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Abstract

Exploring the Impact of Common Good HRM on Organization
Citizenship Behavior directed towards Individual (OCBI) and
Organization Citizenship Behavior directed towards
Organization (OCB-O) through the Mediating Role of
Employee Engagement

By

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The aim of this investigation is to explore the impact of common good HRM on organization citizenship behavior towards individual and organization through mediating role of employee engagement. The data for the purpose of study was collected using digital questionnaire, created in Google Forms and distributed via WhatsApp and LinkedIn. The convenience sampling method was for the study. The present study includes the 250-sample size, out of which only 205 questionnaires responses were received which account for 82% of the response rate. Then those 205 responses were further analyzed. The common good human resource management, employee engagement, organization citizenship behavior towards organization and organization citizenship behavior towards individuals were main variables of the investigation. The intended relationships are empirically evaluated by using statistical package for the social science Version 26 for frequency tables, reliability, descriptive, correlation and regression analysis. The common good human resource management has positive impact on organization citizenship behavior towards organization, employee engagement and organization citizenship behavior towards individual. Employee engagement has positive influence on organization citizenship behavior towards both organization and individual.

Keywords: Common Good Human Resource Management, Employee Engagement, Organization Citizenship Behavior Towards Organization and Organization Citizenship Behavior Towards Individuals

Chapter 1

Introduction

Sustainable HRM has been an area of investigation for the researchers and practitioners for quite a long time now. The researchers have described sustainable HRM an approach which helps the corporations achieve their larger goals and objectives at the same time it integrates different HRM related practices within the organization's philosophy to follow corporate sustainability (Ehnert 2009, Kramar 2014). The researchers have established the sustainable HRM practices a source of creating a work life balance for the employees and also a mechanism to achieve larger objectives of corporate sustainability. The researchers established the foundations of sustainable HRM on the Resource Based View Theory (Wernerfelt 1984), Ability Motivation and Opportunity (AMO) Theory (Appelbaum et al. 2000) and Stakeholder's Theory (Freeman 1984).

With the continuous evolution of research in the field of sustainable HRM, the researchers have established three broader areas where sustainable HRM were segmented, Stahl et al (2020), namely green HRM, socially responsible HRM and tripple bottom line HRM, which can help the organizations outperform on the forefronts of sustainability. These three approaches to sustainable HRM were known as inside out approaches. More recently, researchers have proposed new dimension within the framework of sustainable HRM known as common good HRM (Aust et al. 2020; Lu et al. 2022). The common good HRM approach has been attributed to the outside-in principle where numerous HRM competencies, skillsets and employee attitude and behaviors serve as foundation towards the larger common good of the organization and employees at large. The common good HRM (CGHRM) has been drawn from the social exchange theory. Researchers like Dyllick & Muff (2016) have proposed that the corporations need play their role in the evolving challenges of sustainability on the basis of their initiatives drawn under the umbrella of common good HRM (CGHRM) and argued that the organizations should put a priority collective and sustainable livelihood while ensuring long term interest of the corporations (Ehnert, 2009) hence common good gives a prime priority to the collective interest of

both society and organization as compared to the individual needs, wishes and aspirations (Fremeaux & Michelson, 2017).

The core traits of common good HRM (CGHRM) are attributed to the principles of fairness, ethical treatment, and societal responsibility. It emphasizes to create workplaces that not only promote individual growth of the individual but also organizational success to contribute positively to the broader community.

Organizational citizenship behavior (OCB) involves worker acts that aid a larger mental and social condition inside their employment role (Organ, 2014). Recent research examines helpful organizational performance (Luthans & Youssef, 2007; Wright & Quick, 2009) and elements promoting individual effectiveness (Gable & Haidt, 2005; Seligman & Csikszentmihalyi, 2000). OCBs are workers who volunteer to substitute a sick co-worker, fulfil vacant jobs, or offer operational improvement suggestions. Individual-focused OCB (OCB-I) helps employees with participation or uncompleted assignments, while organization-focused OCB (OCB-O) supports the organization by providing data, adhering to guidelines, and achieving objectives (Lee & Allen, 2002).

The Conservation of Resource (COR) Theory has been associated with OCB, suggesting that OCB is connected to independent actions that require workers to spend and sacrifice various resources (Halbesleben, 2006; Hobfoll, 1989; Hobfoll & Lilly, 1993; Scott et al., 2015). This implies that people will make efforts to conserve, rejuvenate, and augment their possessions. Previous research on organizational citizenship behavior (OCB) has mostly focused on its conceptualization and development, rather than examining the specific impacts of different aspects of citizenship behavior on worker consequences (Bergeron et al., 2014; Bergeron et al., 2013; Bolino et al., 2012).

Zhang et al. (2022) have identified a possible study gap in the existing theoretical understanding of the influence of CGHRM. The existing body of research also suggests that there is a limited number of investigations that have inspected the influence of workers' view of moral human resource management on their own views and actions, for instance, employee engagement organizational identity, and OCB. The majority of

prior research on GHRM has mostly been on examining its association with several worker consequences, such as OCB, organizational loyalty, career fulfillment, satisfaction, and turnover intention. Shen and Zhu (2011) provided empirical evidence supporting the beneficial association between HRM practices and organizational commitment. The investigation directed by Sobhani et al. (2021) demonstrated a noteworthy beneficial connection between HRM and OCB, In addition to a strong harmful linking between HRM and turnover intention. According to Luu et al. (2022), there exists a favorable association between socially responsible HRM practices and job creation within the context of public administration, as stated from a standpoint of mutual advantage. Furthermore, a current research trajectory has emerged within the context of human resource management (HRM) that efforts on the idea of socially responsible HRM. Such study trends have gained attention due to its perceived beneficial effects on both individual employees and businesses, as evidenced by studies conducted by Del Castillo-Feito et al. (2022) and Omid and Dal Zotto (2022).

Although correlation of Common Good HRM has been studied with various other variables however the link between CGHRM and OCB-O and OCB-I has not been given much of the attention by the researchers. On the other hand, how employee engagement will come to interact with these dimensions is yet to be studied.

1.1. Problem Statement

Over the period of last one decade or so, researchers have studied various dimensions of sustainable HRM in depth. With the recent evolution of a new dimension, common good HRM (CGHRM), a focus on common good HRM and its implications towards employee's organization citizenship behavior displayed towards the individuals and the organization has been brought into attention however there is yet a significant need to thoroughly understand and study it further.

This research aims to bridge these critical gaps in the existing literature by investigating the impact of common good HRM on OCBI and OCB-O. It seeks to unravel the intricate relationship by examining the mediating influence of employee engagement, shedding light on the underlying mechanisms that connect organizational ethical practices with employees' altruistic behaviors. Addressing these gaps is not only academically significant but also imperative for organizations striving to align their

HRM practices with ethical considerations and enhance overall organizational citizenship dynamics.

