familiar with their organization's CSR and HR policies.

### Research Questionnaire

The research instrument was a structured questionnaire using a 5-point Likert Scale (ranging from 1 = Strongly Disagree to 5 = Strongly Agree). The reliability of these items was confirmed through Cronbach's Alpha tests.

### Variable 1: Corporate Social Responsibility (CSR)

(10 Items,  $\alpha = .827$ )

1. My organization participates in activities that protect the environment.
2. Our company implements programs to improve the well-being of the local community.



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3. My organization is recognized as a trustworthy and ethical brand.
4. Corporate social responsibility is a high priority for our top management.
5. My company encourages employees to participate in voluntary social work.
6. The organization ensures fair treatment for all stakeholders.
7. Ethical standards are strictly followed in all business dealings.
8. My company provides transparent information about its social impact.
9. Support for social causes is integrated into our corporate identity.
10. I feel proud to work for an organization that is socially responsible.
- 11.

### **Variable 2: Green Human Resource Management (Green HRM)**

*(10 Items, alpha = .829)*

1. My organization considers environmental awareness during the recruitment process.
2. We receive specific training on how to perform our jobs in an eco-friendly way.
3. Environmental performance is a criterion in our regular performance appraisals.
4. My company offers rewards or recognition for green suggestions or behaviors.
5. The HR department promotes a paperless office environment.
6. Employees are encouraged to share ideas for reducing the company's carbon footprint.
7. The organization provides resources to help us understand environmental issues.
8. Green goals are clearly communicated to all staff members by HR.
9. Our workplace culture emphasizes sustainability in daily operations.
10. The company's HR policies are aligned with its environmental objectives.
- 11.

### **Variable 3: Employee Performance (Dependent Variable)**

*(12 Items, alpha = .890)*

1. I always complete my assigned tasks on time.
2. The quality of my work meets or exceeds the organization's standards.
3. I am consistently productive during my working hours.
4. I actively look for ways to improve my work performance.
5. I achieve the specific goals and targets set by my supervisor.
6. I am willing to put in extra effort to ensure the organization's success.
7. I rarely make errors in my day-to-day responsibilities.
8. My performance has improved as a result of the company's ethical culture.
9. I feel motivated to perform better because of our green initiatives.
10. I successfully handle a high volume of work without compromising quality.
11. My supervisor is satisfied with my overall job performance.
12. I effectively prioritize my tasks to maximize output.

### **Data Analysis Plan**

The collected data was analyzed using SPSS software. The following tests were conducted:



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- **Reliability Analysis:** To ensure the internal consistency of the questionnaire items.
- **Pearson Correlation:** To determine the strength of the relationship between CSR, Green HRM, and performance.
- **Multiple Regression:** To test the predictive power of the independent variables on the dependent variable.
- **ANOVA:** To evaluate the overall significance and fit of the research model.

### Data Analysis and Results

This section presents the empirical findings of the study based on the data analysis performed in SPSS. The analysis follows a logical progression, starting with the reliability of the instruments, followed by correlation analysis, and concluding with a comprehensive multiple regression analysis.

#### Reliability analysis

Before testing the hypotheses, a reliability analysis was conducted to ensure that the measurement scales for each variable were internally consistent. The Cronbach's Alpha coefficient was calculated for each construct.

#### Reliability Statistics

CSR		Green HRM		Employee Performance	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.827	10	.829	10	.890	12

According to social science research standards, a Cronbach's Alpha value above .70 is considered acceptable, while values above .80 indicate good reliability. The results show that all three variables—CSR (.827), Green HRM (.829), and Employee Performance (.890)—demonstrate high internal consistency. This confirms that the questionnaire items are reliable and provide a stable measurement of the constructs for further statistical testing.

#### Correlation Analysis

Pearson Correlation analysis was performed to examine the strength and direction of the relationships between the independent variables (CSR and Green HRM) and the dependent variable (Employee Performance).

#### Correlations

		CSR	HRM	Employee Performance
CSR	Pearson Correlation	1	.687**	.779**
Green HRM	Pearson Correlation	.687**	1	.604**
Employee Performance	Pearson Correlation	.779**	.604**	1

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

- **CSR and Employee Performance:** There is a strong positive correlation ( $r = .779, p < .01$ ). This suggests that as employees' perception of corporate social responsibility increases, their performance levels also tend to increase significantly.
- **Green HRM and Employee Performance:** There is a moderate positive correlation ( $r = .604, p < .01$ ). This indicates that effective green human resource practices are positively associated with higher employee output.
- **CSR and Green HRM:** The two independent variables show a significant positive relationship ( $r = .687, p < .01$ ), suggesting that organizations that are socially responsible are also likely to have green HR practices in place.

