



Effect of Human Resource Management Practices and Corporate Social Responsibility Disclosure on Employee Outcomes: Examining the Moderating Role of Trust in Management

Muhammad Shaukat Malik¹, Fareeha Malik², Laraib Aslam³

Abstract

This paper has examined the relationship among HRM practices, CSR disclosure and employee outcomes. This study contributes to previous literature by examining the moderating impact of trust in management among HRM practices_ employee outcomes, and CSR disclosure_employee outcomes relationships. Based on theory of Social information processing (SIP) trust in management was taken as moderator among HRM practices and employee outcomes. While, on the basis of Social exchange theory (SET) trust in management was taken as moderator among CSR disclosure and employee outcomes. This study sample consist of 250 managerial employees from banking sector of Pakistan. Primary data was collected through physical distribution of structured questionnaires and analysed using various statistical tools like, correlation and regression analysis with the help of SPSS software. Results showed affirmative link among HRM practices, CSR disclosure and employee outcomes. Moderation of trust in management among above relations is also confirmed.

Keywords: HRM, CSR disclosure, Employee Satisfaction, Employee Engagement, Trust in Management & SET

1. Introduction

The practice of human resource management (HRM) is of crucial importance to all organizations of the world. Employees are responsible for overall organization success (Jeet & Sayeeduzzafar, 2014). HRM is defined as “a strategic approach aimed at managing pool of employees and ensuring that they contribute towards achievement of organizational objectives” (Tan & Nasurdin 2011). These practices include staffing ,training & development, performance based reward, employee involvement, performance appraisal, employee relations and social support (Albrecht et al., 2015). In present hypercompetetive environment, organizations are hiring employees who have greater commitment level, are enthusiastic about their work and who fairly collaborate with others.

Organizations can hire and engage employees through implementation of corporate social responsibility (CSR) activities. As per previous studies employee job environment impacts his work engagement; but, recent literature holds that employee work engagement is influenced by employees perception regarding how management implements CSR practices (Caligiuri et al., 2013; Glavas & Piderit, 2009). Organizations positive attitude toward CSR implementation can boost employees engagement, job satisfaction, trust in organization, loyalty and also effect candidates decision regarding organization selection (Skudiene & Auruskeviciene, 2012).

Many studies have linked HRM practices with employee outcomes on the basis of different dimensions (Veth et al., 2017; Mahesar et al., (2016). Literature holds supports for various employee outcomes but this study has specifically focused on employee work related outcomes known as engagement and satisfaction. Engagement is considered as important employee outcome as it relates to good health (Demerouti et al, 2001), it also enhance employee commitment towards organization (Demerouti et al, 2001) and also ones engagement in work is positive experience itself (Schaufeli et al, 2002). Additionally, satisfaction is considered as crucial employee outcome because it boosts employee productivity, performance, commitment and reduce employees intention to quit organization (Iqbal,2013; Fatt et al, 2010; Omotayo, 2017).

The relationships of HRM practices_employee outcome and CSR disclosure_employee outcome is strengthened by trust in management. Employees trust on management is determined by the fairness and efficiency of its structure and systems including HRM practices. On the basis of work environment employees observe and decide either to trust management or not (Vanhala & Dietz, 2015). Trust on management increases based on employee perception that management is focusing on employee well-being and has fairly implemented all the HRM and CSR disclosure policies. It will also results in enhanced employee outcomes.

2. Literature review

2.1. HRM Practices and Employee Job Satisfaction (JS)

Various authors have studied the link among HRM practices and employee JS (Sarker, 2014; Tooksoon, 2011). HRM practices essentially employees staffing, employees performance appraisal, employees training and development and also their compensation packages helps in driving their work satisfaction (Ijigu, 2015). This correlational research collected primary data by interviewing 333 employees of Ethiopian banks and hypotheses was tested through regression analysis. HRM practices (recruitment, selection, training, compensation, performance based rewards and motivation) are significantly linked to JS than workplace environment (Anwar et al., 2017). This research acquird data from 329 employes working in private colleges of Pakistan and used regression analysis for testing of hypotheses.

As per human capital theory, HRM practices stimulates employees job satisfaction within the organization (Jeet & Sayeeduzzafar, 2014). This study concluded that HRM practices had significant influence on employees job satisfaction irrespective of employee participation. A system of HRM practices is likely to generate employee job satisfaction (Islam et al., 2018; Kaya et al., 2010). Mumtaz et al., (2012) viewed that HRM practices influence employees satisfaction towards job evidenced from service sector of Pakistan. Employees satisfaction can be guaranteed by effective implementation of HRM practices (Sarker, 2014). It can be enhanced through both monetary and nonmonetary HRM practices (Sarker & Afroze, 2014).

¹ Professor, Institute of Banking and Finance, Bahauddin Zakarya University, Multan, Pakistan

² Research scholar, Institute of Banking and Finance, Bahauddin Zakarya University, Multan, Pakistan, fareehamalik16@yahoo.com

³ Lecturer, Research Scholar, Institute of Banking and Finance, Bahauddin Zakarya University, Multan, Pakistan, laraibaslam11@gmail.com

On the other hand, it has been recognized that HRM practices namely, pay practices, career growth opportunities and working environment does not satisfy all workers equally. So, HR consultants and professionals should redesign policies in a way that will result in efficient and effective HR practices. Further, Sattar et al., (2015) affirmed that satisfaction can be enhanced through employees training and empowerment as compared to rewards. It has been demonstrated that demographic factors also affects the link among HRM practices and employees satisfaction level (Khan et al., 2012). This Pakistani study collected data from teachers of government, semi government and private sector universities. The results of this study revealed that male employees are more satisfied from organization HRM practices than female employees. Also public sector employees exhibit greater level of satisfaction than private sector employees.