1.2. Research Question

- Does common good HRM relate with employee engagement, OCB-I and OCB-O?
- Does employee engagement mediate the relationship of common good HRM with (i) organizational citizenship behavior-organization and (ii) organization citizenship behavior-individual?

1.3. Research Objectives

- To empirically analyze the relationship of common good HRM with employee engagement, organization citizenship behavior-organization, and organizational citizenship behavior individual-focused.
- To empirically analyze the mediating role of employee engagement for the relationship between common good HRM and (i) organizational citizenship behavior organization-focused based and organization citizenship behavior individual-focused.

1.4. Significance of the Study:

1.4.1. Theoretical Significance

This research will make a valuable addition to the existing theoretical framework and the body of knowledge that guides common good HRM, as organizations navigate the complex landscape of moral issues in human resource management. This study will offer empirical evidence about the potential impact of common green HRM on both OCB organization-focused and OCB individual-focused.

The results obtained from this investigation can be utilized by directors and human resources professionals to develop and execute common good human resource management policies that not only adhere to ethical norms but also improve employee engagement and OCB organization-focused as well as individual-focused.

1.4.2. Practical Significance

Organizations' grown interest in sustainable HRM practices and their keen desire to implement common good HRM practices is taking place a center stage at the Corporate level. Moreover, OCB-I and OCB-O have also drawn attention of management practitioners that how to augment these two dimensions of employee behaviors while not losing focus on employee engagement.

Employee engagement provides an essential function in effectively implementing HRM practices to achieve targeted organizational goals. The inspection of the mediating role of employee engagement assists organizations in understanding the underlying processes by which it impacts OCB organization-focused and individual-focused. This understanding facilitates the development of more focused interventions aimed at enhancing employee engagement.

1.5. Structure of the Thesis

This chapter provided some background information about the research, and then it went on to discuss the problem that was being investigated. In addition to that, it included, in separate parts, the research questions, research objectives, and the significance of the study.

This remaining portion of the thesis will be divided into four chapters. In Chapter 2, we will provide the relevant literature as well as hypotheses that may be tested. The methodology will be covered in chapter 3. The findings of the investigation will be discussed in Chapter 4. The discussion, and conclusion, all will be included in Chapter 5.

Chapter 2

Literature Review

2.1. Dimensions of Sustainable HRM

2.1.1 Socially Responsible HRM

During its first phases of evolution, the concept of sustainable HRM was primarily associated with the implementation of socially responsible HRM practices. Thom and Zaugg (2004) provided an explanation of sustainable HRM as "the implementation of strategic ideas and practices those priorities the long-term well-being of society and the economy in the fields of hiring, choosing, developing personnel, deployment, and termination" (pp 215). This concept is centered on safeguarding human resources, following the principles of soft HRM. It fulfils both a social and economic function. Shen, (2016) posited that socially responsible HRM should be seen not just as a crucial component of a business's sustainability or corporate social responsibility approach, but also as a means of operationalizing such strategies. The presence of this particular kind of sustainable human resource management (HRM) may be seen in contemporary sustainability reporting. Companies use these reports to outline their diversity management, training, development, and health and safety human resources (HR) initiatives, considering the impact of the Global Reporting Initiative standards (Ehnert et al., 2016). In a prior research, Mariappanadar (2003) introduced the idea of a sustainable HR strategy, which may be defined as the efficient use of human resources to meet the needs of the company and the community now while maintaining the capacity to meet demands in the future. As a result, he realized that companies' roles in HR management go beyond the boundaries of their corporate organizations and beyond the present. In addition to their direct workers, corporations also have an obligation to care for the communities in which they operate and the people who are tangentially involved in their supply chains (Ehnert et al., 2014; Jackson, Schuler, & Jiang, 2014). From the perspective of the organization, all of these strategies take an internal perspective. Adopting socially responsible human resource management (HRM) techniques has as its main goal reducing negative impacts on the organization and any

dangers related to business operations.

2.1.2 Green HRM

In recent years, there has been a notable emergence of green HRM, which represents a novel approach to sustainable HRM. Its establishment was intended to have an impact and enhance workers' ecological knowledge and behavior, with the ultimate objective of reducing an entity's environmental impact and enhancing its image as an ecologically conscious one (Renwick, Redman, & Maguire, 2013). This human resource strategy, although still internally oriented, distinguishes itself from previous sustainability and corporate social responsibility efforts by prioritizing the individual employee and promoting practices and activities expected at enhancing businesses' environmental performance. The topic of green HRM has lately garnered significant attention from researchers (Renwick et al., 2016). One of the primary goals of the existing body of literature is to enhance the understanding and recognition among human resource executives and researchers about the significance of incorporating the environmental aspect within the field of human resource management. The first proposals that emerged from this goal were centered on how to incorporate environmental sustainability into the way that human resources (HR) are currently operated (Jackson et al., 2011);). An illustration of green human resource management (HRM) practices includes putting in practices of hiring, which entails finding people who are doing environmentally aware work and have positive views about the environment. Additionally, green training programs are offered to employees, providing them with environmental knowledge and skills. Furthermore, green compensation schemes are employed, whereby bonuses are tied to the attainment of environmental objectives. Investigation showed by Renwick et al. (2016) that these green HRM practices have a substantial influence on the achievement of sustainable success. Similar to the idea of socially responsible HRM. It is also expected that the environmental goal will accomplish a financial goal. Therefore, the current viewpoint of the organization remains internally focused. However, the current body of exploration on the mediating effects of green HRM practices in response to regulatory and consumer demands for sustainability is still small and lacks comprehensive analysis (Guerci et al., 2016). There exists a divergence of opinions about the efficacy of green HRM practices in

addressing participant issues and generating favorable environmental outcomes (Jackson & Seo, 2010).

2.1.3 Triple Bottom Line HRM

In comparison to the aforementioned categories 1 and 2, the concept of triple bottom line HRM focuses equal emphasis on the anticipated economic, environmental, and social objectives of HRM. As to the findings of Bush (2019), the prevailing understanding of sustainable HRM is now represented by Type 3. The notion of the triple bottom line, as first planned by Elkington (1997), has been incorporated into the field of sustainable HRM by Jackson et al. (2011). When comparing Type 3 to Type 1 and Type 2, Type 3 introduces a redefinition of performance that encompasses the shared values of "people, profits, and planet" as proposed by Porter and Kramer (2011), and encompasses multidimensional results.

The triple bottom line concept is predicated on the widely recognized premise that its three dimensions are inherently interconnected (De Prins, Van Beirendonck, De Vos, & Segers, 2014). The idea considers possible causes of complex sustainability issues, even if they are not generally mentioned openly (Ehnert, 2009, 2014; Podgorodnichenko et al., 2019; Ren & Jackson, 2019) as well as competitiveness, ambiguity, and conflict (Bush, 2019). The stresses encountered by Type 1 and Type 2 techniques differ significantly. Type 3 is an endeavor to integrate both commercial and non-business considerations. In certain instances, the allocation of financial resources towards environmental objectives and the allocation of additional funds towards employee development and training may impede the optimization of financial performance (Jackson & Seo, 2010; Pfeffer, 2010). Consequently, managers may experience ambiguity regarding the prioritization of performance objectives. The adoption of broader, multifaceted objectives that deviate from traditional, singular economic aims may often result in advancements in one aspect while simultaneously leading to setbacks in another. As an example, at the individual level, the adoption of flexible and creative working practices aimed at achieving a more sustainable approach to HRM necessitates individuals to modify their ingrained behaviors and embrace more accountability as they undertake various jobs. The presence of these conflicts has the potential to result in unintended consequences that are not sustainable in nature,

including heightened levels of stress, ambiguity in roles, uncertainty, and an elevated rate of employee turnover (Bush, 2019).

