

The Impact Of Corporate Social Responsibility And Hrm Practices On Employee Performance

Wu Wenming

Postgraduate Center, Limkokwing University Of Creative Technology, Malaysia
Wu.Wenming@Outlook.Com

Zhao Chenpei

Postgraduate Center, Limkokwing University Of Creative Technology, Malaysia
Zhao.Chenpei@Outlook.Com

Dr.Siti Aida Samikon

Postgraduate Center, Limkokwing University Of Creative Technology, Malaysia

Abstract

This Paper Aims To Look Into And Illuminate Some Key Features Of The Connection Between Corporate Social Responsibility (Csr), Hrm Practices, And Employee Performance With Scrupulous Indication To Private Universities In Malaysia. A Quantitative Approach Is Used, With A Questionnaire Survey Of Key Workers (Hod) From A Sample Of Universities As The Methodology. The Study Analyzed The 210 University Employees' Data And Establishes A Positive Significant Relationship Between Csr, Hrm Practices, And Employee Performance. Structured Equation Modeling Methods Are Used To Analyze The Data Obtained. The Findings Back Up The Claim That Csr And Hrm Activities Have A Direct And Positive Impact On Employee Efficiency. These Effects Are Present In All Of Csr's Core Dimensions Especially Societal And Environmental. The Conclusion Contributes To A Better Understanding Of The Potential Benefits Of Csr And Hrm In Universities Outside Of The Developed World, As Well As Making A Realistic Impact By Assisting Decision-Making. There Have Been Few Studies Of These Two In Developing Countries As A Whole, And Malaysia Has Been Identified As An Emerging Foreign Destination With Significant Potential. As A Result, New Insights Into Attitudes Toward Csr And Its Effects Are Available.

Keywords - Corporate Social Responsibility, Employee Performance, Hrm Practices

1. Introduction

Corporate Social Responsibility (Csr) Has Gained Remarkable Attention From Academic Writers And Practitioners In Latest Years. The Concept Explains The Rightness And Willingness Of Businesses To Realize And Exercise Such Practices Which Are In Favor Of Common Welfare Besides Those Of A Commercial Nature (N. Y. Ansari, Anjum, Farrukh, & Heidler, 2021). According To Numerous Studies In The Organization Literature, Corporate Social Responsibility (Csr) Is The Key To Encouraging Long-Term Sustainable Success, Development, And Stability In An Evolving And Competitive World. Csr Activities Apply To Voluntary Firm Initiatives Aimed At Improving Environmental Or Social Conditions (Afridi Et Al., 2020). Employee Awareness Of The Organization's Interests Is Increased And Supported By Csr Activities. Its Members' Ideals Are Reflected In It. One Of The Variables That Are Closely Linked To Credibility And Organizational Legitimacy Is Corporate Social Responsibility (Nazar, Jahan, Amoozegar, Anjum, & Raju, 2020).

Organizations Are Focused On Adopting Such Human Resource Strategies That Help Them Resolve Obstacles And Gain A Competitive Edge As The Global Environment Becomes More Complex And Vulnerable. The Best Choice Of Human Resource Practices (Hrm) Improves Employee Skills And Knowledge, Fosters Innovation, And Fosters High Employee Commitment, All Of Which Lead To The Best Possible Outcome For The Company. As A Result,

Hrm Is A Critical Component In Achieving An Organization's Objectives In Various Fields (Nazar, Ramzani, & Temoor Anjum, 2018a; Ones, Viswesvaran, & Schmidt, 2016). In Addition, It Is A Classification That Forms Attitudes And Behaviors Of Employees And Builds Up A Strong Relationship Between Employer And Employees Which Motivates The Employees To Bring Their Best To Achieve The Organization's Objectives. As Business Faces Supplementary Growth, Changes, And Challenges, These Challenges Can Cope Best With Various Hrm Practices Along With The Satisfaction Of Employees. Hr Practices Help The Organization To Have Better Performance (Muhammad Imran Rasheed, Humayon, Ahmed, & Din, 2014). Training And Growth, Reward, Role Appraisal, Recruiting And Selection, Employee Association, Worker Empowerment, And Social Support Are All Examples Of Human Resource Functions. These Practices Are Built-In High-Performance Work Systems To Gain Maximum Employee Satisfaction And Performance (Keegan, Bitterling, Sylva, & Hoeksema, 2018).

Universities Can Increase Their Efficiency By Implementing Appropriate Csr Practices Or Product Differentiation Strategies. For Example, Universities Can Introduce Human Resource (H.R.) Or Socially Responsible (S.R.) Practices (Worker Training Programs) To Improve Efficiency, While Also Keeping In Mind Students Who Care About Environmental Sustainability (Nazar Et Al., 2020). This Study Aims To Add To The Body Of Knowledge By Examining And Clarifying The Relationship Between Hr Practices, Csr, And Success In The Context Of A Few Private Universities In Selangor, Malaysia. It Presents The Results Of A Survey Of Key Employees Who Were Asked About The Effect Of Key Csr And Hrm Activities On The University's Performance. Following A Review Of Relevant Literature And Some Background Information About The Malaysian Educational Sector To Set The Scene, The Approach Is Taken And Findings Are Outlined Below.

