

The Impact of Green involvement and LMX on perception of CSR: Moderating role of Green training

Hina Agha

Abstract

For the sustainable development of a business, the corporate social responsibility (CSR) considered as one of the most important factors. (Van Marrewijk, 2003). This study was conducted to evaluate the impact of Leader member exchange and green involvement of employees (GI) (independent variables) on perception of CSR (dependent variables). The relationship status was tested with a moderating role of green training (GT). We have found through different studies that employees' perception of CSR is important for the successful implementation of CSR activities, moreover, the perception can be developed through Green involvement of employees. (Chan, E.S., Hon, A.H., Chan, W., Okumus, F. 2014). The study also taken LMX as an independent variable because in many studies, it is mentioned as the leaders has great impact on the members who are closer to the leaders, So if the leader is more engage in CSR activities, it can enhance the positive perception of CSR of employees. (Breevaart, K., et al 2015). Thirdly, the study taken Green Training as a moderating variable because participation is not possible without understanding and understanding can be developed through training. It has also mentioned that LMX enhance training results (Seo, J. 2016). The sample were selected by convenience sampling method from different sectors in Pakistan. Collection of data was done by survey questionnaire. Out of 80 questionnaires distributed among different public and private sector employees, 70 completely filled responses were taken. Our results find out that LMX and GI have significant positive impact on perception of CSR. The results also supported that Green training have moderating impact on LMX and perception of CSR.

Keywords: *Corporate social responsibility (CSR), Leader member exchange (LMX), Green involvement (GI), and Green training (GT)*

1. Introduction

CSR is important for the long term success of a business. CSR is closely linked with business ideas that have great impact on corporate governance in the modern era. CSR, involves harmonizing corporate citizenship and environmental responsibility to compensate the communities in which they operate (Kokemuller, N. 2016). We have found through different studies that employees' perception of CSR is important for the successful implementation of CSR activities and hence the perception can be developed through Green involvement of employees (Srivastava, A. p, Et al 2018). Moreover, perceived CSR competence influence the employee's performance through the mediating variables of their perceptions of CSR activities and it is also known that the committed employees are the key human resource assets of every organization (Srivastava and Dhar, 2016). When the workers retain for long, it beneficial toward the organizational enhanced performance (San Park and Kim, 2009). Furthermore, Davis and Blomstrom (1975) stated that workers like to retain in a workplace which have a motive to "protect the wellbeing of the society and the interest of that organization. Some researchers have stated that workers' attitudes are powerfully influenced by the extent to which their organization is working fairly toward employees as well as the environment and society as a whole (Cropanzano, 2001).

Such employees who are more active in green activities are also entitled for positive recognition from society and family as well, as Peterson (2004) stated "employees will be proud to identify with work organisations that have favourable reputation" In one of the many reasons the main reason for putting CSR in place of environmental was organization's sustainability development . (Fatma , 2016; Freeman, 2006; Weber, 2008).

Moreover, It is also observed that LMX improve employees work performance (Graen 1995), but this paper will work on the preposition that

LMX improved the perception of CSR of employees as no noteworthy work has been done in this regard. Moreover, some researchers found that the performance of employees can be impacted by LMX. LMX improves employees performance in all aspect so enhance the socially and environmental (green) related organization activities. (Seo, J. 2016).

Moreover, GT makes employees thoughtful to their environment which enable them to perform sustainable procedures and prevention processes of CSR, (del-Río et al., 2012). It is also stated by the researchers Srivastava and Dhar (2016b) that employees' perception is effected by training related to CSR activities.

Hence, the primary objective of this study is the evaluation of key factors that affect employees' perception of CSR in the stated background. Furthermore, this study is to understand the extent to which LMX and green involvement (GI) can affect employee perception of corporate social responsibility (CSR), with the moderating role of green training (Sea. J., 2016).