2.2. HRM Practices and Employee engagement

The relationship of HRM practices and employee engagement was hypothesized as extension of social exchange theory (Aktar & Pangil, 2017). This theory viewed that when employees perceive that organization is providing them ample socio-economic resources through HRM practices, they feel obligated and exhibit maximum engagement level toward organization as repayment. This Bangladesian study collected data from 376 bankig sector employees and analysed data using smartPLS software. Similarly, on the basis of SET theory, it has been argued that HRM practices related to training and reward management impacts EE level (Presbitero, 2017). This study obtained data from 210 employees working in various hotels of Philippians and hypotheses was tested using Structural equation modelling technique. This study found that improvements in HRM practices brings positive change in engagement level of employees.

Based on self-determination theory, it has been demonstrated that significant relation exist among HR practices and employee engagement level. Employee engagement is the result of their psychological needs fulfillment (He, 2014). Evidenced by data collected from 485 employees of financial firms located in China. Similarly, HRM practices are a tool for boosting work related outcomes i.e, engagement (Sivapragasam & Raya, 2018). Developmental HR practices are significantly linked to work engagement level of employees (Ahmed et al., 2016). Also employee engagement can be enhanced through continuous management of HRM policies (Nizam et al., 2018). This study gathered data from 119 employees of Brunei Islami banks and tested hypotheses through regression analysis.

Using data collected from service organizations of UK, study examined the contribution of HRM towards influencing individual outcomes i.e, employee engagement, employee intention to quit organization and organizational citizenship behaviour (Alfes et al., 2013). Employee engagement can be enhanced through successful implementation of ability, motivation, oppurtunity enhancing HRM practices (Aybas & Ahmet, 2017). This Turkish study collected data from 555 employees working in private companies of various sectors. As per this study, AMO model impacts individual employee performance, but as per SET, consistent and fair implementation of HRM practices is positively linked to employee engagement. Several studies found that engagement mediates the link among HR practices and outcome variables (Owor, 2016; Chughtai, 2013).

2.3. CSR Disclosure and Employee job satisfaction

Corporate social responsibility disclosure is viewed as “organizations voluntary disclosures regarding financial and non-financial information to inform both primary and secondary stakeholders (Mathews, 1997). In this paper, social CSR disclosure, employee CSR disclosure, government CSR disclosure and customer CSR disclosure has been considered as dimensions of CSR disclosure as previously mentioned by (Chaudhary, 2017). Based on stakeholder theory, Raihan & Karim (2017) viewed that organizations should not only focus on fulfillment of social agreements but also focus on acheiving employees satisfaction as they are leading primary stakeholders.

While, based on social identity theory the link among organization external CSR practices and employees satisfaction, job engagement and organizational citizenship behaviour was hypothesized (Azim et al., 2014). This study obtained data from 266 employees working in different banks of Saudi Arabia; for hypotheses testing regression analysis was performed. Similraly, an conceptual study in Malaysia found that CSR pracices impact employees job satisfaction and organization corporate reputation (Jie & Hasan, 2015). Based on data collected from Taiwan insurance company employees, it was viewed that employees satisfaction and organisational commitment are significant outcomes of organization CSR investment (You et al, 2013). This study found that organization CSR investment significantly impacts employees satisfaction and their commitment towards organization.

CSR practices helps in development of corporate culture that impacts employee attitude and behaviour. CSR practices are positively linked to job satisfaction of employees which makes them more committed and motivated (Shabnam & Sarker, 2012). This study obtained data from 322 workers of export oriented SME located in Bangladesh and data was analysed using regression analysis. Organizations can gain support from employees by involving in CSR activities. Organization CSR involvement results in enhanced employee satisfaction and organizational identification (Barakatet al., 2016; Closon et al., 2015).

2.4. CSR practices and Employee engagement

The link among CSR practices and employee engagement was studied by Chaudhary & Akhouri, (2018) in India. This study viewed CSR from two perspective namely, intrinsic and extrinsic. This study examined mediation of creativity among CSR practices and work engagement relationship. This research obtained data from 219 employees of various IT organizations and used SEM technique for hypotheses testing. This study results specify that Intrinsic CSR is related to work engagement and creativity; but, extrinsic CSR neither relates to work engagement nor to creativity. Recent research has explored relation amid CSR practice, career satisfaction, and employee engagement (Ilkhanizadeh & Karatepe, 2017) based on data collected from 299 Turkish flight attendants.

By collecting data from 10 multinational companies (MNCs), it was viewed that companies consider CSR practices as tool for attracting and retaining knowledgeable employees to boost employee satisfaction (Vinerean et al., 2013). Employees engagement is influenced by their perception regarding organization CSR initiatives. This relation is completely intervned by collective selfesteem and strengthened by employees' concern for face (Gao et al, 2018).