The triple bottom line idea has been developed to include the environmental element, which has broadened the justification for the significance of sustainable HRM in firms beyond simple "social responsibility" (Ehnert, 2009; Kramar, 2014). Furthermore, it has broadened the definition of sustainable HRM beyond its customary emphasis on the human, social, or societal aspects (Ehnert et al., 2014; Taylor et al., 2012). However, it is important to note that a multifunctional emphasis might potentially lead to conflicts at the organizational level, foster rivalry among different departments for limited resources, and give rise to contradictory requirements and standards (Bush, 2019). The presence of inherent conflict necessitates the exploration of various approaches to effectively address paradoxical tensions within the individuals and the business (Ehnert, 2009, 2014).

2.1.4 Common Good HRM

Scholars and professionals are becoming more interested in investigating alternative "outside-in" models in response to growing criticism over the alleged insufficiency of current business models in successfully resolving sustainability challenges. These models seek to create a novel model by redefining corporate objectives to be consistent with principles that advance the common good (Daly & Cobb, 1994; Dyllick & Muff, 2016; Hollensbe, Wookey, Hickey, George, & Nichols, 2014). Fourth dimension of sustainable HRM, known as common good HRM (CGHRM), signifies a significant paradigm shift in comprehending the objectives of businesses and the role of HRM in making meaningful contributions. All three aforementioned categories have, to varying extents, modified the conventional company objective of pursuing economic profit in order to address the external demands for more social and environmental accountability (as seen from an internal perspective). Nevertheless, a prevailing perspective on the matter posits that businesses have a primary obligation to actively contribute towards addressing the sustainability issues that we are collectively confronting (Dyllick & Muff, 2016: 156). Moreover, it is argued that business organizations' sustained commitment to our shared well-being is in their own long-term self-interest (Ehnert, 2009). Common good HRM prioritizes the common goals above, or at least equally to,

the individual aspirations, needs, and desires, including those of the organization Daly et al. (1994).

This claim is based on the fact that even with the present popularity of environmental management techniques, triple-bottom-line frameworks, and corporate sustainability initiatives, their individual or collective efficacy in generating significant societal or ecological benefits has been limited. According to Dyllick and Muff (2016), the reason for this is the failure of these programs to effectively tackle the significant difficulties faced by society. These failures highlight the imperative need for the expansion of a novel business and HRM paradigm that prioritizes the common good. Furthermore, contemporary trends such as the inclination of millennials towards employment opportunities that possess a sense of determination (Gong, Greenwood, Hoyte, Ramkissoon, & He, 2018), heightened expectations of consumers regarding corporate social responsibility (CSR) (Joshi & Rahman, 2015), and increased governmental and investor pressure on businesses to contribute to the collective welfare (Crifo, Durand, & Gond, 2019) may serve as incentives for certain organizations to contemplate adopting such a strategic approach.

Common good HRM may be distinguished from Triple Bottom Line and previous viewpoints by its larger, multifunctional, and external frame of reference. The concept of common good HRM has implications for the contemporary understanding of the objectives, issues, and outcomes associated with human resource management. Organizations are urged to conduct a comprehensive assessment of their operating protocols and practices concerning adherence to regulations. Additionally, they are encouraged to critically reassess their conventional profit-driven mindset and priorities the assessment of environmental and societal consequences. This shift in perspective entails a transition from an internal focus to an external focus, thereby altering the fundamental approach to conducting business. The major objective of CGHRM is to facilitate corporate leaders and workers in their efforts to contribute to environmental and societal advancement, rather than only emphasizing economic goals. This contribution represents a fundamental departure from the previous kinds of sustainable HRM, namely types 1-3. These earlier types are primarily driven by a value-neutral objective, seeking to mitigate external negative impacts and, in the best-case scenario, capitalize on mutually beneficial opportunities.

In the context of common good HRM, inputs include the practice of HRM abilities, services, information, and attitudes with the aim of contributing to the common good and addressing the significant issues faced by society. The application of common good human resource management (CGHRM) involves the integration of common good principles into all aspects of HR policy, organization, and processes (Hoffman & Shipper, 2018). This would require human resource management (HRM) professionals to assume a novel responsibility of cultivating a corporate culture centered on shared ethical principles, and implementing HR strategies that align with values such as respect, cooperation, and equality (Hollensbe et al., 2014).

The redefinition of sustainable HRM outcomes would include a willingness to consider goals beyond those only related to commercial interests. These objectives would encompass social justice, workplace democracy, job security, environmental preservation, and the protection of human rights. In contrast to prevailing conceptualizations of sustainable HRM, common good HRM places emphasis on the global and local context within which organizations operate. It acknowledges the interdependent nature of business activities, encompassing mutual, individual, and collective aspects. Moreover, common good HRM is driven by a purpose that seeks to contribute to the common good across the financial, social, sustainable, and human dimensions.

The existing economic-oriented institutional and organizational frameworks provide a significant hurdle for the implementation of a reversal of viewpoint. However, over the past decade, a number of movements focused on promoting the common good have arisen for example Benefit Corporation (Honeyman, 2014), , the Economy of the Common Good (ECG) (Felber, 2015) and Conscious Capitalism (Mackey & Sisodia, 2014). These movements are pushing the limits of existing definitions regarding the objectives of business organizations.

2.3. Employee Engagement (EE)

Engagement is realized by the comprehensive utilization of an individual's entire being within their professional capacity within the organizational context. Referring to Jia et al. (2022), workers who are actively involved and devoted to their job demonstrate a heightened level of dedication and allocate significant amounts of time and resources

toward enhancing their competencies and expanding their expertise. This proactive approach enables them to effectively adjust to changing circumstances and foster a more innovative environment within their work. Referring to Bapat and Upadhyay (2021), EE encompasses the active participation of employees, encompassing both cognitive and affective dimensions, which may manifest as favorable or negative views regarding the organization and its management. Employee engagement is the degree of excitement and commitment exhibited by workers, as well as their overall job satisfaction. Engaged workers demonstrate genuine investment in their work and exhibit a vested interest in the organization's performance (Rameshkumar, 2020). According to Mikalef et al. (2020), organizations that possess a substantial proportion of actively involved personnel are more inclined to exhibit elevated levels of efficiency and performance. While at first, numerous scholars discussed engagement, their focus primarily centered on job engagement. Multiple studies have subsequently posited that engagement has to be acknowledged in a more comprehensive manner, encompassing not only involvement with one's profession, but also with the business as a whole (Saks, 2019). EE denotes to the psychological, intellectual, and physical connection that employees have with their employment and the company they work for. Employee engagement (EE) is predicated upon the intrinsic worth, reliance, and ethical conduct of employees inside their respective organizations. These fundamental elements serve to motivate individuals to exert their utmost efforts, demonstrate dedication toward achieving organizational objectives, and foster their overall welfare (Johnson et al., 2018).