2. Literature Review And Hypothesis Formulation

By Forming A Hypothesis, This Section Explains The Basic Logic And Operationalization Of Variables. Employee Awareness Of The Organization's Interests Is Increased And Supported By Csr Activities. Its Members' Ideals Are Reflected In It. One Of The Variables That Are Closely Linked To Credibility And Organizational Legitimacy Is Corporate Social Responsibility. It Is Expected To Motivate Workers To Work Not Only For The Good Of The Company But Also For The Benefit Of Society. Corporate Social Responsibility Aims To Strengthen Employee Volunteer Behaviors Outside Their Positions, As Well As Employee Volunteer Service (Bari, 2018).

2.1 Csr

Csr Is Characterized As A Company's Perspective Definite Policies And Actions That Are Established And Implemented While Keeping Stakeholders' Expectations In Mind, As Well As The Triple Bottom Line Of Environmental, Social, And Economic Success. The Csr Definition Is Founded On The Idea That Businesses And Those Who Benefit From Them Have A Social Obligation And Are Thus Required To Engage In Discretionary (I.E., Voluntary) Activities That Meet Societal Needs. Csr Is A Business Mechanism That Allows Companies To Incorporate Global, Financial, Legal, Human Rights, And Customer Issues Into Their Activities In Order To Increase Shareholder Value. And Stakeholders (Andersen & Skjoett, Larsen, 2009; Bari, 2018).

Csr Is A Macro-Level Concept And Has A Broader Area Covering; Most Researches In This Area Have Covered Different Levels Of The Organization. In Recent Years Modern Scholars Have Started To Work On Its Micro. According To Research, Csr Exerts Its Impact At The Macro Level By Influencing Stakeholders' Perceptions And Behaviors (Vashchenko, 2017). A Review Of The Literature Presents A Picture Where External Stakeholders Of The Organization Have Paid More Attention To Csr As Compared To Internal Stakeholders. There Is A Continuously Growing Literature On Csr Using Different Terminologies Interchangeably In A Way That Is Creating Some Definitional Ambiguities (Haski-Leventhal, Pournader, & Mckinnon, 2017).

Csr Is Also Described By Business Customization Of Specific Environmental Policies And Actions Being Developed For The Company Implemented In Accordance With Three Times The Expectations Of Stakeholders And Environmental, Social, And Economic Performance (Jahan & Alrajawy, 2020). Major Organizational Improvements Are Related To The Development And Implementation Of Corporate Social Responsibility (Csr) Strategy. It Is Essential To Develop Strategies And Policies That Are In Line With Csr Principles While Also Taking Into Account The Business Agenda. The Efficacy Of A Csr Strategy Is Highly Dependent On How It Is Implemented Within The Company (Benavides-Velasco, Quintana-García, & Marchante-Lara, 2014; Nazar Et Al., 2020). This Requires Collective Support From All Departments Of An Organization. Since The Hr Feature Deals With People-Related Aspects Of The Organization, Human Resource Management (Hrm) May Be Well Suited To Encourage Such Internalization (Keegan Et Al., 2018).

Csr Practices Have Been Shown To Have A Positive Impact On Consumer Attitudes And Behaviors. Customers Appreciate Companies' Csr Efforts, Which Strengthens Their Emotional Connection To Them. Furthermore, They Agree That Their Goals Align With Those Of The Company Engaged In Csr Activities (Jalilvand, Khazaei Pool, Balouei Jamkhaneh, & Tabaeian, 2018). Customers Typically Affiliate Themselves With Socially Responsible Businesses Because They Believe Their Interests Would Not Be Abused By Csr-Oriented Businesses, And They View Their Service Provider And Themselves As One Organization (N. Y. Ansari Et Al., 2021).

The Existence Of A Connection Between Csr Activities And Customers Can Be Explained By Stakeholder Theory. According To The Stakeholder Principle, An Organization Is Accountable And Liable To Its Stakeholders. Customers Who Believe And Consider Their Service Provider To Be Socially Responsible Are More Likely To Engage In Environmental Conservation And Sustainability Actions And Behaviors (Rehbein & Schuler, 2015). Customers Are More Likely To Participate In Activities That Promote A Healthy World Because They Respect Social Issues. Furthermore, An Individual's Expectations Of Their Company's Csr Approach Inspire Them To Participate In Employee Engagement. As A Result, Based On Stakeholder Theory, It Can Be Argued That Perceived Csr Improves Customer Efficiency. As A Result, It Is Possible To Speculate That:

H1- Csr Practices Positively Influence Employee Performance.