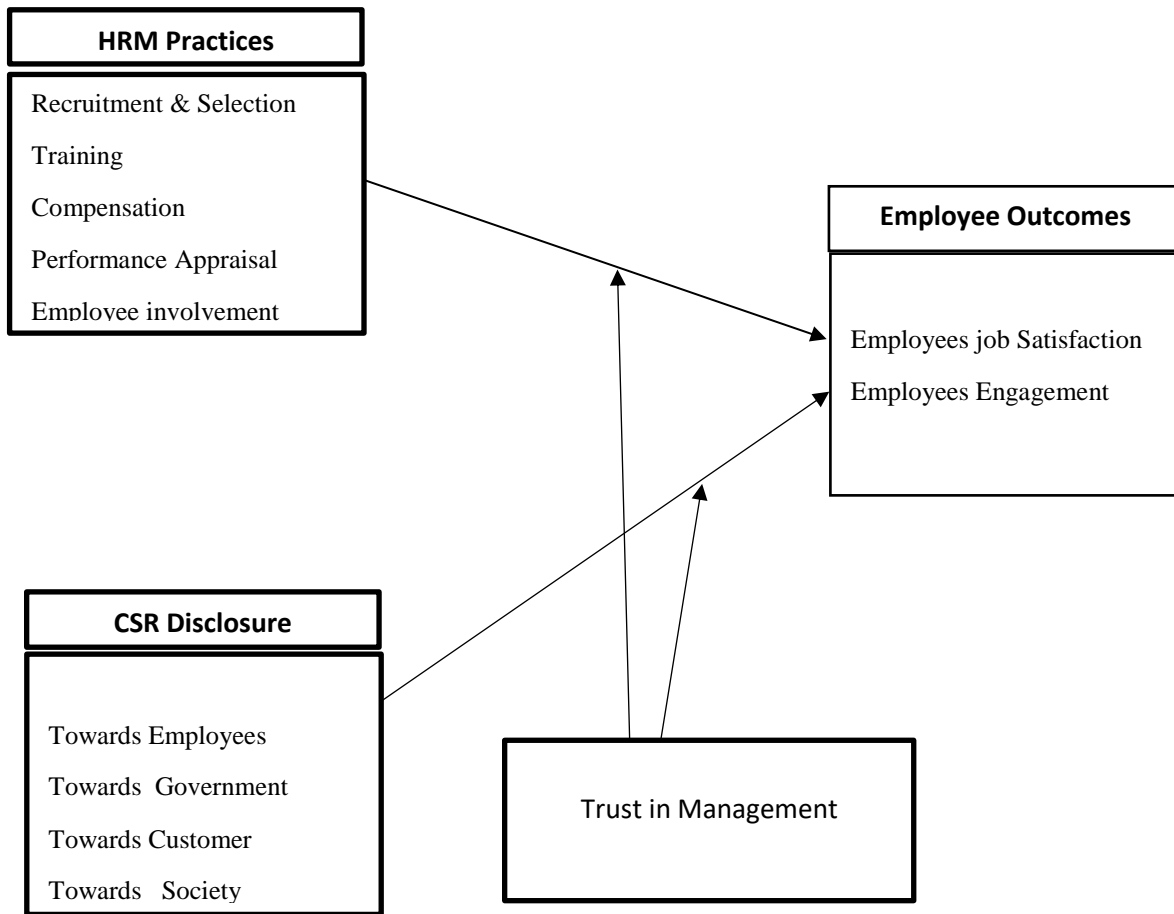


Figure 1: Research Model

In view of CSR literature, employee engagement can be enlightened through CSR practices implementation. Employee oriented, customer oriented, government oriented, and society oriented CSR practices were taken as independent variable whereas, job engagement and organizational engagement were taken as dependent variable (Al Amri et al., 2019). This study used data from 261 employees or managers of Qatri firms. Research results specify that employee oriented and society oriented CSR practices influence employee engagement towards organization, customer oriented CSR practices influence employee job engagement. However, government oriented CSR practices neither influence employee engagement towards job nor towards organization. Past literature has also linked internal and external CSR activities with engagement level of employees (Ferreira & Oliveira, 2014). Data was obtained from 193 middle managers working in financial, telecommunication, retail and food companies of Portugal and analysed with the help of SPSS software. This study established that strong relation exist among internal CSR activities and employee engagement (EE) when compared to external CSR activities. For enhancing employee engagement, CSR is considered as most powerful facet (Potdar et al., 2018). This study obtained data from 11 employees working in NewZealand supermarket. This study concluded that CSR policies helps in shaping EE behaviours. Also, it found that employees shoplifting prevention behaviour is shaped by their level of engagement toward organization.

2.5. Trust in management as moderator

Trust in management is defined as employees belief that managers are fair to them and focus on their well-being and also work for organizational benefits (Wang et al., 2014). It relates to employee believe that manager future decisions will be beneficial for them or at least not harmful for their own interest (Robinson, 1996). Therefore trust in management is a crucial factor impacting employee behaviour.

Trust has been taken as moderator in various studies. Trust moderates the link among employee engagement and justice for service enterprises (Abbas & Wu, 2018). It is indicated that trust in manager moderates the relationship of perceived HRM practices with employee prosperity, employee intention to quit and task execution (Alfes et al., 2013). Organizational trust moderates the relationship of high commitment performance management (HCPM) practices and organizational engagement (Farndale et al., 2011). As per this study, organizations should focus on trust for obtaining desired performance results. Organizational engagement can be boosted with the help of trust. Trust in management act as moderator among organizational citizenship behaviour and workers relationship conflict. This study collected data from 160 workers of government health care agency of USA, and hypotheses was tested through hierarchical linear modeling (Kacmar et al, 2012).

Trust plays an moderating role between performance appraisal justice and worker performance relationship (Nair & Salleh, 2015). Trust in management moderates the relationship of HRM practices and employee attitude (Innocenti et al., 2011). Further, based on organizational support theory (OST), employees perceive policies and practices of organization (like HRM) as signals for

management support towards them (Eisenberger et al., 1986). Employees perception that management is fairly implementing policies and is providing equal support to all employees influence their trust in management (Dirks and Ferrin, 2002; Eberl, 2012; Saunders, 2011; Whitener et al., 1998). Management concern for employee wellbeing and their commitment towards employee determines the level of trust employees have on management (Eisenberger et al., 1986). Employees trust in management brings improvement in employee work-related outcomes (satisfaction, engagement).