2. Literature Review

2.1 Introduction

This section include the literature about leader member exchange, GI and CSR perception. The literature is aim to investigate the link between LMX, green involvement and perception of CSR with moderating impact of Green training. Further it also describe the theoretical underpinning on the given literature. It explores what work has been done on these variables and aim to find out the gap .in last study developed the hypothesis with the help of the literature review.

2.2 LMX

Leader–member exchange (LMX) theory explains that the employers or leaders usually grows a different types of relationships with their subordinates and the kind and nature of this relationship that leaders develop have great impact on the behavior , work and attitude of the members and

the leaders.(Graen 1995). The concept of LMX is that the leaders usually develop two forms of group which we call in-group and out-group. The members which are included in in-group, enjoys more freedom and trust of the leader and the leader gives more responsibilities to them which results in more productivity, the members of out-group have more formal boundaries and has to follow more rules and regulations with less trust from the leader so result in less productivity, hence according to LMX, the leader should include as more people as possible in his circle in order to gain high productivity from maximum employees. Lunenburg, C.,(2010). For years , researchers has found that an efficient LMX improves performance of employees. It is also mentioned by Social Exchange Theory, the higher performances of employees higher level of exchange of good relationship between employees and leaders.(Volmer, Niessen, Spurk, Linz, Abele, 2011). A good leader member relationship allows the employees to get more trust and support, more available resources, more autonomy and responsibility

Zhao1. H., Peng1. Z. & Han. Y., (2012) point out the fact that although LMX improves the productivity, but it is also results in some time greater unfairness between employs results in demotivation of the members outside the close circle of the leader. It also explains that if It implied in true senses it would have a positive impact on the workers. Also it explains that of the leader is more involved in CSR, the employees' perception of CSR improved.

2.3 Green Involvement

Here green involvement means that employees develop newsletters, teams and committees involved in problem solving. It would not only enhance the perception of their organizational corporate social responsibilities but also develop healthy environmental activities.(Tang et al., 2018).The goal of GI is to mature and enhance a clear sustainable and developmental approach in management of environment with also including an approach towards the inclusions of learning strategies which are common amongst all and the behavior towards environmental development that allows the growth of

centralise4d or non-centralized communication ways to advance a culture in organization to which is motivated for sustainable environmental development and support. (Del-Río, 2012).

With the help of GI, it is possible to enhance the abilities of problem solving in employees on the problems which are connected to environment and its protection and also enhance the awareness regarding Green involvement. (Tang, G., Chen, Y., Jiang, Y., Paillé, P. and Jia, J. 2018); Ghani, 2017). If more employees engaged in environmental safety and other environmental activities the more their perception regarding healthy environment will increase. GI is very important to sustainable development of an organization. (Matthes, J., Wonneberger, A. and Schmuck, D. 2014). GI can be referred to the opportunities provided to subordinates to understand and learn green strategies and implement them to avert pollution and many other environmental problems (Renwick, 2013; Gupta and Gupta, 2018).

2.4 Green training

GT makes employees thoughtful to their environment which enable them to perform sustainable procedures and processes which are developed for the prevention of harmful procedures. (Del-Río, 2012). Tang. (2018) providing GT helps in the environmental development and generate the responsive participation of employees in CSR. GT develops awareness and skills, green knowledge, different approaches in sustainable environmental development and it aims to develop green climate by developing different series of events and programs like energy conservation and waste reduction and utilization in an organization and provide an opportunity to the personnel to participate in environmental development (Perron et al., 2006).

Some researchers of HRM admit that giving training merely permit achievement of required results (Liebowitz, 2010), but mostly researchers conclude GT is a personnel movement which stimulates personnel to achieve abilities and competence to recognize the problems related to environment, and thus to defend the environment (Renwick, D., Redman, T. and Maguire, S.

(2013)). According to another researcher Zoogah (2011), GT enhance the employs ability to perform for the environmental development.