2.2 Hrm

Hrm Is Intended To Develop Personal Well-Being, Productivity, And Overall Business Performance. Organizations Can Provide A Human Resources Management Practice That Reflects Different Forms Of Communication. The Objective Is To Promote The Development Of A Company's Specific Capabilities, Resulting In Complex Social Relationships To Maintain A Competitive Advantage (Veth, Korzilius, Van Der Heijden, Emans, & De Lange, 2019). The Organization Provides Human Resources Management Activities, Which Refer To All Activities Related To The Management Of The Company's Staff, Such As Regular Training And Development Plans And Participation In Decision-Making. These Human Resources Management Practices Demonstrate The Manager's Commitment And Trust In His Employees. Hrm Practices Are Described In This Contribution As A Process Of Attracting, Growing, Improving, And Retaining Employees To Ensure That The Organization's Human Capital Contributes To The Achievement Of Organizational Goals (Hameed, Khan, Islam, Sheikh, & Naeem, 2020; Tabiu, Pangil, & Othman, 2016).

According To Academic Research, Having An Active And Employable Workforce Will Result In A Variety Of Positive Results, Including Improved Employee Well-Being And Efficiency. Individual Well-Being, Efficiency, And Overall Firm Success Are All Goals Of Hrm (Veth Et Al., 2019). Hrm Activities Are Designed To Improve Employee Job Satisfaction, Employee Turnover, Efficiency, And Decision-Making, Helping To Improve Your Organization's Results (Tabiu Et Al., 2016).

Empirical Testing Research Is Considered A Rich Literature, Showing The Link Between Human Resources Practice And Performance Research Conducted In Different Countries In Different Departments, And Shows That There Is A Positive Relationship Between Human Resources Practice And Employee Performance (Muhammad Imran Rasheed Et Al., 2014). Therefore, Human Resources Practices Play A Key Role In Improving And Improving Employee Performance In Order To Achieve The Best Goals Of The Organization. Therefore, Organizations Should Use Human Resources Practices As A Key Way To Achieve Goals Through Employee Performance (Gruman & Saks, 2011).

There Are Several Positive Contributions To Employee Performance, Training And Growth, Rewards, Job Investigation, Staffing And Selection, Communal Support, Employee Relationships, And Employee Empowerment (N. Ansari, Farrukh, & Raza, 2020). As A Result, Organizations Tend To Select The Right People With The Right Skills Who Have The Skills And Abilities For A Specific Task To Perform. Best Hr Practices For Any Particular Organization Should Be Selected To Get Success. Not Only The Selection Of Practices But The Implementation Of Those Practices Is The Key Factor Of Success. As A Result, Administrators Should Pay Close Attention When Implementing Human Resource Policies To Avoid Making An Error That Leads To Failure (Hameed Et Al., 2020).

Best Human Resource Practices Offer Satisfaction For The Employees Based On Their Work In Different Fields. Furthermore, Several Academics Have Noted That Human Resource Activities Contribute To Employee Satisfaction At Different Levels Of Organizations, Thus Improving Worker Efficiency. A Study At Local Government Organizations In The United Kingdom (Uk) To Examine Specific Hr Practices. According To The Findings Of

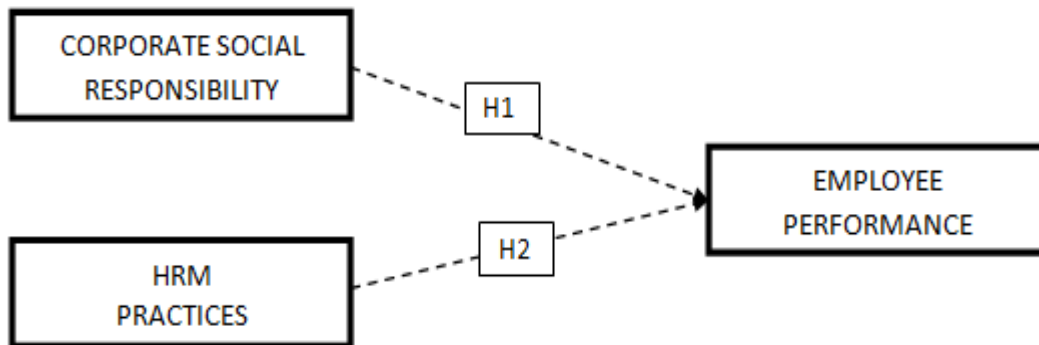
Their Research, Human Resource Practices Contribute To Job Satisfaction And Increase Organizational Trust, Dedication, Engagement, And Success, Allowing Organizations To Achieve Their Objectives (Keegan Et Al., 2018). Hr Practices Can Help In Improving The Workplace Working Conditions And Increase The Outcome. There Are Many Empirical Studies On Human Resource Practices And Job Satisfaction In Different Sectors In Different Countries (Blom, Kruyen, Van Der Heijden, & Van Thiel, 2020).