3. Methodology

3.1. Population

Target population was banking sector of Pakistan and sample comprises of branch, regional and cluster level managerial employees. Structured questionnaires was used as instrument for data collection. Total 320 questionnaires were dispersed. From 320 questionnaires only 263 responses were collected showing response rate of 82%.19%. Amid 263 questionnaires 13 questionnaires were excluded for containing incomplete information. Finally, 250 questionnaires were considered valid for data analysis.

3.2. Instrumentation

CSR disclosure have been measured by adapting 13 items from Al Amri et al, 2019. HRM practices have been measured by adapting 20 items from (Rana & Malik, 2017). 6 Items for employee job satisfaction have been adopted from (Hammouda & Junoh, 2019). Employee work engagement have been measured by six items adopted from (Memon et a., 2017). 5 items relating to Trust in management were adopted from (Stanely et al., 2005).

3.3. Data Collection

For this research data was collected through physical distribution of questionnaire. Research questionnaire was divided in two parts. First part includes respondents demographic information. Second part is envisioned to collect data regarding research variables. Questionnaire was developed using five point likert scale. Where, 1 refers to “strongly disagree” and 5 refers to “strongly agree”.

3.4. Hypotheses

H_{1a}: HRM practices have statistically significant impact on employee satisfaction.

H_{1b}: HRM practices have statistically significant impact on employee engagement.

H_{2a}: CSR disclosure has statistically significant impact on employee satisfaction.

H_{2b}: CSR disclosure has statistically significant impact on employee engagement.

H_{3a}: Trust in Management moderates the relationship between HRM practices and employee satisfaction.

H_{3b}: Trust in Management moderates the relationship between HRM practices and employee engagement.

H_{4a}: Trust in Management moderates the relationship between CSR disclosure and employee satisfaction.

H_{4b}: Trust in Management moderates the relationship between CSR disclosure and employee engagement.

4. Data Analysis

For data analysis SPSS (Statistical Package for the Social Sciences) software was used. Data was analyzed through descriptive statistics and reliability analysis.

4.1. Correlation Analysis

Correlation Analysis provides support for hypotheses H_{1a}, H_{1b}, H_{2a} and H_{2b}. Results of correlation are revealed in Table-1.

Table-1: Correlation Analysis

	CSR	HRM	Employee Satisfaction	Employee Engagement	Trust in Management
CSR	1				
HRM	.714**	1			
Employee Satisfaction	.648**	.731**	1		
Employee Engagement	.618**	.787**	.734**	1	
Trust in Management	.642**	.762**	.877**	.793**	1

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

Research results showed that high positive relation among HRM practices and employee engagement. The correlations of all the variables are given in the above table.

4.2. Regression Analysis

After correlation analysis, regression analysis was executed for hypotheses testing. With Adjusted R² of 0.618, β of 0.745 and $p < 0.001$, HRM practices have statistically significant impact on employee job satisfaction (EJS). Thus, hypotheses H_{1a} is accepted. With Adjusted R² of 0.579, β of 0.882 and $p < 0.001$, HRM practices have statistically significant impact on employee engagement (EE). Thus, hypotheses H_{1b} is accepted. With Adjusted R² of 0.379, β of 0.642 and $p < 0.001$, CSR Disclosure had statistically significant impact on employee job satisfaction. Thus, H_{2a} is accepted. With Adjusted R² of 0.409, β of 0.816 and $p < 0.001$, CSR Disclosure practices have statistically significant impact on engagement. Thus, hypotheses H_{2b} is accepted.

Table-2: Regression Analysis (Direct Relationship)

Hypotheses	DV	IV	Std β	Std Error	T	Sig	Adj R ²
H1a	EJS	HRM	0.745	0.037	20.110	<0.001	0.618
H1b	EE	HRM	0.882	0.048	18.528	<0.001	0.579
H2a	EJS	CSR	0.642	0.052	12.634	<0.001	0.379
H2b	EE	CSR	0.816	0.062	13.170	<0.001	0.409

The results of regression analysis for moderator are shown in Table-3, Table-4, Table-5 and in Table-6. Table-3 shows the moderation of trust in management among HRM practices and employee satisfaction link. Results showed that after insertion of interaction term (HRM Practices *Trust in management) adjusted R² value increases from 0.617 to 0.647 and β value with HRM practices reduced to 0.332 from 0.744 in model 1. The increase in adjusted R² value and decrease in β value supports the moderation of particular variable (Baron & Kenny, 1986). Thus, H_{3a} is supported.

Table-3: Regression Analysis (Moderation)

Hypotheses	Model	DV	IV	Std β	Std Error	T	Sig	Adj R ²
H3a	1	EJS	HRM	0.744	0.037	20.031	<0.001	0.617
	2	EJS	HRM	0.332	0.095	3.502	0.001	0.647
			Moderator	0.061	0.013	4.684	<0.001	

Table-4: Regression Analysis (Moderation)

Hypotheses	Model	DV	IV	Std β	Std Error	T	Sig	Adj R ²
H3b	1	EE	HRM	0.881	0.048	18.452	<0.001	0.578
	2	EE	HRM	-0.336	0.096	-3.510	0.001	0.76
			Moderator	0.179	0.013	13.710	<0.001	

Table-4 shows the moderation of trust in management among HRM practices and employee engagement link. Results showed that after insertion of interaction term (HRM Practices *Trust in management) adjusted R² value increases from 0.57 to 0.76 and β value with HRM practices reduced to -0.336 from 0.881 in model 1. The increase in adjusted R² value and decrease in β value supports the moderation of particular variable (Baron & Kenny, 1986). Thus, H_{3b} is supported.