2.5 Perception of CSR

CSR are usually explain by the activities which are related with environmental and social issues find in every organization or workplace.(Van Marrewijk, 2003).In CSR, academics have considered from diverse aspects, including from environmental to social and ethical aspects of stakeholders (Carroll, 2015; Wang et al., 2016; McWilliams and Siegel, 2000). The basic goal of CSR is the corporate sustainability and for this interact with stakeholders and organization. (Patnaik, 2017). The concept of CSR is primarily based on the Freeman's (1999) stakeholder theory. The study explain the aspect related to environment which come in CSR, together with activities like take advantage of renewable energy in a resourceful procedure comfortable with the environment; regarding and protecting environment and nature (Gaur and Gaur, 2009). Production or procurement of goods which are environment friendly; reducing extra usage of natural resources; and also share the CSR activities to its to clients and customers and participation in employee green involvement. (Brammer et al., 2007). The attitude that encourages the business to become a responsible entity and thus delivers them an edge over its competitors related to effectiveness, productivity, loyal customers, enhanced efficiency and company goodwill. (Aravossis, 2006 and Garriga and Melé, 2004).

2.6 LMX and Perception of CSR

Leader member exchange (LMX) theory is related to the relationship between employees and leaders. It also mentioned as the leaders has great impact on the members who are closer to the leaders. So if the leader is more engage in CSR activities, it can enhance the positive perception of CSR of employees. Also the LMX improved the overall productivity of the employees (members). (Breevaart, K., et al 2015). The theory of stakeholders describes the

CSR perception in detail. According to this theory the longevity and sustainability of an organization is depends on the employees commitment as well its leaders commitments towards the society and environment and the leaders have great impact on his members.(Wenstøp, 2013). In the book on CSR perception, Mallory, D., et al 2014, explains that how leader driven CSR would be affected by the LMX and vice versa. Also the book also explains LMX in the light of conceptualization of contemporary social exchange. The author explains how a leader can improve perception of CSR of employees through his own activities towards CSR.The research found that the perception of employees regarding social work behaviours can be impacted by LMX. LMX improves employees' performance in all aspect so enhance the environmental related organizational performance. (Seo, J. 2017). Furthermore, CSR has played a major role in all industries due to environmental forces. Also the employees CSR perception is very important for the implementation in CSR activites and it is possible with the strong influence of leaders on employees. (Kim, M, et al, 2018).The study examines the moderating role of LMX on developing perception of CSR. The result shows a significant positive impact between LMX and perception of CSR. (Akdogan, A., et al. 2016). Hence we hypothesized that strong LMX would have create a positive perception of CSR.

2.7 GI and perception of CSR

Academics have emphasized on numerous factors that have an impact on the application and perception of CSR, including the involvement of employees in environmental related activities. (Gaur, A.S., Kumar, V. and Singh, D. 2014; Porter and Kramer, 2006). One of the best researches explains that for a successful implantation of CSR and for the improve perception of CSR, employee green involvement would be one of the key factors (Singh and Gaur, 2009). Researchers stated in their research that green practices in companies are one of the key factors that lead the company toward employees to willingly involved in environmental commitment and towards CSR (Hanna et al., 2000).Several researches in many developed countries like Canada, Belgium,

and Spain found that there is a positive relationship exist between perception of CSR and the activities related to protect environment (Buysse and Verbeke, 2003). Also who are active in to reduced pollution have positive perception of CSR. (Chan et al., 2014; Florida and Davison, 2001). Another study suggested that CSR perception effects employee attachment to the environment and their performance (Seong, M. el at 2013). The status between green involvement and the perception toward CSR of employees has been explained most of the times in positive way, Aguinis and Glavas (2013). There are many reasons to apply CSR as obligation rather than only to comply with rules. It would have a long term sustainable impact. Kelley(1973) mentioned by the causal attribution theory and researchers Jones and Davis's (1965) stated in correspondent inference theory, that attitude and behavior have an impact on the perception on the persons and hence the GI of employees create positive perception of CSR. Moreover, they only willing for the reasons to do CSR they feel truly about. So according to these correspondent inference and causal attribution theories, green involvement allow the employees be volunteer in implementation of CSR through improving their CSR perception.