2.4. Organization Citizenship Behavior – (OCB-I and OCB-O)

Organization citizenship behavior (OCB) are the attributes exhibited by the employees at their organizations when they perform tasks and duties even beyond their actual or assigned tasks and take pride in associating themselves with the organization. (Buil et al., 2019; Tremblay & Simard, 2018; Yang et al., 2021). OCB is commonly known as the display of behaviors by the employees which motivates them to meet the objectives and deliver results for their organization even in absence of any formal reward or compensation. without which may lead their organizations to outperform. (Guan & Frenkel, 2019). McNeely and Meglino (1994) have further classified OCB into two broad dimensions, namely OCB directed towards the Organizations (OCB-O) and OCB

directed towards the Individuals (OCB-I).

OCB-O is the outcome of how an employee perceives the organization he works for, which may then result in a social exchange between the employee and the organization. Researcher like Chiaburu dan Baker (2006) argued that when employees are exhibiting OCB-O, they are found to execute tasks even which are beyond their formal assigned tasks so that the organization can benefit and may lead to enhanced effectiveness and efficiency. Podskaiff et al., (2000) are of the view that employees exhibiting OCB-O tend to follow company norms and established rules voluntarily, even if not asked by or closely observed by their Supervisors. Lee et al., (2000) have described behaviors like employees being concerned with the image of their organization, participating in the corporate events which may not be essential but they can enhance the image, and situations when employees take pride in being part of the organization, such behaviors are associated with the OCB-O. Mcneely et al., (1994) are of the view that OCB-O is directly linked with the employees' belief system as compared to OCB-I.

On the other hand, OCB-I at its simplest form is the act of extending support by an individual to other colleagues at his workplace naturally as many Social Psychological studies have suggested (e.g., Isen, 1970; Isen & Levin, 1972). Liu & Wang, (2013) are of the view that OCB-I is also known as discretionary behavior any employee exhibits towards other colleagues, without any demand from his job description, which may extend benefit to the individual employee but may also indirectly and positively affect the organization. Lee et al., (2000) have described behaviors like employees support their colleagues even compromising their own tasks or employees taking care of the assigned duties of any absent team member, or when employees are seen to reschedule their assigned tasks to facilitate the leave requests of their coworkers, all such behaviors are considered as examples of OCB-I. Yang et al., (2022) have opined that since OCB-I are discretionary behaviors, they are not compulsory part of the job descriptions and they are not compensated or rewarded by the organizations, enhancing OCB-I may be a challenging tasks.

2.5. Social Exchange Theory (SET)

Social Exchange Theory (SET) developed by sociologist Richard M. Emerson in 1976, is a fundamental concept in social psychology and sociology. Social exchange theory

is based on the idea that social interactions involve an exchange of resources between individuals or groups. It posits that people engage in social relationships and interactions based on the expectation of mutual benefit or reciprocity. Central to social exchange theory is the principle of reciprocity, where individuals expect that their actions will be reciprocated by others. Individuals are seen as rational decision-makers who weigh the costs and benefits of their actions in social interactions. Emerson coined the philosophy that people focus on enhancing their well being and self interest on the premise of exchange of resources including their moral support, energy and valuable time (Emerson, 1976). Relying on SET, researchers Phat et al (2023) have discussed the linkage between common good HRM (CGHRM) and OCBI relying on the Emersons' Social Exchange Theory. Moreover Alan Saks (2006) discussed employee engagement in preview of social exchange theory and presented the view that employees employees tend to repay their employers by varying their engagement level.

2.6. Research Hypotheses:

2.6.1. Common Good HRM and OCB-I and OCB-O

It is hypothesized that the enhancement of OCB and common good HRM (CGHRM) have a consequence on staff's moral conduct and organizational citizenship behavior towards individuals OCBI. According to Fraedrich (1993), a worker who exhibits moral conduct depends on the organization to determine what is morally acceptable and unacceptable. This encompasses societal standards that are widely acknowledged and accepted, which encompass notions of fairness and justice, serving as supplementary evaluators (Browning & Zabriskie, 1983). Nevertheless, there exists variation in the moral conduct of people inside a company. Consequently, it becomes imperative to delve further into the moral actions of employees in order for them to perceive their company as a credible authority in determining what is morally satisfactory and improper in the context of the business setting (Lu & Lin, 2014). Adherence to moral principles has a vital part in safeguarding the long-term viability and growth of an organization (Lussier et al., 2021). Current scholarly research has suggested that the establishment of a moral work environment (Al Halbusi et al., 2021), the moral conduct and views of managers (Gamarra & Giroto, 2022), the influence of values and religion (Astrachan et al., 2020), and the mitigation of mental fatigue

(Lussier et al., 2021) are factors that can foster moral conduct among employees within the organizational setting. Unfortunately, there is little empirical evidence available that has effectively illustrated the significance of common good concerns in shaping ethical actions among employees. The term was initially conceptualized as a voluntary conduct that is not explicitly familiar by the recognized incentive structure of a corporation (Skarlicki & Latham, 1996).

According to Michel (2017), a comprehensive examination of organizational citizenship behaviors (OCBs) reveals that the views of the job setting and various elements designed to improve work-related attitudes play a crucial role in influencing these actions. From a perspective centered on the common good, it has been posited that the implementation of a comprehensive common good HRM planning may act as a motivator for fostering collaboration and facilitating the flow of ideas among various stakeholders. This, in turn, can lead to meaningful contributions by the organization towards the betterment of society and local communities. Within the scope of our research, it is crucial to acknowledge that the exchange process encompasses two primary entities, namely the company's personnel and staff. According to the social exchange perspective, if the implementation of common good HRM (CGHRM) leads to workers seeing a positive work environment where they receive sufficient assistance and fair treatment from the firm, it is probable that they will engage in reciprocal behavior by assisting others in attaining their particular objectives.

H1: Common good HRM is positively related with the organization citizenship behavior organization-focused.

H2: CGHRM is positively related with the OCB individual-focused.