Individual Well-Being, Efficiency, And Overall Firm Success Are All Goals Of Hrm. Positive Social And Economic Interactions Can Result In Reciprocal Benefits For Both The Employer And The Workforce, According To Research On The Social Exchange Theory (Which Includes The Norm Of Reciprocity). As A Result, Organizations Can Have Hrm Practices To Manage Human Resources That Represent Various Types Of Exchange Relationships. Organizations Hope To Do This By Facilitating The Creation Of Firm-Specific Competencies That Result In Dynamic Social Relationships In Order To Retain A Competitive Edge (Veth Et Al., 2019). Many Analytical Studies Have Looked Into The Connection Between Human Resource Practices And Employee Performance In A Variety Of Fields. It Can Be Argued That An Hrm Practice Improves Customer Efficiency. As A Result, It Is Possible To Consider That

H2- Human Resource Management Practices Positively Influence Employee Performance.

3. Proposed Theoretical Framework

The Presented Framework Is Based On Previous Studies On The Employee Performance Model. Some Changes Have Been Made To Make It Useful For This Analysis. To Check The Effect Of Csr, Hrm Practices On Ep The Following Framework Was Established (Figure 1).



So We Present A Conceptual Framework To Better Understand How (Csr And Hrm Practices) Influence Employee Performance Positively Or Negatively Based On An In-Depth Analysis Of The Literature.

4. Research Methodology

Its Quantitative Research, Questionnaires Were Used To Collect Data. It's A Basic Random Sampling Cross-Sectional Sample. Professors From Five Private Universities In Malaysia Are The Study's Target Population. The Study Included Professors, Senior Lecturers, Junior Lecturers, Tutors, And Administrative Staff From Different Departments. The Research Was Conducted In Selangor State As Mostly Private Universities Are Situated. A Total Of 210 Academics And Management Professionals Took Part In The Case. The Questionnaire Was Distributed Both Manually And Electronically, And Participants Were Free To Complete It At Their Leisure. A Few Days After The Questionnaire Was Distributed, The Researchers Retrieved The Completed Questionnaire. We Use Valid And Reliable Survey Forms To Collect Data. The Validity And Reliability Of The Instruments Used In This Study Have Been Confirmed By Previous Researchers. Partial Least Square Structural Equation Modeling (Pls-Sem) Has Been Used For Data Analysis In The Current Study (Anjum, Amoozegar, Nazar, & Kanwal, 2020; Anjum, Ramzani, & Nazar, 2019; Anjum, Ramzani, & Farrukh, 2018; Anjum, Sharifi, Nazar, & Farrukh, 2018; Nazar Et Al., 2020).

5. Data Analysis & Results

Pls-Sem Is A Two-Step Procedure That Includes Measurements And Structural Models (Anderson & Gerbing., 1988; Anjum, Farrukh, Heidler, & Tautiva, 2021; Anjum, Heidler, Amoozegar, & Anees, 2021). The Measurement Model Is The Component Of The Overall Model That Specifies Latent Constructs. Latent Constructs Are Unobserved Variables Inferred By The Covariance Between Two Or More Observed Indicators. Smart-Pls Was Used To Estimate The Hypothesis Using Structural Equation Modeling Of Partial Least Squares. In Past Studies, This Method Has Seen Extensively Employed (Farrukh, Ying, Et Al., 2016; Anjum Et Al., 2019; Anjum Et Al., 2018; Farrukh Et Al., 2019; Nazar Et Al., 2020; Nazar Et Al, 2018a, 2018b; Zreen Et Al., 2019). The Degree To Which The Items Calculate The Latent Construct Is Measured By The Internal Reliability Of Consistency. Composite Reliability (Cr) Scores Were Used To Assess This. The Results Show That All Constructs' Cr Scores Surpassed The 0.7 Threshold Criterion, Indicating That The Scales Used In This Analysis Have A High Level Of Internal Consistency (Hair Et Al., 2017).

Factor Loadings And Average Variance Extracted (Ave) Were Then Calculated To Assess The Constructs' Cv. The Degree To Which A Variable Is Positively Correlated With Different Measurements Of The Same Construct Is Referred To As Cv. The Loading Factor Should Be At Least 0.708, And 0.70 Should Be Considered Near Enough To Be Appropriate (Hair Et Al., 2017). However, Where Other Factors Have Strong Loads, Indicators With Lower Factor Loadings (I.E. 0.40–0.70) Should Be Maintained, And At Least 50% Of The Difference (Ave $\frac{1}{4}$ 0.50) Can Be Clarified By The Overall Build. The Ave Scores Of All Constructs Also Exceeded The 0.5 Marks, Indicating That The Cv Was Appropriate. Table I Displays The Factor Loadings, Cr, And Ave Ratings (Hair Et Al., 2017).