2.8 GT as moderator

Awareness, knowledge and skill can be effectively achieve by training (Srivastava, 2017). Few researches reflect training as important toward getting the employees engaged into positive behavior at work. The perfection of training can be achieved by the extent to which employees are willing, hence "implementing change is impossible without employee participation Bernstein (1992) . Participation is not possible without understanding and understanding can be developed through training." Shree, (2017) also mentioned that LMX enhance training results. It is also stated by Paul and Anantharaman, (2004). That training is the best way to influence and changed behavior and commitment of employees. Therefore, based on the upper given context, the study considers GT as playing moderating role for GI, LMX and perception of CSR

After reviewing the literature, the following hypotheses are proposed:

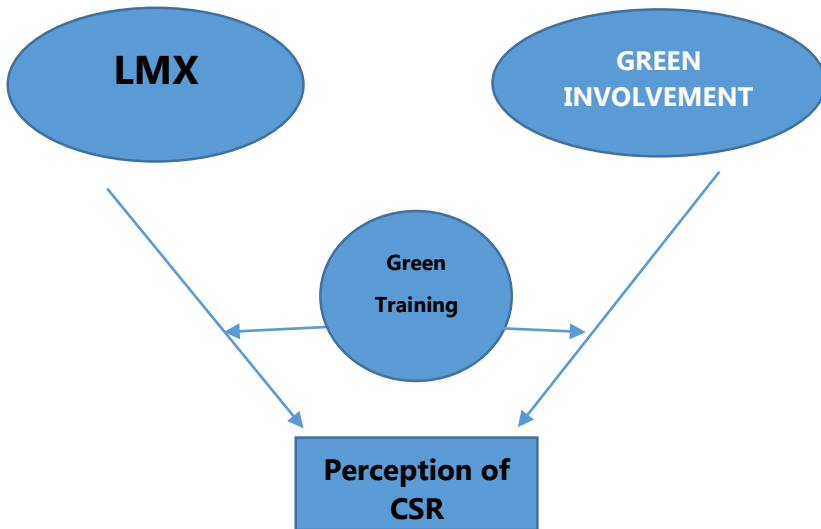
H1: There is a significant impact of LMX on perception of CSR

H2: There is a significant impact of GI on perception of CSR

H3: GT has a moderating impact on the relationship exists between perception of CSR and LMX

H4: GT has a moderating impact on the relationship exists between perception of CSR and GI.

2.9 Theoretical framework:



3. Methodology

3.1 Sample and data

The sample were selected by convenience sampling method from different sectors in Pakistan. Collection of data was done by survey questionnaire. Out of 80 questionnaires distributed among different public and private sector employees, 70 completely filled responses were taken, after excluding outliers and values missing. All the questionnaires which are

completely filled were personally collected from the participants by the researcher. The data collection process taken ten days to complete.

3.2 Measures

The following mentioned research (Küskü & Zarkada-Fraser, 2004; Galbreath, 2010), used for employees' perceptions of their employer's CSR. This measure is relevant with our conceptualization of CSR and is widely used as a CSR perceptions measure (Peterson, 2004). The five-item scale is used to measure GI which is provided by Tang et al. (2018), the same source provided three-item scale to measure GT.i.e. Tang et al. (2018). LMX is measure through eleven-item scale provided by Liden & Maslyn, (1998).

3.3 Analytical approach

In this study, cronbach Alpha test run to check the internal consistency of the measures (Gaur and Gaur, 2006). Also, through intra class coefficient checked the degree of consistency among measurements Moreover, Through multiple regression, the impact of several independent variables jointly or individually on dependent variable can be obtained (Bakar & Yi, 2016). We have run multiple regression twice, one without moderating variable, i.e. green training (GT), and one with green training in order to find out its impact on the model.