Table-5 shows the moderation of trust in management among CSR Disclosure and Employees' job Satisfaction link. Results showed that after insertion of interaction term (CSR Disclosure *Trust in management) adjusted R² value increases from 0.338 to 0.541 and β value with CSR Disclosure reduced to -0.073 from 0.649 in model 1. The increase in adjusted R² value and decrease in β value supports the moderation of particular variable. Thus, H_{3c} is supported.

Table-5: Regression Analysis (Moderation)

Hypotheses	Model	DV	IV	Std β	Std Error	T	Sig	Adj R ²
H4a	1	EJS	CSR	0.649	0.052	12.578	<0.001	0.388
	2	EJS	CSR	-0.073	0.091	-0.806	0.421	0.541
			Moderator	0.108	0.012	9.137	<0.001	

Table-6: Regression Analysis (Moderation)

Hypotheses	Model	DV	IV	Std β	Std Error	T	Sig	Adj R ²
H4b	1	EE	CSR	0.822	0.062	13.312	<0.001	0.415
	2	EE	CSR	-0.468	0.083	-5.642	<0.001	0.744
			Moderator	0.193	0.011	17.862	<0.001	

While, Table-6 showed the moderation of trust in management among CSR Disclosure and Employees' Engagement link. Results showed that after insertion of interaction term (CSR Disclosure *Trust in management) adjusted R² value increases from 0.415 to 0.744 and β value with CSR Disclosure reduced to -0.468 from 0.822 in model 1. The increase in adjusted R² value and decrease in β value supports the moderation of particular variable (Baron & Kenny, 1986). Thus, H_{4b} is also supported.

5. Discussions

The impact of HRM practices and CSR disclosure on employee outcome in presence of moderating variable trust in management has been studied in present paper. In this paper, four hypotheses were proposed and tested through correlation and regression analysis. Various theories has focused on determinants and consequences of HRM at organizational level, i.e, theory of resource

dependency, resource-based view (RBV) and institutional theory (Wright et al., 2005). Many of these theories and models are based on perception that HRM is beneficial for both employers and employees. HRM is beneficial to employers in term of organizational performance; while, for employees it is beneficial in term of employee outcomes.

Findings revealed that HRM practices impact employee satisfaction. This result is very similar to findings of previous researches as mentioned here. HRM practices have direct impact on employee satisfaction as mentioned by (Abser et al, 2010; Rathnaweera, 2010). Employees perception that HRM practices such as recruitment and selection, training, compensation and performance appraisal are fairly implemented and that employees are given equal chance to get involved in decision making process boosts employee satisfaction level. According to Sypniewska, (2014) employees satisfaction level is influenced by factors such as salary, benefits, career development, training, management style, promotion opportunities and work safety.

HRM practices had significant impact on employee engagement. This result is very similar to findings of (Sivapragasam & Raya, 2018). As per previous studies the outcomes of HRM practices are of significant importance for employees as these practices encourage employees to perform better and show greater degree of engagement. Literature holds that inspiring employees toward work, providing them the chance for their professional development, exhibiting corporate citizenship behaviour and focusing on their well being will boost employee engagement level (Ganster & Rosen, 2013).

CSR disclosure had significant impact on employee satisfaction. This result is in line with findings of (Jie & Hasan, 2015). As per this study economic, legal and philanthropic dimension have strong correlation with employee satisfaction. But, ethical dimension have positive weak relationship with employee satisfaction. Similarly, Raihan & Karim (2017) stated that legal CSR dimension, ethical CSR dimension and philanthropic CSR dimension are strong predictors of employee job satisfaction (JS). While, economic CSR dimension is weak predictors of employee JS. Also evidenced from Taiwan insurance company You et al, (2013) showed that significant relation exist among CSR and employee satisfaction (Azim et al., 2014; Malik et al., 2015).

Results showed that CSR disclosure had significant impact on employee engagement. This result is similar to findings of Chaudhary & Akhouri (2018). Mngement can use CSR policies as strategic tool for engaging employees towards organization (Ferreira & Oliveira, 2014; Albhour & Altarawneh, 2012; Ali & Ali, 2011;). Similarly, using data gathered from two international organizations in Greece, it is demonstrated that organizations implementing CSR policies can acheive better employees engagement and commitment (Ahmad & Islam, 2018; Tsourvakas & Yfantidou, 2018). But present result contrast to study of Al Amri et al., (2019). As per this study, CSR to government relates to employee job engagement; but, Al Amri et al, (2019) found that CSR to government neither relates to employee job engagement nor with organizational engagement.

Further, paper findings reflects that TIM moderates the link among HRM practices and employee outcomes. This result is very close to the findings of (Alfes et al., 2013). Based on theory of social information processing, employees attitudes and behaviours is impacted by their perception of others actions based on social context (Salanick & Pfeffer, 1978). For employee TIM is inculcated within social context and it influences employees perception regarding HRM practices implementation based on degree of employees trust on mangement (Dirks & Ferrin, 2001). Trust in management strengthens the link among HRM practices and employee outcomes as employees who trust their managers preceive HRM practices as investment on them and they exhibit more efforts towards work. Even though effectice HRM practices implementation results in enhanced employee outcomes but building trusting relationship results in development of positive relationship and also activates employee affective responses than just facilitating cognitive outcomes (Wright & Haggerty, 2005; Kuvaas, 2008).