2.6.2. Common Good HRM and Employee Engagement

The idea of EE holds significant importance in the modern business landscape characterized by constant change and dynamism (Saks, 2006; Rich et al., 2010; Wollard and Shuck, 2011; Alfes et al., 2013). The social exchange theory, as planned by Saks (2006), offers the hypothetical foundation for understanding the affiliation between

HRM and EE. This theory explains the reasons behind workers' involvement in the range of engagement and disengagement. By using the moralities of the social exchange theory, it can be posited that when firms make investments in workers and adopt a strategic approach towards them, staff members likely to have greater amounts of satisfaction and engagement. There is a limited body of empirical literature that has investigated the affiliation among HRM and employee engagement. Notable studies in this area include those conducted by Sundaray (2011), Alfes et al. (2013), Oliveira and Silva (2015), and Aktar and Pangil (2017). In summary, the aforementioned research indicates that the implementation of human resource management practices as a cohesive whole has the potential to exert a favorable impact on employee engagement. In addition, it is important to note that human resources practices also contribute significantly to the cultivation of an engaged workforce. Saks (2006) posited that the implementation of various human resources strategies, such as evaluations of performance, incentive programs, and involvement by workers, has the potential to elevate employees' levels of engagement. According to Robinson et al. (2004), several factors have been recognized as drivers of employee engagement, including educational opportunities, assessments of performance, salary, worker engagement, and safety and security. In a similar vein, Sundaray (2011) argued that several human resource activities, including hiring, educating, appraisals, and others, provide a crucial part in fostering EE. Markos and Sridevi (2010) conducted a research study which provided confirmation of the significance of HR practices in the augmentation of employee engagement.

H3: Common good HRM positively boosts employee engagement.

2.6.3. Mediating Role of Employee Engagement between Common Good HRM and Organization Citizenship Behavior Individual and Organization

In their study, George and Joseph (2015) examined the affiliation between EE and OCB among individuals employed in the tourism sector. The assessments show that there is a beneficial link between EE and OCB. The study conducted by Ullah et al. (2018) aimed to examine examines the relationship between employee engagement, organizational loyalty, and OCB. The findings of the present investigation demonstrate an important beneficial affiliation between EE and organizational commitment. Hence,

it has been shown that a significant positive correlation exists between EE and OCB (Saks, 2006). However, in our study we aim to further dissect OCB into OCB-I and OCB-O and then study the mediating role of Employee Engagement between Common Good HRM and OCB-I and OCB-O.

H4: *Employee engagement mediates the relationship between common good HRM and organization citizenship behavior directed towards organization.*

H5: *Employee engagement mediates the relationship between common good HRM and organization citizenship behavior directed towards individual.*

2.7. Proposed Framework

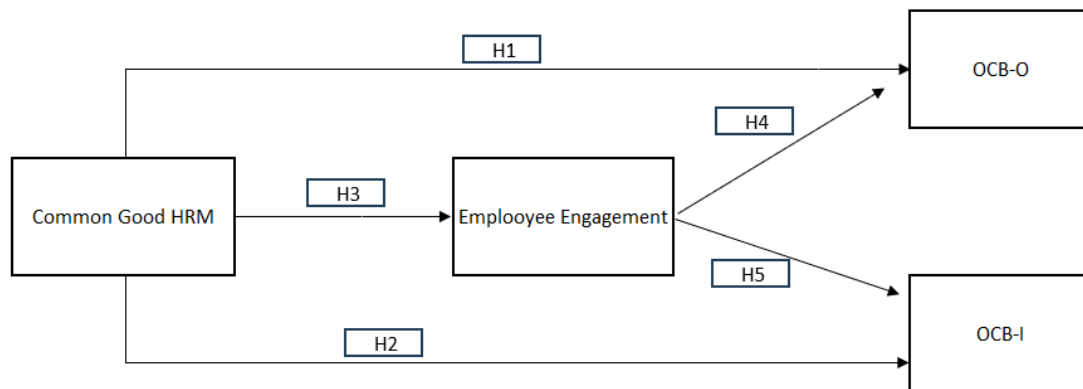


Figure 2.1: Conceptual Framework of the Study

Chapter 3

Research Methodology

3.1. Research Design

The research design serves as a method for bridging the gap between the theoretical investigation problem and the applicable and pragmatic empirical investigation. The research design methodology facilitates the conversion of a research issue into a comprehensive research project (Al-Ababneh, 2020). The investigation's strategy could be optimized to ensure that the obtained validation enables a response to the underpinning inquiry in the most exact way achievable.

The primary objective of this investigation was to enhance our understanding of the significance of effective CGHRM practices in fostering OCB organization-focused (OCB-O) and OCB individual-focused (OCB-I), with a specific emphasis on the mediating function of employee engagement. A specific framework /model was proposed to study the correlation and impact of these variables. This research was classified as explanatory and quantitative due to its incorporation of empirical testing of proposed relationships.

3.2. Population

A population states to a group of items or events that share a common interest (Sekaran, 2003). According to the results of Saunders et al. (2001), the procedure of choosing a study population plays a crucial role in enabling researchers to develop a sampling frame, which subsequently guides the selection of an appropriate sample for the purpose of empirical data collecting. For the purpose of this study, the population selected was the staff and officer ranked employees, who have at least one year of experience with current employer, of different textile industries operating in Pakistan.

3.3. Data Collection Method and Procedure

The data for this study were gathered using self-administered survey. To increase the outreach and response rate, an online questionnaire was designed in google forms and the links of online questionnaire were shared with the respondents via Whatsapp

groups, Individual Whatsapp messages and LinkedIn direct message. When respondents are required to give their response against different variables in single sitting, the responses are prone to common method bias, as a precautionary measure, the survey form was segregated into multiple sections so that the respondents become aware that they were giving response to a different set of items. Quantitative data gathering methods mostly stem from the positivist paradigm, which prioritizes objective measures typically expressed in numerical quantities. The analysis of such data relies on descriptive and inferential statistics.

3.4. Sampling Technique and Sample Size

As the population frame of the employees working in the textile industry was not known to the researcher, convenient sampling, which is known as Non-Probability sampling technique, was used to approach the participants of this study. We use convenience sampling when it is difficult to do random sampling. Further, according to researchers, a sample size of 200 objects is considered as good enough sample size for an empirical study like this. Therefore, survey questionnaire was distributed to 350 employees of the targeted population to yield 200 responses for the purpose of this study.

3.5. Measurement and Scale

For the purpose of this empirical study, already established and validated scales from previous research studies were used. A five-point Likert scale was used to capture the responses from study participants.

3.6. Instrument Development

3.6.1. Common Good HRM

Four items that will measure the aspects of 'common good HRM' were adopted from Pham et al. (2023) investigation. The responses were recorded using 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

3.6.2. Employee Engagement

The questionnaire consisting of eight X items operationalized 'Employee Engagement' developed by Saks (2006). The responses were recorded using 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

3.6.3. Organizational Citizenship Behavior Organization Focused (OCBO)

Items that measured 'organization citizenship behavior organization focused' were based on the measurement items suggested by Saks (2006) which consists of four items. The responses were recorded using 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

3.6.4. Organization Citizenship Behavior Individual Focused (OCBI)

Four items that measured the aspects of 'organization citizenship behavior individual focused' were adopted from previous investigation of Saks (2006). The responses were recorded using 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1).