| Latent Variables | Factor Loading | Cronbach's A | Cr | Ave |
|-----------------------------|-----------------------|---------------------|-----------|------------|
| Csr | | 0.959 | 0.961 | 0.781 |
| Csr 1 | 0.785 | | | |
| Csr 2 | 0.758 | | | |
| Csr 3 | 0.715 | | | |
| Hrm Practices | | 0.857 | 0.902 | 0.720 |
| Hrm 1 | 0.756 | | | |
| Hrm 2 | 0.714 | | | |
| Hrm 3 | | | | |
| Hrm 4 | 0.825 | | | |
| Hrm 5 | 0.854 | | | |
| Hrm 6 | | | | |
| Hrm 7 | | | | |
| Hrm 8 | 0.729 | | | |
| Employee Performance | | 0.953 | 0.951 | 0.685 |
| Ep 1 | 0.751 | | | |
| Ep 2 | 0.723 | | | |
| Ep 3 | 0.741 | | | |
| Ep 4 | 0.749 | | | |
| Ep 5 | 0.814 | | | |

Another Criterion For Determining The Effectiveness Of Construction Is Discriminant Validity. By Empirical Standards, The Degree To Which Construction Is Truly Different From Other Buildings Is Called Dv (Hair Et Al., 2017). With The Help Of Fornell & Larcker, 1981 Guide, Dv Was Tested In An Analysis That Stated That The Meaning Of The Ave Should Be Greater Than The Square Association With Other Buildings (Fornell & Larcker, 1981). The Results In Table 2 Show That Dv Has Been Implemented.

Table Ii: Discriminant Validity

| Constructs | Csr | Hrm | Ep |
|------------|-------|-------|-------|
| Csr | 0.884 | | |
| Hem | 0.654 | 0.848 | |
| Ep | 0.658 | 0.458 | 0.841 |

5.1 Structural Model Assessment

The Value Of The Indirect Impact Analysis Was Then Tested Using The Smart-Pls Bootstrapping Feature, As Proposed By Hair Et Al. (2017). A Bootstrapping Protocol Of 5,000 Interactions Was Used To Measure T-Values And Standard Errors In Order To Verify The Statistical Validity. Bootstrapping Makes No Guarantees About The Sampling Distribution Of Data Or The Type Of Variable Distribution; However, It Can Be Used With Confidence With Small Sample Size. As A Result, The Pls-Sem Process Is Well-Suited To The Bootstrapping Technique For Indirect Effect Testing.

Table Iii: Direct Effect

| Hypothesis | Path | Path Coefficient | T-Statistics | P-Values |
|------------|---------|------------------|--------------|----------|
| H1 | Ei →Sp | 0.325 | 4.125 | 0.000 |
| H2 | Mo → Sp | 0.215 | 2.987 | 0.002 |

5.2 Coefficients Of Determination (R²)

For The Structural Model, The Next Step Is To Determine The Causal Relationships Between Csr, Hrm, And Ep. R² Is Rated As .25 (Weak), .50 (Modest) And .75 (Large). R² Was Calculated To Be.527, Which Is A Moderate Value (Hair Et Al., 2017). As A Result, The Results Should Be Taken Into Account When Determining Sales Performance.

Table Iv: R²

| Variable | R ² | Range |
|-------------------|----------------|----------|
| Sales Performance | .527 | Moderate |

5.3 Discussion

The First Assumption Indicates That Csr Forecasts For Employee Performance Are Positive. The Results Of The Structural Equation Model Tests Have A Significant Positive Effect On Employee Performance, As Shown In Table Iii (B = 0.325, P < 0.005). Therefore, The Hypothesis Is Accepted. The Second Assumption Indicates That Hrm's Approach Positively Predicts Employee Performance. The Results Of The Structural Equation Model Test Show That Hrm Practices Have A Positive And Significant Impact On Employee Performance, As Shown In Table Iii (Table Iii Shows The B Of 0.215, P < 0.005). Therefore, Hypothesis Two Is Accepted.

The Objective Of This Study Was To Investigate Whether Csr And Hrm Practices Help To Increase The Performance Level Of University Employees. The Findings Of Pls-Sem Showed Positive Results For Both Hrm Practices And Csr Practices. Employee Performance Is Statistically Influenced By Factors Such As Training And Growth And Performance Assessment. Compensation And Benefits, On The Other Hand, Had Negligible Effects, As Did Work-Life Programs. It Shows That Having Proper Hrm Programs In Place In The Workplace Sends Clear Signals To Workers That They Are Respected, Appreciated, And Accepted Within The Organization. It Was Suggested That More Csr Directed At External Stakeholders Would Have A Major Impact On Employees' In-Role And Extra-Role Efficiency. The Findings Backed Up The Previous Hypothesis. It Was Discovered That Csr Against Social And Non-Social Stakeholders Has A Huge Effect On Job Efficiency.