Cronbach's alpha test used to check internal consistency of the research instrument. The coefficient greater than or equal to 0.5 is acceptable (Iqbal & Usmani, 2009). Table 1 show that the value of the coefficient is greater than 0.7 for all items, it means that 70 percent variance in score is reliable variance. Therefore these instrument is reliable to be used in further analysis. Cronbach Alpha values

Table 1

Reliability Statistics

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
LMX	0.857	0.858	11
GI	0.701	0.699	5
GT	0.695	0.655	3
CSR	0.726	0.733	5

The intra class coefficient check the degree of consistency among measurements. A guideline is given by Koo and Li (2016) , below 0.50: poor, between 0.50 and 0.75: moderate, between 0.75 and 0.90: good, above 0.90: excellent.

Table 2

Intraclass Correlation Coefficient

Variable		Intraclass Correlation	95% Confidence Interval		F Test with True Value 0			
			Lower Bound	Upper Bound	Value	df1	df2	Sig
LMX	Single Measures	0.353	0.269	0.457	7.004	68	680	0.000
	Average Measures	0.857	0.802	0.902	7.004	68	680	0.000
GI	Single Measures	0.310	0.204	0.434	3.249	69	276	0.000
	Average Measures	0.692	0.561	0.793	3.249	69	276	0.000
GT	Single Measures	0.382 ^a	0.234	0.529	2.853	69	138	0.000
	Average Measures	0.649 ^c	0.479	0.771	2.853	69	138	0.000
CSR	Single Measures	0.346 ^a	0.238	0.470	3.648	69	276	0.000
	Average Measures	0.726 ^c	0.609	0.816	3.648	69	276	0.000

The above table shows that there is a consistency between the above measurements, as all the average measure values are above 0.5 which is moderate to good.

3.3.1 Regression Analysis

Through multiple regression, the impact of several independent variables jointly or individually on dependent variable can be obtained (Bakar & Yi, 2016). We have run multiple regression twice, one without moderating variable, i.e. green training (GT) , and one with green training in order to find out its impact on the model by comparing the values of BETA.

Table 3

Adjusted R-square	0.678
F-ratio	512.587
Sig value	0.000

From Table 3 the value of R Square founded as 0.67 which show that in the case of perception of CSR as dependent variable the independent variables as LMX, CSR and moderating GT can explain it by 67 percent. According to the literature in the filed the value of R Square in the study of Bakar & Yi, (2016) is 0.696 and Aziz & khan, (2015) is 0.221. Thus, the model is fit for further analysis. ANOVA test is used to see the overall significance of the model (Satyabhama, 2017). The F value presented in table no. 3 is as $F(3, 69) = 512.587$, and significance value is $p < 0.00$ which means the model is overall significant

Table 4 Results without GT

		β	t	Sig
	(Constant)	.538	2.063	.029
1	TLME	.020	2.228	.024
	TGI	.996	29.101	.000

Table 5 Results with GT

		β	t	Sig	VIF
	(Constant)	.539	2.060	.020	
1	TLME	.025	2.367	.000	2.266
	TGI	1.003	27.726	.000	1.919
	TGT	.032	2.614	.004	2.125

The below regression models have been adopted from the studies conducted by Kengatharan et, al. (2014).The regression equation of model presented in table 5 is as follows:

$$CSR=0.539+0.025LME+1.003 GI_{-}0.032 GT + e.$$

The constant value show in the above equation as 0.539 which indicates if all independent variables become zero then CSR will be equal to 0.539. Furthermore, the result present LME has estimated coefficient value as 0.025 and the significance value or P value as 0.000 as the $P < 0.05$ which show LMX is statically significant and have a significant influence on the CSR. Along with this GI is 1.003 and significance value is 0.00 which is less than 0.05 therefore GI is also significant and have an impact on perception of CSR. Furtherly, GT was the coefficient as 0.032 and the significance value is 0.004 ($P < 0.05$) which means GT have significant positive impact on the CSR. On other hand after including GT in the analysis, the Beta coefficients value of LMX and GI increases which means the GT has a positive moderating impact on LMX and CSR and GI and CSR.