3.7. Data Analysis

The data collected through questionnaires were further analyzed by performing various statistical analysis including descriptive statistics, confirmatory factor analysis (CFA) and multiple regression, in order to empirically investigate the proposed relationships of this study. The empirical examinations in the subsequent sections were conducted using SPSS (version 26) and AMOS software.

Chapter 4

Data Analysis

4.1. Data Management

The data collected through self-administered survey (google forms) were exported into MS Excel format, data coding was done so that the data can be further analyzed in SPSS to get required results and analysis to conclude our study. A total of 235 respondents had filled the survey form but only 205 responses were found complete and considered for further analysis. Out of these 205 responses, no missing values were found to perform imputation method.

4.2. Participants' Demographics

The table 4.1 represents the demographics of the survey respondents. The Table describes that 77.6% of the survey respondents were male and rest 22.4% of the respondents were female employees. They survey respondents belonged to a diverse age group out of which about 49.7% were from age 21-30 years age group and 38.4% were from 31-40 years age group. A major percentage of the survey respondents (87%) held Graduate and Master's degrees. Similarly, the experience profile of the respondents was from 1 year to 25 years, making a more diverse set of the respondents.

Table 4.1:1 Demographic Analysis

CHARACTERISTICS	FREQUENCY	PERCENTAGE
Gender		
Male	159	77.6
Female	46	22.4
Age		
21-30	102	49.7
31-40	79	38.4
41-50	19	9.4
51 - 60	5	2.5
Qualification		
Undergraduate	20	9.8
Graduate	69	33.7
Masters	109	53.2
Doctorate	7	3.4
Service Experience		
1-5	91	44.4
6-10	49	23.5
11-15	38	18.6
16-20	16	7.9
21-25	5	2.5
26 & above	6	1.5

4.3 Descriptive Analysis

The mean of common good human resource management was ($M = 3.7313$, $SD = .91$), employee engagement ($M = 3.81$, $SD = .70$), organization citizenship behavior-organization ($M = 3.88$, $SD = .78$), and organization citizenship behavior-individual ($M = 4.07$, $SD = .711$)

Table 4.2: Descriptive Statistics

Variable	Mean	Standard Deviation (SD)
CGHRM	3.73	.91
EE	3.81	.70
OCBO	3.88	.78
OCBI	4.07	.71

Reminder = 205; CGHRM = Common Good Human Resource Management; EE= Employee Engagement; OCBO = Organization Citizenship Behavior-Organization; and OCBI = Organization Citizenship Behavior-Individual.

4.4 Confirmatory Factor Analysis (CFA)

There are many methods used to analyze data for the validity. Factor analysis is one of such methods used to simplify large set of data / variables into condensed form. Usually, two types of factor analysis are used by the researchers.

Exploratory factor analysis: is used when researchers develop the measurement scales of variables used by themselves and all necessary tests are performed to validate the reliability.

Confirmatory factor analysis: is used when researchers use an already existing measurement scale in their study. In our project, we have used CFA.

The Table 4.3 represents the factor loading scores of all items on their main constructs. Hair Jr et al.(2009) recommended that the items should have factor loading score greater than 0.5 to represent the adequate contribution of an item in the variable, In the following table, 3 items namely EE2, EE3 and OCBOI represent factor loading score

less than 0.5 therefore these items were deleted from further data analysis.

Table 4.3 Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
CGHRM1	<---	COMMG	.846
CGHRM2	<---	COMMG	.798
CGHRM3	<---	COMMG	.720
CGHRM4	<---	COMMG	.597
EE1	<---	EMPENG	.583
EE2	<---	EMPENG	.565
EE3	<---	EMPENG	.718
EE4	<---	EMPENG	.718
EE5	<---	EMPENG	.756
EE6	<---	EMPENG	.727
OCBO1	<---	ORGCB	.782
OCBO2	<---	ORGCB	.840
OCBO3	<---	ORGCB	.715
OCBI1	<---	ICB	.774
OCBI2	<---	ICB	.617
OCBI3	<---	ICB	.624
OCBI4	<---	ICB	.591

Goodness of Fit (GOF) Test

Marsh and Hocevar (1985) suggest acceptable value of CMIN/DF value should be less than 5 however as rule of thumb, CMIN/DF value should be less than 3. In our study, the CMIN/DF Non chi square value is 2.474 which is less than 3 as mentioned

in the Table 4.4. Moreover, In the following table the values of Incremental fit indices IFI, TLI and CFI comply with the minimum acceptable threshold value of 0.85 which shows that the model has good fit and acceptable.

Table 4.4: GOF Tests

Model	CMIN/DF	NFI	IFI	TLI	CFI	RMSEA
Default model	2.47	.83	.89	.89	.89	.08

Hair et al., (2009) suggested the CR values should be greater than 0.7, In the Table 4.6, in all the cases the values of CR are greater than 0.7. Fornell and Larcker (1981) suggested the AVE values should be greater than 0.50. In our data table, all values of AVE are greater than 0.50 hence convergent validity is adequate. Moreover, MSV values are less than AVE scores which means discriminant validity exists (Fornell and Larcker, 1981)

Table 4.5: CR, AVE and MSV

	CR	AVE	MSV	MaxR(H)	ORGC B	COMM G	EMPEN G	ICB
ORGCB	0.82 3	0.60 9	0.56 3	0.834	0.781			
COMM G	0.83 2	0.55 7	0.53 2	0.855	0.336	0.746		
EMPEN G	0.83 7	0.55 0	0.53 4	0.848	0.515	0.730	0.742	
ICB	0.74 9	0.53 0	0.51 6	0.767	0.750	0.521	0.731	0.72 8

4.5. Common Method Variance / Bias

Common method bias is expected to occur when the data is collected through self-report questionnaires and single source data is used in any study (Podsakoff et al., 2003). It may also be experienced where the respondents are inclined towards Social desirability, leniency biases, common rater effects or scale length. The researchers have suggested different remedial steps to address the issues arising from CMV. In our study,

we performed Herman Single Factor test and reported in the table below. In our data, first item holds the 39% variance which is less than 50% which means that common method bias is not observed.

Table 4.8: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.63	39.01	39.01	6.63	39.01	39.01
2	2.04	12.03	51.05	2.04	12.03	51.05
3	1.28	7.54	58.60	1.28	7.54	58.60
4	1.01	5.94	64.55	1.01	5.94	64.55
5	.78	4.63	69.18			
6	.77	4.55	73.74			
7	.60	3.55	77.29			
8	.60	3.53	80.82			
9	.49	2.90	83.73			
10	.47	2.80	86.53			
11	.46	2.74	89.27			
12	.40	2.37	91.65			
13	.37	2.19	93.85			
14	.30	1.80	95.65			
15	.28	1.67	97.33			
16	.25	1.47	98.80			
17	.20	1.19	100.00			

Extraction Method: Principal Component Analysis.

4.6. Correlation Analysis

Correlation analysis were used to determine if any associations between the variables exist or not, and with its sign of negative (-) or positive (+), it also tells us about the direction of the connection among the variables. The association between variables was positive and had significant relationship at 90 percent level of significance. None of the variable was linear function of any other variables.