Since Csr Activities Will Be Carried Out According To The Needs Of Each Relevant Population, The Organization Must Incorporate All Of Its Target Groups To Preserve Social, Environmental, And Economic Value. The University Will Meet The Needs Of Shareholders As Well As The Needs Of Different Groups That May Influence

Or Be Influenced By The Organization's Performance Using This Approach. In Recent Decades, Csr Has Been Valued From Many Management Perspectives, Thus Becoming An Important Management Concept. Business Ownership Has Become An Important Tool For Developing Stable Business-Customer Relationships. Corporate Ownership Is Viewed As A Strategic Investment In The Development, Maintenance, And Enhancement Of A Company's Reputation. Therefore, Companies Must Take Into Account The Expectations Of Society When Formulating Plans And Strategies.

6. Discussion And Conclusion

According To The Findings, Hrm Activities Have A Positive Effect On Employee Efficiency In The Workplace. Training And Growth, Accompanied By Performance Assessment, Have The Greatest Effect On Employee Performance, According To The Results Of This Empirical Study. It Demonstrates That Having Proper Hrm Programs In Place In The Workplace Sends Direct Signals To Employees That They Are Valued, Appreciated, And Welcomed. However, Since Employees' Productivity Is Highly Influenced By Ability, Motivation, And Opportunity, All Of Which Are Constantly Changing As Technology Advances, Immediate Solutions May Not Be Appropriate For Long-Term Talent Management Goals. Furthermore, The Organization's Direction, Internal Policies And Strategies, And External Strategies To Meet The Business's Competitive Environment All Affect Employee Expectations. The Organization Should Take Note To Increase Employee Performance Using Hrm Practices. In Some Cases, It Could Be A Major Problem For An Organization's Growth, Particularly If It Is Not Properly Planned And Implemented.

Respondents Agree That Csr Has Social Benefits, Which Is Consistent With What Appears To Be A General Trend. The Benefits Of Paying Attention To The Legal Dimension Highlight The Importance Of Following Official Laws And Regulations, As Failure To Do So Could Harm Financial And Non-Financial Results. After Being Favorably Linked To Csr, The Ethical Dimension Is Even More Nuanced, Raising Concerns About The Degree To Which Companies Can Put Commercial Interests Ahead Of Other Obligations (Freeman, 2004). The Main Purpose Of The Private Sector Organizations Is To Generate Profit Paying To Shareholders And Paying Their Employees By Overall Maintaining The Welfare Of The Society. However, The Effective Implementation Of This Pledge Appears To Be Lacking, Echoing Demands For Better Policies On Local Jobs, Employee Health, And Cultural Preservation.

Csr Improves The Company's Customer Acceptance Due To Its High Level Of Commitment To The Company And Greater Attention To Social And Environmental Problems By Demonstrating Environmental Behaviors And Actions. Companies Actively Participate In Corporate Strategic Activities, Improve The Corporate Image, And Become A Strategic Marketing Tool To Manage Customer Relationships. Therefore, Decision-Makers Should Invest In Csr Practices By Allocating More Resources To Promote Participation. As A Result, Companies' Corporate Compliance Practices And Initiatives Can Improve Employee Performance.

6.1 Limitations And Future Study

Although This Study Provides Critical Theoretical And Managerial Importance, There Are Certain Limitations Associated With This Study. The Focus Of The Study Was Placed Solely In Private Universities Of Malaysia And The Sample Was Derived From One State Of Malaysia. As A Result, The Findings May Not Be Applicable To All Universities In Malaysia, As Other Organizations May Have Different Human Resource Management Strategies And Working Environments. In The Future, The Analysis Of The Relationship Between Hrm Activities And Employee Performance May Be Expanded To Include The Entire Country As Well As Various Sectors.

References

1. Afridi, S. A., Afsar, B., Shahjehan, A., Rehman, Z. U., Haider, M., & Ullah, M. (2020). Perceived Corporate Social Responsibility And Innovative Work Behavior: The Role Of Employee Volunteerism And Authenticity. *Corporate Social Responsibility And Environmental Management*, 27(4), 1865–1877. <https://doi.org/10.1002/Csr.1932>
2. Andersen, M., & Skjoett, Larsen, T. (2009). Corporate Social Responsibility In Global Supply Chains. *Supply Chain Management: An International Journal*, 14(2), 75–86. <https://doi.org/10.1108/13598540910941948>
3. Anderson, J. C., & Gerbing, D. W. (1988). Structural Equation Modeling In Practice: A Review And Recommended Two-Step Approach. *Psychological Bulletin*, 103(3), 411–423. <https://doi.org/10.1177/0149206315610635>
4. Anjum, T., Amoozegar, A., Nazar, N., & Kanwal, N. (2020). Intervening Effect Of Attitudes Towards