4. Findings and Discussion

This study was conducted to evaluate the impact of Leader member exchange and green involvement of employees (GI) on perception of CSR. The relationship status was tested with a moderating role of green training (GT). In support of H1, our results find out that LMX have significant impact on perception of CSR. Supporting H2, the results shows that green involvement (GI) has a significant positive relationship with perception of CSR. This result of this hypothesis backed the literature "the commitment–perception relationship". (Srivastava and Dhar, 2016a,b). According to this finding when employees more involved in environmental related activities they would be more aware and in favour of CSR activities. H3 is also accepted as the results show that Green training have moderating impact on LMX and perception of CSR. Accepting H4, the results showed that training related to environmental

supported activated can enhance the employee green involvement and perception of CSR.

5. Implications

The results of the study is also supported the literature on human resource development on HR related practices (Al Mehrzi and Singh, 2016).). Gauretal. (2018) research is also supported by this study who suggested resource-based view to resolve CSR issues .In other words, the findings and results of this study supports the contemporary literature on this topic and add value to it. For the policy makers, academics and other users the results are very useful and significant as It explains that an organization can enhance involvement of employees by training and also a strong LMX can enhance the perception of CSR of employees. One of those initiatives are identifying and fulfilling the needs of the community and involving employees in society-based activities. Further, the study also supported the involvement of employees in activities like development of a healthy environment, production of environment friendly products and also involvement in those activities for the welfare of employees. (Shree, 2017).

6. Conclusion and future scope

The study concluded an organizational employees have more positive perception about an organization's CSR efforts, their will more willingly involved in the CSR activities. Also the study suggested the Perception of CSR can be improved by LMX, it means that if the leader has a positive attitude and perception towards CSR, the members will in result, more inclined towards the CSR implementation.. Moreover, through GT, organizations could create among employees the awareness about environmental protection which, in turn, will affect their green involvement as well as strong the leader member exchange bond which ultimately enhance their perception of CSR. As this study is cross-sectional, longitudinal study can be conducted in future. Another option is to take a bigger sample size in order to make results more generalize.

References:

- Aguinis, H., Glavas, A. (2013). Embedded versus peripheral corporate social responsibility: Psychological foundations. *Industrial and Organizational Psychology*, 6 No. (4), 314-332.
- Akdogan, A., Arslan, A., & Demirtas, O. (2016). A Strategic Influence of Corporate Social Responsibility on Meaningful Work and Organizational Identification, via Perceptions of Ethical Leadership. *Procedia Social and Behavioral sciences*, 235, 259-268.
- Al Mehrzi, N., Singh, S.K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65 (6), 831-843.
- Aravossis, K.G., Panayiotou, N., Tsousi, K. (2006). A proposed methodological framework for the evaluation of corporate social responsibility. *Environmental Economics and Investment Assessment*, 98, 145-154.
- Aragón-Correa, J.A., Martín-Tapia, I. and Hurtado-Torres, N.E. (2013). Proactive environmental strategies and employee inclusion: the positive effects of information sharing and promoting collaboration and the influence of uncertainty. *Organization & Environment*, 26 (2), 139-161.
- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management*, 18(10), 1701-1719.
- Bernstein, D. (1992). *In the Company of Green: Corporate Communications for the New Environment*. ISBA, London
- Breevaart, K., Bakker, A., Demerouti, E. and Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance, *Journal of Psychology*, DOI: 10.1108/JMP-03-2013-0088
- Buyse, K., Verbeke, A. (2003). Proactive environmental strategies: a stakeholder perspective. *Strategic Management Journal*, 24 (5), 453-470.
- Carroll, A.B. (2015). Corporate social responsibility. *Organizational Dynamics*, 44 (2), 87-96.
- Chan, E.S., Hon, A.H., Chan, W. and Okumus, F. (2014). What drives employees' intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behavior. *International Journal of Hospitality Management*, 40 (2), -28.
- Cheng, B., Ioannou, I. and Serafeim, G. (2014). Corporate social responsibility and access to finance. *Strategic Management Journal*, 35 (1), 1-23.
- del-Río, J., Lorente, J. & Moreno, E. (2012). High-involvement work practices and environmental capabilities: how HIWPS create environmentally based sustainable competitive advantages. *Human Resource Management*, 51(6), 827-850.
- Fatma, M., Rahman, Z. & Khan, I. (2016). Measuring consumer perception of CSR in tourism industry: scale development and validation. *Journal of Hospitality and Tourism Management*, 27 (2), 39-48.