Correlation matrix showed that all the null hypotheses can be rejected in the present investigation, correlations with values more than .10 were deemed statistically significant at a significance level of $p < .05$. The bivariate correlation analysis indicates a noteworthy and effective partnership between common good human resource management and employee engagement ($r = .60^{**}$, $p < .01$), common good human resource management had strong positive correlation to organization citizenship behavior-organization ($r = .29^{**}$, $p < .01$), common good human resource management had strong positive correlation organization citizenship behavior-individual ($r = .38^{**}$, $p < .01$). Likewise, employee engagement had positive correlation to organization citizenship behavior-organization ($r = .45^{**}$, $p < .01$), and employee engagement had positive correlation organization citizenship behavior-individual ($r = .61^{**}$, $p < .01$). Meanwhile, organization citizenship behavior had strong positive correlation to organization citizenship behavior-individual ($r = .57^{**}$, $p < .01$).

Table 4.9: Correlation Analysis

Variable	CGHRM	EE	OCB-O	OCB-I
CGHRM	1			
EE	.60 ^{**}	1		
OCBO	.29 ^{**}	.40 ^{**}	1	
OCBI	.38 ^{**}	.60 ^{**}	.57 ^{**}	1

4.7. Regression Analysis

H1: The standardized path coefficient disclosed significant linking among self-reported common good human resource management and self-reported organization citizenship behavior-organization - OCBO ($\beta = .29$, $R^2 = 0.08$; $p < .000$) and explained 8% variance in self-reported organization citizenship behavior-organization. Thus, hypothesis 1 was supported.

H2: The standardized path coefficient disclosed significant association among self-reported common good human resource management and self-reported organization citizenship behavior-individual ($\beta = .38$; $R^2 = .14$; $p < .000$) and explained 14% variance in self-reported organization citizenship behavior-individual. Thus, hypothesis 2 was supported.

H3: The standardized path coefficient disclosed significant linking among self-reported common good human resource management and self-reported employee engagement ($\beta = .60$, $R^2 = .36$; $p < .000$) and explained 36% variance in self-reported employee engagement. Thus, hypothesis 3 was supported.

H4: The standardized path coefficient disclosed insignificant connection of common good HRM and employee engagement with organization citizenship behavior-organization, OCBO ($\beta = .03$; $R^2 = .19$; $p > .000$) and explained 19% variance in self-reported organization citizenship behavior-organization (OCBO). Thus, hypothesis 4 was supported and mediating role of employee engagement was established between CGHRM and OCBO however this is case of partial mediation.

H5: The standardized path coefficient disclosed insignificant connection of common good HRM and employee engagement with organization citizenship behavior-individual ($\beta = .02$; $R^2 = .36$; $p > .000$) and explained 36% variance in self-reported organization citizenship behavior-individual. Thus, hypothesis 5 was supported and mediating role of employee engagement was established between CGHRM and OCBO however this is case of partial mediation.

Table 4.10: Regression Analysis

Relationship	(β)	R2	P**	Result
CGHRM => OCBO	.29	.08	.000	Accepted
CGHRM => EE	.60	.36	.000	Accepted
EE => OCBO	.45	.19	.000	Accepted
CGHRM => OCBI	.38	.14	.000	Accepted
EE => OCBI	.61	.36	.000	Accepted
CGHRM & EE =>OCBO	.03	.19	.000	Accepted
CGHRM & EE =>OCBI	.02	.36	.000	Accepted

Chapter 5

Discussions of Results and Conclusion

The broader objective of our study was to broaden our understanding of common good HRM and its relationship with variables like employee engagement, OCBI and OCBO. For this purpose, we conducted an empirical study, gathered data via questionnaires and evaluated the results in SPSS. Moreover, we also referred to the previous studies conducted to dissect common good HRM in detail.

The foundations of CGHRM are established on the philosophy of social justice, workplace democracy, job security and protecting human rights (Aust et al., 2020). The findings of our study confirm that common good human resource management has certainly positive impact on the OCBO. The results of regression analysis described that self-reported CGHRM is strongly linked to self-reported OCBO. Relying on social exchange theory of Emerson (1976), we are of the opinion that when companies practice CGHRM policies, employees reciprocate it by displaying OCBO behaviors. Previous finding of Newman (2016) verified that socially responsible human resource management has strong influence on organization citizenship behavior exhibited towards the organizations.

Common good human resource management had positive linkage with employee engagement. Results of regression analysis of present study show that common good human resource management have association with the employee engagement. Earlier research of Owor (2016) confirmed that common good HRM practices have positive impact on employee engagement. Previous research of Lu et al. (2023) confirmed that sustainable human resource management practices have confident influence on employee engagement. Al Abbadi (2021) also opined that job security and workplace democracy are the foundations of CGHRM which impact employee outcome such as performance and employee engagement at the workplace.

Common good human resource management has helpful assessment on organization citizenship behavior towards individual. Results of regression analysis demonstrate that CGHRM has positive impact on employee OCBI. Relying on social exchange theory

of Emerson (1976), we are of the opinion that when companies practice CGHRM policies, employees reciprocate it by displaying OCBI behaviors. Earlier finding of Pham et al. (2023) proved that common good human resource management has positive linkage with organization citizenship behavior towards individuals.

Employee engagement has optimistic inspiration on organization citizenship behavior towards organization (OCBO). Outcomes of regression analysis confirmed that employee engagement has positive linkage to organization citizenship behavior towards organization. Earlier finding of Hermawan & Thamrin (2020) confirmed that employee engagement has positive impact on organization citizenship behavior. In our study, although the beta values display a weak correlation however on the basis of P value the mediating relation of employee engagement between CGRHM and OCBO has been accepted moreover the results of regression analysis in the present study prove that it is case of partial mediation.

Employee engagement has constructive impact on organization citizenship behavior towards individual (OCBI). Results of regression analysis confirmed that employee engagement has optimistic inspiration on OCBI. Earlier finding of Al Ahad & Khan (2020) confirmed that employee engagement has optimistic inspiration on organization citizenship behavior. Other finding of Yadav & Morya (2019) verified that employee engagement has optimistic influence on organization citizenship behavior in hotel industry. In our study, although the beta values display a weak correlation however on the basis of P value the mediating relation of employee engagement between CGRHM and OCBI has been accepted moreover the results of regression analysis in the present study prove that it is case of partial mediation.

5.1. Theoretical Contributions

First, Aust et al.,(2020) are the pioneers who coined the idea of CGHRM. So far there is dearth of theoretical knowledge on this novel idea. Our study has contributed to this new dimension of sustainable HRM. This study offers a conceptual framework that clarifies the intricate links between employee engagement, organization, and common good human resource management, which significantly advances the quickly evolving area of common good human resource management and its correlation with employee engagement and employees' civic virtues towards the organization.