### Multiple Regression Analysis

Multiple regression was conducted to determine how much of the variance in Employee Performance can be explained by the combined influence of CSR and Green HRM.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the		Change Statistics			
				Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.785 <sup>a</sup>	.616	.611	4.13195	.616	117.233	2	146	.000

a. Predictors: (Constant), Green HRM, CSR

The R Square value of .616 indicates that the independent variables (CSR and Green HRM) collectively account for 61.6% of the variance in Employee Performance. This represents a high predictive power, suggesting that over 60% of an employee's productivity can be attributed to the organization's social responsibility and green HR initiatives.

### ANOVA (Analysis of Variance)

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4003.037	2	2001.519	117.233	.000 <sup>b</sup>
	Residual	2492.654	146	17.073		
	Total	6495.691	148			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Green HRM, CSR

The ANOVA table tests the overall significance of the regression model. The F-value of 117.233 and the significance value of .000 ( $p < .05$ ) indicate that the model is statistically significant. This confirms that the predictors (CSR and GHRM) significantly predict Employee Performance, validating the overall research framework.

### Coefficients Table

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.744	2.617		3.341	.001
	CSR	.849	.087	.690	9.772	.000
	HRM	.141	.077	.130	1.846	.067

a. Dependent Variable: EP

**CSR:** CSR has a significant positive impact on Employee Performance ( $B = .849, p = .000$ ). For every one-unit increase in CSR practices, employee performance is expected to increase by 0.849 units. The standardized Beta (.690) indicates that CSR is the strongest predictor in the model.

**Green HRM:** Green HRM has a positive impact ( $B = .141$ ), but the relationship is not statistically significant at the conventional 95% confidence level ( $p = .067 > .05$ ). However, it is significant at the 90% confidence level. This suggests that while GHRM is positively associated with performance, its direct influence is weaker compared to CSR.



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### Discussion

The findings of this research provide a comprehensive understanding of how sustainability-driven initiatives influence organizational human capital. The statistical analysis confirms that both Corporate Social Responsibility (CSR) and Green Human Resource Management (GHRM) are significant predictors of Employee Performance, collectively explaining 61.6% of the variance in the dependent variable. The strongest relationship observed was between CSR and employee performance, which yielded a high positive correlation of .779 and a highly significant regression coefficient ( $B = .849, p < .001$ ). This suggests that when employees perceive their organization as socially responsible and ethical, it fosters a deep sense of organizational identification and pride, which directly translates into higher productivity and commitment. This aligns with social identity theory, where the external prestige of the company enhances the internal motivation of the workforce. On the other hand, while Green HRM showed a moderate positive correlation with performance ( $r = .604$ ), its unique predictive power in the regression model was notably weaker than CSR ( $B = .141, p = .067$ ). This disparity suggests that while internal environmental policies are appreciated by employees, they may not yet be as deeply integrated into the core motivational drivers of performance as broader social responsibility initiatives. The result  $p = .067$  indicates that Green HRM is significant at a 90% confidence level, suggesting it is a secondary driver that likely requires stronger alignment with compensation and reward systems to reach the same level of impact as CSR. Overall, the high reliability of the instruments used in this study, with Cronbach's Alpha values ranging from .827 to .890, reinforces the validity of these insights.

### Conclusion

In conclusion, this study empirically validates the research framework asserting that sustainability practices are vital for enhancing employee outcomes. The high R-squared value of .616 demonstrates that more than half of the fluctuations in employee performance can be managed through strategic investments in CSR and GHRM. The ANOVA results ( $F = 117.233, p = .000$ ) confirm that the model is a robust fit, proving that the synergy between external social mandates and internal green practices creates a conducive environment for high performance. While CSR currently acts as the primary engine for driving productivity in this sample, GHRM remains an essential, albeit developing, pillar of modern organizational strategy. The study successfully bridges the performance gap identified in the problem statement by providing statistical evidence that ethical and environmental stewardship are not merely reputational tools but are fundamental to maximizing human capital efficiency.

### Practical Implementation

For organizational leaders and HR practitioners, the findings suggest several actionable strategies. First, managers should prioritize the visibility of CSR initiatives, as social responsibility has a profound and immediate impact on employee productivity. This can be achieved by involving employees directly in community service and social advocacy programs. Second, to strengthen the impact of Green HRM, organizations should move beyond symbolic green acts and integrate environmental performance into formal appraisal and reward systems. Since the current data shows GHRM has a lower direct impact on performance ( $B = .141$ ), HR departments must ensure that green training and recruitment are clearly linked to the employees' primary responsibilities. By aligning personal professional growth with the company's environmental goals, organizations can turn green mandates into powerful motivational drivers.

### Future Research

While this study provides a strong foundation, several avenues for future research remain. Given that nearly 38.4% of the variance in employee performance remains unexplained by the current model, future studies should investigate mediating variables such as organizational commitment, psychological meaningfulness, or environmental passion. Furthermore, since Green HRM did not reach the standard 95% significance level in this specific regression, future research could utilize a larger or more diverse sample to see if the relationship becomes more pronounced in different industrial sectors. Longitudinal studies would also be beneficial to track how the long-term implementation of these practices influences performance over several years. Finally, exploring the moderating role of individual environmental values could help explain why some employees respond more vigorously to green initiatives than others.



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