Similarly, trust in management moderates the relationship among CSR disclosure and employee outcomes (employee satisfaction and employee engagement). This is in line with the social exchange theory (SET) (Whitener et al., 1998). On the basis of SET, it is argued that management focus on CSR activities develops positive image in employee minds which in turn encourages them to develop positive attitudes and behaviors. Trust in management strengthens the link among CSR disclosure and employee outcomes as management CSR involvement transfers image that management cares for employees well being now and also in future that allow employees to trust on management and in turn results in positive employee outcomes (Farooq et al., 2014).

6. Research Implications

If we see from managerial viewpoint this study suggest that organizations should make clearly defined HRM and CSR disclosure policies and also make significant investment for implementation of these policies. This investment develops employees trust on management as they preceive that manaegement is showing concern towards their wellbeing. Employees trust n management also influences their job satisfaction and engagement level. Employees perception that organization is fairly and equally implementing HRM and CSR disclosure policies then it will boost employee job satisfaction and engagement level. Management can acheive employees trust by fulfilling all stakeholders needs.

From theoratical prespective, this study has introduced trust in management as moderating variable among HRM practices_ employee outcomes and CSR disclosure _ employee outcomes relationship. Trust in management is a latest addition to literature and this study will suggest to introduce some other variables in future researches.

7. Limitations and future direction

This paper has certain limitations. First, This is a crosssectional study it means data for this study was collected at one point in time. Future researchers should conduct longitudinal study to examine differences over the period of time. Second limitation is regarding the generalizability of present study findings. As this study has collected data ony from banking sector future researchers can collect data from telecommunication or manufacturing sectors. Third, future scholars can also consider other moderating variables like, perceived organizational support or employees demographic factors like age in present model.

References

- Abbas, W., & Wu, W. (2018). Employee engagement, fairness and trust: An empirical assessment. *Human Systems Management, 37*(3), 287-297.
- Absar, M. M. N., Azim, M. T., Balasundaram, N., & Akhter, S. (2010). Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh. *Economic Sciences Series, 62*(2), 31-42.
- Ahmad, R., & Islam, T. (2018). Relationships between Corporate Social Responsibility, Work Engagement and Organizational Commitment: Explanatory Role of Organizational Identification. *Journal of Behavioural Sciences, 28*(2).
- Ahmed, U., Majid, A. H. A., & Zin, M. L. M. (2016). HR Moderating HR: Critical link between Developmental HR Practices and work engagement in a Moderated Model. *Management Review: An International Journal, 11*(2), 4.
- Akin, A., & Yilmaz, I. (2016). Drivers of corporate social responsibility disclosures: Evidence from Turkish banking sector. *Procedia Economics and Finance, 38*, 2-7.
- Aktar, A. & Pangil F.(2017). The Relationship between Employee Engagement, HRM practices and Perceived Organizational Support: Evidence from Banking Employees. *International Journal of Human Resource Studies, 7*(3).
- Al Amri, F. H., Das, A., & Ben-Ayed, O. (2019). The impact of perceived corporate social responsibility on employee engagement: The case of Qatar. *Business Strategy & Development*.
- Albdour, A. A., & Altarawneh, I. I. (2012). Corporate social responsibility and employee engagement in Jordan. *International Journal of Business and Management, 7*(16), 89.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H. & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance, 2*(1), 7-35.
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The international journal of human resource management, 24*(2), 330-351.
- Ali, I., & Ali, J. F. (2011). Corporate social responsibility, corporate reputation and employee engagement.
- Anwar, S., Tufail, U., & Mujahid, S. (2017). Impact of HRM Practices on Job Satisfaction, Evidence from Private Universities of Pakistan.
- Aybas, M., & Ahmet, A. C. (2017). The effect of human resource management practices on employees' work engagement and the mediating and moderating role of positive psychological capital. *International Review of Management and Marketing, 7*(1), 363-372.
- Azim, M. T., Diyab, A. A., & Al-Sabaan, S. A. (2014). CSR, employee job attitude and behavior: Saudi bank experience. *Transylvanian Review of Administrative Sciences, 10*(43), 25-47.
- Barakat, S. R., Isabella, G., Boaventura, J. M. G., & Mazzon, J. A. (2016). The influence of corporate social responsibility on employee satisfaction. *Management Decision, 54*(9), 2325-2339.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology, 51*(6), 1173.
- Caligiuri, P., Mencia, A., & Jiang, K. (2013). Win–win–win: The influence of company-sponsored volunteerism programs on employees, NGOs, and business units. *Personnel Psychology, 66*(4), 825-860.
- Chaudhary, R. (2017). Corporate social responsibility and employee engagement: can CSR help in redressing the engagement gap?. *Social Responsibility Journal, 13*(2), 323-338.
- Chaudhary, R., & Akhouri, A. (2018). Linking corporate social responsibility attributions and creativity: Modeling work engagement as a mediator. *Journal of cleaner production, 190*, 809-821.
- Chughtai, T. A. (2013). Role of HR practices in turnover intentions with the mediating effect of employee engagement. *Wseas transactions on business and economics, 10*(2), 97-103.
- Closon, C., Leys, C., & Hellemans, C. (2015). Perceptions of corporate social responsibility, organizational commitment and job satisfaction. *Management Research: The Journal of the Iberoamerican Academy of Management, 13*(1), 31-54.
- Cohen, J. (1988). Set correlation and contingency tables. *Applied Psychological Measurement, 12*(4), 425-434.
- Demerouti, E., Bakker, A. B., De Jonge, J., & Janssen, P. P. (2001). Burnout and engagement at work as a function of demands and control. *Scand J Work Environ Health, 27*(4).
- Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization science, 12*(4), 450-467.
- Dirks, K.T. and Ferrin, D.L. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87*: 4, 611–628.
- Eberl, P., Clement, U., & Möller, H. (2012). Socialising employees' trust in the organisation: an exploration of apprentices' socialisation in two highly trusted companies. *Human Resource Management Journal, 22*(4), 343-359.
- Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*, 500–507.
- Farndale, E., Hope-Hailey, V., & Kelliher, C. (2011). High commitment performance management: The roles of justice and trust. *Personnel Review, 40*(1), 5-23.
- Farooq, O., Payaud, M., Merunka, D. and Valette-Florence, P. (2014). The impact of corporate social responsibility on organizational commitment: exploring multiple mediation mechanisms. *Journal of Business Ethics, 125*, 563-580.