Second, this research theoretically links firms that apply effective human resource management practices with organization citizenship behavior toward both businesses and individuals in Pakistan's economy. Other researchers (AL Abbadi 2021 and Pham et al., 2023) have studied CGHRM in correlation with variables like OCBI and employees' job outcome in other regions of the world.

Third, the research demonstrates that there is a significant association between CGHRM, employee engagement, organization citizenship behavior towards organization and organization citizenship behavior towards individuals in the Pakistani context.

5.2. Practical Contributions

Researchers have attributed Social justice, workplace democracy, providing labor force voice and fair employment practices as foundation stones of the CGHRM. Linking the results of our studies with these attributes, there are numerous useful and practical outcomes of our present study.

First, common good human resource management has optimistic inspiration on organization citizenship behavior towards organization. Adopting CGHRM helps the organizations promote OCBO and OCBI. Ethics, social responsibility, and employee well-being create a workplace that matches workers' needs and organizations objectives. Open communication channels that reflect the business's values are essential elements to promote CGHRM. By infusing common good principles into HR practices, firms may foster a sense of purpose and encourage participation from the employees which may help enhancing the employee engagement at the workplace.

Second, CGHRM has positive linkage with employee engagement. To boost employee engagement, organization should create personalized training courses, integrate them into development initiatives, and provide avenue for interaction that reinforce the company's commitment to common good. This may help employees feel more linked to the company's aims, increasing dedication, job satisfaction, and engagement.

Third, From Managerial perspective, CGHRM is a holistic approach to HRM that encompasses all aspects of the employment relationship, from recruitment and selection to performance management and employee development.

Fourth, CGHRM has positive impact on OCBI. By integrating HR practices of morality, social responsibility, and worker welfare, companies encourage individuals to support one another. CGHRM values empathy, fairness, and shared esteem help to build strong team ties. These may be used in conjunction with the performance assessment systems and rewards schemes that recognize and rewards positive deeds. By actively building a work atmosphere that values individuals and their efforts, CGHRM helps promote positive OCB towards individuals.

Fifth, employee engagement has constructive influence on organization citizenship behavior towards organization. Engaged employees are more likely to go above and beyond to help the firm succeed. Improving employee engagement may be achieved via periodic assessments, specialized advancement opportunities, and a positive work setting that prioritize well-being. When employees volunteer their time and energy to promote the company's positive image and reputation, so OCBO may increase in companies that encourage devotion, loyalty, and enthusiasm.

Sixth, employee engagement has positive impact on organization citizenship behavior towards individual. Engaged people assist others more, serving, coaching, and fostering office cooperation. Inviting open communication, building teamwork, and rewarding employee may boost employee engagement. Employee engagement activities make employees feel valued and encouraged, which improves OCB towards individuals.

5.3. Conclusion

The goal of this study was to determine the relationship between common good human resource management, employee engagement, organization citizenship behavior towards organization and organization citizenship behavior towards individuals.. A questionnaire was used to gather data from employees of different textile industries by using convenient sampling technique. The findings of the study revealed a significant and strong positive relationship between the variables, as well as the function of common good human resource management in the development of organization

citizenship behavior towards organization and individuals. Furthermore, this investigation gives employees valuable information about organization citizenship behavior towards organization and individuals.

5.4. Limitations and Future Research Direction

This investigation has several limitations that limits the applicability of its findings and provide fresh avenues for further research. For the purpose of data collection, we used convenience sampling method which is known as Non-Probability sampling technique. Convenience sampling has a limitation that the data may lead to sampling bias or may not be generalized. Despite having 205 individuals, the sample size was insufficient to be considered global for the other demographic groups. On the other hand, proposed trials with a larger, randomly chosen sample might provide more trustworthy results. Furthermore, even if they are causes, effects, or factors, the suggested studies may need to consider more novel variables and new industries. Even if the scope of this experimental study is restricted to Pakistan, it should still be helpful in figuring out whether the findings apply to other countries. We hope that this investigation will provide a foundation for future studies on the subject. While this study used an easy sample methodology, future research could use qualitative approaches like interviews and observations to provide richer and more reliable data, as well as apply complex sampling procedures to boost the overall dependability of the study. Furthermore, complex software such as PLS may be used to get more accurate results.

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Appendix -1 (Survey Questionnaire)

Exploring the impact of Common Good HRM on Organization Citizenship Behavior towards Individual and Organization Citizenship Behavior towards Organization through the mediating role of Employee Engagement

Dear Respondent,

This survey is being conducted as part of MS (Management) course work. You are requested to spare your valuable time to fill out this survey. Please rest assured that data collected from this survey will be kept highly confidential and will only be used for academic purpose.

Section A: Demographic Information

1. Gender (Male/Female)
2. Age (In years)
3. Level of Education (Degree of schooling)
4. Experience (Your experience in years)

SECTION B:

Please select your response against each statement with below mentioned scale;

1	Strongly disagree (SD)	Never
2	Disagree	Rarely
3	Neutral	Sometimes
4	Agree	Often
5	Strongly Agree (SA)	Always

Variables and Items		1	2	3	4	5
Common Good HRM		SD				SA
CGHRM1	My organization offers equal and fair employment relationships for employees at all levels.	1	2	3	4	5
CGHRM2	My organization provides all employees with opportunities for participation and workplace democracy.	1	2	3	4	5
CGHRM3	My organization is concerned with protecting employee security and safety and providing meaningful work for employees.	1	2	3	4	5
CGHRM4	My organization aims to contribute to eradicating poverty by ensuring fair pay.	1	2	3	4	5
Employee Engagement		SD				SA
EE1	I really throw myself into my job	1	2	3	4	5
EE2	Sometimes I am so occupied into my job that I lose track of time.	1	2	3	4	5
EE3	This job is all consuming; I am totally into it	1	2	3	4	5
EE4	I am highly engaged in this job.	1	2	3	4	5
EE5	Being a member of this organization is very captivating.	1	2	3	4	5
EE6	One of the most exciting things for me is getting involved with things happening in this organization.	1	2	3	4	5
EE7	Being a member of this organization make me come “alive.”	1	2	3	4	5
EE8	Being a member of this organization is exhilarating for me.	1	2	3	4	5
Organization Citizenship Behavior Towards Organization		Never				Always
OCBO-1	I Attend functions that are not required but that help the organizational image.	1	2	3	4	5
OCBO-2	I Offer ideas to improve the functioning of the organization.	1	2	3	4	5

OCBO-3	I Take action to protect the organization from potential problems.	1	2	3	4	5
OCBO-4	I Defend the organization when other employees criticize it..	1	2	3	4	5
	Organization Citizenship Behavior Towards Individual	Never				Always
OCBI-1	I Willingly give my time to help others who have work-related problems.	1	2	3	4	5
OCBI-2	I Adjust my work schedule to accommodate other employees' requests for time off.	1	2	3	4	5
OCBI-3	I Give up time to help others who have work or non-work problems.	1	2	3	4	5
OCBI-4	I Assist others with their duties	1	2	3	4	5