- Florida, R., Davison, D. (2001). Gaining from green management: environmental management systems inside and outside the factory. *California Management Review*, 43 (3), 64-84.
- Freeman, R.E., Velamuri, S.R. (2006). A new approach to CSR: company stakeholder Responsibility. In Marsden, C. (Ed.), *Corporate Social Responsibility*, Palgrave Macmillan, London, 9-23.
- Garriga, E., Melé, D. (2004). Corporate social responsibility theories: mapping the territory. *Journal of Business Ethics*, 53 (1-2), 51-71.
- Gaur, A.S., Gaur, S.S. (2009). *Statistical Methods for Practice and Research: A Guide to Data Analysis using SPSS*, 2nd ed., Sage, New Delhi.
- Gaur, A.S., Kumar, V., Singh, D. (2014). Institutions, resources, and internationalization of emerging economy firms. *Journal of World Business*, 49 (1), 12-20.
- Ghani, N.M.A., Egilmez, G., Kucukvar, M., S. Bhutta, M.K. (2017). From green buildings to green supply chains: an integrated input-output life cycle assessment and optimization framework for carbon footprint reduction policy making. *Management of Environmental Quality: An International Journal*, 28 (4), 532-548.
- Graen, G., & Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective, *The Leadership Quarterly*, 6, (2), 219-247.
- Gupta, S.K., Gupta, S. (2018). Pollution prevention' is the key to drive sustainability: preliminary findings from a tannery unit in India. *Management of Environmental Quality: An International Journal*, 29 (3), 416-426.
- Hanna, M.D., Newmam, R., Johnson, P. (2000). Linking operational and environmental improvement through employee involvement. *International Journal of Operations and Production Management*, 20(2), 148-165.
- Jabbour, C.J.C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*, 43 (2), 98-105.
- Jones, E.E. and Davis, K.E. (1965). From acts to dispositions the attribution process in person Perception. In Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Academic Press, New York, NY, 219-266.
- Kelley, H.H. (1973). The processes of causal attribution. *American Psychologist*, 28(2), 107-128
- Kim, M. & Thapa, B. (2018). Relationship of Ethical Leadership, Corporate Social Responsibility and Organizational Performance. Department of Tourism, Recreation & Sport Management, University of Florida, Gainesville.
- Kokemuller, N. (2016). Sustainable Development and Corporate Social Responsibility.
- Liebowitz, J. (2010). The role of HR in achieving a sustainability culture. *Journal of Sustainable Development*, 3(4), 50-57.
- Lunenburg, c. (2010). Leader-Member Exchange Theory: Another Perspective on the Leadership Process. *INTERNATIONAL JOURNAL OF MANAGEMENT, BUSINESS, AND ADMINISTRATION*. 13.