- Fatt, C. K., Khin, E. W. S., & Heng, T. N. (2010). The impact of organizational justice on employee's job satisfaction: The Malaysian companies perspectives. *American Journal of Economics and Business Administration*, 2(1), 56.
- Ferreira, P., & Real de Oliveira, E. (2014). Does corporate social responsibility impact on employee engagement?. *Journal of Workplace Learning*, 26(3/4), 232-247.
- Ganster, D. C., & Rosen, C. C. (2013). Work stress and employee health: A multidisciplinary review. *Journal of management*, 39(5), 1085-112
- Gao, Y., Zhang, D., & Huo, Y. (2018). Corporate social responsibility and work engagement: Testing a moderated mediation model. *Journal of Business and Psychology*, 33(5), 661-673.
- Glavas, A., & Piderit, S. K. (2009). How does doing good matter? Effects of corporate citizenship on employees. *Journal of Corporate Citizenship*, (36), 51-70.
- Hammouda, Y. A., & Junoh, M. Z. M. (2019). Causative Investigation of Corporate Social Responsibility to Customers on Employees' Commitment to the Organization and Job Satisfaction in Construction Corporates. *Journal of Economics, Management and Trade*, 1-12.
- He, J. (2014, June). From Employee Perceived HR Practices to Employee Engagement: The Influence of Psychological Empowerment and Intrinsic Motivation. In 2014 International Conference on Management Science and Management Innovation (MSMI 2014). Atlantis Press.
- Ijigu, A. W. (2015). The effect of selected human resource management practices on employees' job satisfaction in Ethiopian public banks. *EMAJ: Emerging Markets Journal*, 5(1), 1-16.
- Ilkhanizadeh, S., & Karatepe, O. M. (2017). An examination of the consequences of corporate social responsibility in the airline industry: Work engagement, career satisfaction, and voice behavior. *Journal of Air Transport Management*, 59, 8-17.
- Innocenti, L., Pilati, M., & Peluso, A. M. (2011). Trust as moderator in the relationship between HRM practices and employee attitudes. *Human Resource Management Journal*, 21(3), 303-317.
- Iqbal, K. (2013). Determinants of organizational justice and its impact on job satisfaction. A Pakistan base survey. *International review of management and business research*, 2(1), 48.
- Islam, M. S., Sarker, J., & Islam, M. M. (2018). Influence of HRM Practices on Employee Job Satisfaction: Evidence from Private Commercial Banks in Bangladesh. *Global Journal of Management And Business Research*.
- Jeet, V., & Sayeeduzzafar, D. (2014). A study of HRM practices and its impact on employees job satisfaction in private sector banks: A case study of HDFC Bank. *International Journal of Advance Research in Computer Science and Management Studies*, 2(1), 62-68.
- Jie, C. T., & Hasan, M. A. (2015). The influence of corporate social responsibility practices on job satisfaction and corporate reputation based on employees'perspective. *Global Media Jurnal*, 5(2).
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: the mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.
- Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Noble, D. (2012). Exploring the role of supervisor trust in the associations between multiple sources of relationship conflict and organizational citizenship behavior. *The Leadership Quarterly*, 23(1), 43-54.
- Kaya, N., Koc, E., & Topcu, D. (2010). An exploratory analysis of the influence of human resource management activities and organizational climate on job satisfaction in Turkish banks. *The International Journal of Human Resource Management*, 21(11), 2031-2051.
- Khan, I., Ghauri, T. A., & Akram, K. (2012). Relationship between job satisfaction and HR practices, an empirical research of different sectors of university teachers in Pakistan. *International Journal of Learning & Development*, 2(3), 25-33.
- Kuvaas, B. (2008). An exploration of how the employee–organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45, 1–25.
- Mahesar, H. A., Chaudhry, N. I., Ansari, M. A., & Nisar, Q. A. (2016). Do Islamic HRM Practices Influence Employee Outcomes: Mediating Role of Employee Engagement. *International Research Journal of Arts and Humanities*, 44(44), 85.
- Malik, M. S., Ali, H., & Ishfaq, A. (2015). Corporate social responsibility and organizational performance: Empirical evidence from banking sector. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 9(1), 241-247.
- Mathews, M. R. (1997). Twenty-five years of social and environmental accounting research: Is there a silver jubilee to celebrate? *Accounting, Auditing & Accountability Journal*, 10(4), 481–531.
- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2017). The mediating role of work engagement between pay satisfaction and turnover intention. *International Journal of Economics, Management and Accounting*, 25(1), 43-69.
- Mumtaz, A., Khan, I., Aslam, H. D., & Ahmad, B. (2012). Impact of HR practices on job satisfaction of university teacher: evidence from universities in Pakistan. *Ind Eng Lett*, 1, 10-17.
- Nair, M. S., & Salleh, R. (2015). Linking performance appraisal justice, trust, and employee engagement: A conceptual framework. *Procedia-Social and Behavioral Sciences*, 211, 1155-1162.
- Nizam, S. S., Madi, A. M., Nasir, A. R., & Nabilah, A. (2018). Management of human resource policies and its relationships with employees'engagement and turnover intention in brunei's islamic banks. *European Journal of Human Resource Management Studies*.
- Norman, S.M. (2006), The role of trust: Implications for psychological capital and authentic leadership, Unpublished doctoral dissertation. University of Nebraska.
- Omotayo, O. A. R. (2017). Employee Job Satisfaction and Organizational Performance An Insight From Selected Hotels in Lagos Nigeria. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 6(10), 48-59.