- Entrepreneurship: Correlation Between Passion And Entrepreneurial Intention. *International Journal Of Advanced Science And Technology*, 29(5 Special Issue), 1327–1340.
5. Anjum, T., Farrukh, M., Heidler, P., & Tautiva, J. A. D. (2021). Entrepreneurial Intention : Creativity , Entrepreneurship , And University Support. *J. Open Innov. Technol. Mark. Complex*, 7(1), 1–13.
 6. Anjum, T., Heidler, P., Amoozegar, A., & Anees, R. T. (2021). The Impact Of Entrepreneurial Passion On The Entrepreneurial Intention ; Moderating Impact Of Perception Of University Support. *Administrative Sciences*, (April). <https://doi.org/10.3390/admsci11020045>
 7. Anjum, T., Ramzani, S. R., & Farrukh, M. (2018). Entrepreneurial Intentions Of Pakistani Students : The Role Of Entrepreneurial Education , Creativity Disposition , Invention Passion & Passion For Founding. *Journal Of Management Research*, 10(3), 76–100. <https://doi.org/10.5296/jmr.v10i3.13253>
 8. Anjum, T., Ramzani, S. R., & Nazar, N. (2019). Antecedents Of Entrepreneurial Intentions : A Study Of Business Students From Universities Of Pakistan. *International Journal Of Business And Psychology*, 1(2), 72–88.
 9. Anjum, T., Sharifi, S., Nazar, N., & Farrukh, M. (2018). Determinants Of Entrepreneurial Intention In Perspective Of Theory Of Planned Behaviour. *Management Theory And Studies For Rural Business And Infrastructure Development*, 40(4), 429–441. <https://doi.org/10.15544/mts.2018.40>
 10. Ansari, N., Farrukh, M., & Raza, A. (2020). Green Human Resource Management And Employees Pro-Environmental Behaviours: Examining The Underlying Mechanism. *Corporate Social Responsibility And Environmental Management*. <https://doi.org/10.1002/csr.2044>
 11. Ansari, N. Y., Anjum, T., Farrukh, M., & Heidler, P. (2021). Do Good , Have Good : A Mechanism Of Fostering Customer Pro-Environmental Behaviors. *Sustainability*, 13(7), 1–14. <https://doi.org/10.3390/su13073781>
 12. Bari, P. (2018). Firm Environmental Performance Under Scrutiny: The Role Of Strategic And Organizational Orientations. *Corporate Social Responsibility And Environmental Management*. <https://doi.org/10.1002/csr.1470>
 13. Benavides-Velasco, C. A., Quintana-García, C., & Marchante-Lara, M. (2014). Total Quality Management, Corporate Social Responsibility And Performance In The Hotel Industry. *International Journal Of Hospitality Management*, 41, 77–87. <https://doi.org/10.1016/j.ijhm.2014.05.003>
 14. Blom, R., Kruyen, P. M., Van Der Heijden, B. I. J. M., & Van Thiel, S. (2020). One Hrm Fits All? A Meta-Analysis Of The Effects Of Hrm Practices In The Public, Semipublic, And Private Sector. *Review Of Public Personnel Administration*, 40(1), 3–35. <https://doi.org/10.1177/0734371x18773492>
 15. Farrukh, M., Lee, J. W. C., Sajid, M., & Waheed, A. (2019). Entrepreneurial Intentions The Role Of Individualism And Collectivism In Perspective Of Theory Of Planned Behaviour. *Education + Training*, 67(7/8), 984–1000. <https://doi.org/10.1108/et-09-2018-0194>
 16. Fornell, C., & Larcker, D. F. (1981). Structural Equation Models With Unobservable Variables And Measurement Error: Algebra And Statistics. *Journal Of Marketing Research*, 18(3), 382. <https://doi.org/10.2307/3150980>
 17. Gruman, J. A., & Saks, A. M. (2011). Human Resource Management Review Performance Management And Employee Engagement. *Human Resource Management Review*, 21(2), 123–136. <https://doi.org/10.1016/j.hrmr.2010.09.004>
 18. Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer On Partial Least Squares Structural Equation Modeling (Pls-Sem)*. Sage Publications.
 19. Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do Green Hrm Practices Influence Employees’ Environmental Performance? *International Journal Of Manpower*, 41(7), 1061–1079. <https://doi.org/10.1108/Ijm-08-2019-0407>
 20. Haski-Leventhal, D., Pournader, M., & Mckinnon, A. (2017). The Role Of Gender And Age In Business Students’ Values, Csr Attitudes, And Responsible Management Education: Learnings From The Prme International Survey. *Journal Of Business Ethics*, 146(1), 219–239. <https://doi.org/10.1007/s10551-015-2936-2>
 21. Jahan, S., & Alrajawy, I. (2020). Exploring The Relationship Between Corporate Social Responsibility (Csr) And Organisational Profitability-A Study Of The Uae Manufacturing Industry. *International Journal Of Psychosocial Rehabilitation*, 24(03), 5077–5087. <https://doi.org/10.37200/ijpr/v24i3/pr2021129>
 22. Jalilvand, M. R., Khazaei Pool, J., Balouei Jamkhaneh, H., & Tabaeian, R. A. (2018). Total Quality Management, Corporate Social Responsibility And Entrepreneurial Orientation In The Hotel Industry. *Social Responsibility Journal*, 14(3), 601–618. <https://doi.org/10.1108/srj-04-2017-0068>
 23. Keegan, A., Bitterling, I., Sylva, H., & Hoeksema, L. (2018). Organizing The Hrm Function: Responses To