- Mallory, D., Rupp, D. E. (2018). "Good" leadership: Using corporate social responsibility to enhance leader-member exchange. In T. N. Bauer & B. Erdogan (Eds.). *The Oxford handbook of leader member exchange*. Oxford University Press.
- Matthes, J., Wonneberger, A., Schmuck, D. (2014). Consumers' green involvement and the persuasive effects of emotional versus functional ads. *Journal of Business Research*, 67(9), 1885-1893.
- McWilliams, A. and Siegel, D. (2000). Corporate social responsibility and financial performance: Correlation or misspecification?. *Strategic Management Journal*, 21(5), 603-609.
- Patnaik, S., Temouri, Y., Tuffour, J., Tarba, S. and Singh, S.K. (2017). Corporate social responsibility and multinational enterprise identity: insights from a mining company's attempt to localize in Ghana. *Social Identities: Journal for the Study of Race, Nation and Culture*, 24 (1), 1-20.
- Paul, A.K. and Anantharaman, R.N. (2004). Influence of HRM practices on organizational commitment: a study among software professionals in India. *Human Resource Development Quarterly*, 15 (1), 77-88.
- Perron, G.M., Côté, R.P. and Duffy, J.F. (2006). Improving environmental awareness training in Business. *Journal of Cleaner Production*, 14 (6-7), 551-562.
- Peterson, D.K. (2004). The relationship between perceptions of corporate citizenship and Organizational commitment. *Business and Society*, 43 (3), 296-319.
- Porter, M., Kramer, M.R. (2006). Strategy and society: the link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84 (12), 78-92.
- Renwick, D., Redman, T. and Maguire, S. (2013). Green human resource management: a review and research agenda. *International Journal of Management Review*, 15 (1), 1-14, doi: 10.1111/j.1468-2370.2011.00328.
- Seo, J. (2016). The Effects of Leader-Member Exchange (LMX) Social Comparisons on Employees Work Behaviours.
- Seong, M., Junglee, P. , (2013). Employee perception of CSR activities: Its antecedents and consequences. *Journal of Business Research*, [66](#), [\(10\)](#), 1716-1724.
- Shree, S. (2017). Investigating training through the lens of dramatic possibilities. *Industrial and Commercial Training*, 49(4), 157-163.
- Singh, D.A., Gaur, A.S. (2009). Business group affiliation, firm governance and firm performance: evidence from China and India. *Corporate Governance: An International Review*, 17 (4), 411-425.
- Srivastava, A.P. (2017). Teachers' extra role behaviour: relation with self-efficacy, procedural justice, organisational commitment and support for training. *International Journal of Management in Education*, 11 (2), 140-162.
- Srivastava, A.P., & Dhar, R.L. (2016b). Technology leadership and predicting travel agent Performance. *Tourism Management Perspectives*, 20 (3), 77-86.

- Srivastava, A.P., & Dhar, R.L. (2017). Authentic leadership and extra role behavior: a school based integrated model. *Current Psychology*, 38 (1), 1-14.
- Srivastava, A. P., & Shree, S. (2018). Examining the effect of employee green involvement on perception of corporate social responsibility: Moderating role of green training. *Management of Environmental Quality: An International Journal*, <https://doi.org/10.1108/MEQ-03-2018-0057>
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management Practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56 (1), 31-55.
- Van Marrewijk, M. (2003). Concepts and definitions of CSR and corporate sustainability: between agency and communion. *Journal of Business Ethics*, 44 (2-3), 95-105.
- Vitolla, F., Rubino, M., & Garzoni, A. (2017). The integration of CSR into strategic management: a dynamic approach based on social management philosophy, *Corporate Governance. The International Journal of Business in Society*, 17 (1), 89-116.
- Weber, M. (2008). The business case for corporate social responsibility: a company-level measurement approach for CSR. *European Management Journal*, 26(4), 247-261.
- Zoogah, D.B. (2011). The dynamics of green HRM behaviors: a cognitive social information processing approach, *German Journal of Human Resource Management*, 25 (2), 117-139.
- Zhao1. H., Peng1. Z. & Han. Y. (2012). Defining the perceptive aspects of leader-member exchange: A grounded investigation in the People's Republic of China. School of Economics and Management, Tongji University .Institute of Public Administration, Nanning, P. R. China.