- Owor, J. J. (2016). Human resource management practices, employee engagement and organizational citizenship behaviours in selected firms in Uganda.
- Potdar, B., Guthrie, J., Gnoth, J., & Garry, T. (2018). Yours ethically: The role of corporate social responsibility and employee engagement in shoplifting prevention. *International Journal of Retail & Distribution Management*, 46(9), 835-849.
- Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality & Tourism*, 16(1), 56-70.
- Raihan, T., & Al Karim, R. (2017). CSR And Employee Job Satisfaction: A Case From MNCS Bangladesh. *Global Journal of Human Resource Management*, 5(3), 26-39.
- Rana, M. H., & Malik, M. S. (2017). Impact of human resource (HR) practices on organizational performance. *International Journal of Islamic and Middle Eastern Finance and Management*, 10(2), 186-207.
- Rathnaweera, R. R. N. T. (2010). Do HRM practices impact employee satisfaction, commitment or retention?: (empirical studies of Sri Lankan public sector banks) (Master's thesis, Universitetet i Agder; University of Agder).
- Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative science quarterly*, 574-599.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 224-253.
- Sarker, A. R. (2014). Increasing employee job satisfaction as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh. *Journal of Economics and Sustainable development*, 5(10), 157-165.
- Sarker, M. A. R., & Afroze, R. (2014). Can HRM practices improve job satisfaction of Ready Made Garment (RMG) workers in Bangladesh? An alternative solution to recent unrest. *International Journal of Business and Management*, 9(10), 185.
- Sattar, T., Ahmad, K., & Hassan, S. M. (2015). Role of human resource practices in employee performance and job satisfaction with mediating effect of employee engagement. *Pakistan Economic and Social Review*, 81-96.
- Saunders, M. N. (2011). 14. Trust and strategic change: an organizational justice perspective. *Trust and human resource management*, 268.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.
- Shabnam, S., & Sarker, A. R. (2012). Impact of CSR and Internal Marketing on Employee Job Satisfaction and Organisational Commitment: A Case Study from Export-Oriented SMEs in Bangladesh. *World journal of social sciences*, 2(7).
- Sivapragasam, P., & Raya, R. P. (2018). HRM and employee engagement link: Mediating role of employee well-being. *Global Business Review*, 19(1), 147-161.
- Skudiene, V., & Auruskeviciene, V. (2012). The contribution of corporate social responsibility to internal employee motivation. *Baltic Journal of Management*, 7(1), 49 – 67.
- Stanley, D. J., Meyer, J. P., & Topolnysky, L. (2005). Employee cynicism and resistance to organizational change. *Journal of business and psychology*, 19(4), 429-459.
- Sypniewska, B. (2014). Evaluation of factors influencing job satisfaction. *Contemporary economics*, 8(1), 57-72.
- Tan, C. L., & Nasurdin, A. M. (2011). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *Electronic journal of knowledge management*, 9(2), 155.
- Tooksoon, H. M. P. (2011). Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioral Studies*, 2(2), 41-49.
- Tsourvakas, G., & Yfantidou, I. (2018). Corporate social responsibility influences employee engagement. *Social Responsibility Journal*, 14(1), 123-137.
- Uppal, J. Y., & Mangla, I. U. (2018). Role of Financial Services in Economic Growth: Policy Implications for Pakistan.
- Vanhala, M., & Dietz, G. (2015). HRM, trust in employer and organizational performance. *Knowledge and Process Management*, 22(4), 270-287.
- Veth, K. N., Korzilius, H. P., Van der Heijden, B. I., Emans, B. J., & De Lange, A. H. (2017). Which HRM practices enhance employee outcomes at work across the life-span?. *The international journal of human resource management*, 1-32.
- Vinerean, S., Cetina, I., & Dumitrescu, L. (2013). Modeling employee satisfaction in relation to CSR practices and attraction and retention of top talent. *Expert Journal of Business and Management*, 1(1), 4-14.
- Wang, H. K., Tseng, J. F., & Yen, Y. F. (2014). How do institutional norms and trust influence knowledge sharing? An institutional theory. *Innovation*, 16(3), 374-391.
- Whitener, E.M., Brodt, S.E., Korsgaard, M.A. and Jon, M.W. (1998). Managers as initiators of trust: an exchange relationship framework for understanding managerial trustworthy behavior. *The Academy of Management Review*, 23, 513-530.
- Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The relationship between HR practices and firm performance: Examining causal order. *Personnel psychology*, 58(2), 409-446.
- Wright, P.M. and Haggerty, J.J. (2005). Missing variables in theories of strategic human resource management: time, cause, and individuals. *Management Revue*, 16, 164-173.
- You, C. S., Huang, C. C., Wang, H. B., Liu, K. N., Un, C. H., & Tseng, J. S. (2013). The relationship between corporate social responsibility, job satisfaction and organizational commitment. *International Journal of Organizational Innovation (Online)*, 5(4), 65.