- Paradoxes, Variety, And Dynamism. *Human Resource Management*, 57(5), 1111–1126. <https://doi.org/10.1002/Hrm.21893>
24. Muhammad Imran Rasheed, Humayon, A. A., Ahmed, U. A., & Din, A. Ud. (2014). Factors Affecting Teachers' Motivation: An Hrm Challenge For Public Sector Higher Educational Institutions Of Pakistan (Heis). *International Journal Of Educational Management*, 30(1), 101–114.
 25. Nazar, N., Jahan, S., Amoozegar, A., Anjum, T., & Raju, V. (2020). The Effects Of Total Quality Management Practices On Corporate Social Responsibility Using Supply Chain Model : A Review Of Malaysian Hotel Industry. *International Journal Of Supply Chain Management*, 9(5), 294–304.
 26. Nazar, N., Ramzani, D. S. R., & , Temoor Anjum, I. A. S. (2018a). Organizational Performance : The Role Of Tqm Practices In Banking Sector Of Pakistan. *European Scientific Journal*, 14(31), 278–302. <https://doi.org/10.19044/Esj.2018.V14n31p278>
 27. Nazar, N., Ramzani, S. R., & , Temoor Anjum, I. A. S. (2018b). Impact Of Entrepreneurial Orientation On Bank Performance In Pakistan. *Business Management And Strategy*, 9(1), 290–309. <https://doi.org/10.5296/Bms.V9i1.13212>
 28. Ones, D. S., Viswesvaran, C., & Schmidt, F. L. (2016). Human Resource Management Review Realizing The Full Potential Of Psychometric Meta-Analysis For A Cumulative Science And Practice Of Human Resource Management. *Human Resource Management Review*, 1–15. <https://doi.org/10.1016/J.Hrmr.2016.09.011>
 29. Rehbein, K., & Schuler, D. A. (2015). Linking Corporate Community Programs And Political Strategies: A Resource-Based View. *Business And Society*, 54(6), 794–821. <https://doi.org/10.1177/0007650313478024>
 30. Tabiu, A., Pangil, F., & Othman, S. Z. (2016). Examining The Link Between Hrm Practices And Employees' Performance In Nigerian Public Sector. *Management Science Letters*, (May), 395–408. <https://doi.org/10.5267/J.Msl.2016.4.006>
 31. Vashchenko, M. (2017). An External Perspective On Csr: What Matters And What Does Not? *Business Ethics*, 26(4), 396–412. <https://doi.org/10.1111/Beer.12162>
 32. Veth, K. N., Korzilius, H. P. L. M., Van Der Heijden, B. I. J. M., Emans, B. J. M., & De Lange, A. H. (2019). Which Hrm Practices Enhance Employee Outcomes At Work Across The Life-Span? *International Journal Of Human Resource Management*, 30(19), 2777–2808. <https://doi.org/10.1080/09585192.2017.1340322>
 33. Zreen, A., Farrukh, M., Nazar, N., & Khalid, R. (2019). The Role Of Internship And Business Incubation Programs In Forming Entrepreneurial Intentions: An Empirical Analysis From Pakistan. *Journal Of Management And Business Administration. Central Europe*, 27(2), 97–113. <https://doi.org/10.7206/Jmba.Ce.2450-7814.255>
 34. Jayaraj Ramasamy, Sandhya Pundhir, Sreekumar Narayanan, Sudhir Ramadass, S. Aswin, Arjun Suresh, Deep Learning For Material Synthesis And Pose Estimation Material Systems: A Review, *Materials Today: Proceedings*, 2021, Issn 2214-7853, <https://doi.org/10.1016/J.Matpr.2021.04.234>.
 35. N Roy, A.; Jose, J.; Sunil, A.; Gautam, N.; Nathalia, D.; Suresh, A. Prediction And Spread Visualization Of Covid-19 Pandemic Using Machine Learning. Preprints 2020, 2020050147 (Doi: 10.20944/Preprints202005.0147.V1).
 36. https://www.researchgate.net/publication/341650437_Diagnostic_Comparison_Of_Changes_In_Air_Quality_Over_China_Before_And_During_The_Covid-19_Pandemic