



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON ORGANISATIONAL COMMITMENT: THE MEDIATING ROLE OF GREEN TRAINING AND DEVELOPMENT IN THE SERVICE SECTOR

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Abstract.

This paper will explore the connection between Corporate Social Responsibility (CSR) and organisational commitment, and specifically the mediating effect of Green Training and Development (GTD), which is an important dimension of Green Human Resource Management (GHRM). Based on the Social Exchange Theory and the Ability-Motivation-Opportunity (AMO) model, the research hypothesises that CSR activities lead to an increased perception of organisational support among employees, which subsequently increases their commitment, based on environmentally oriented training practices. A structured questionnaire was used to collect data from 487 service employees. The hypotheses were tested with the help of Structural Equation Modelling (SEM) with Smart PLS. The results indicate a strong positive relationship between CSR and organisational commitment, and that Green Training and Development mediates this relationship. The research paper is important to the literature in that it combines the CSR and GHRM viewpoints and provides practical implications for organisations looking to help improve employee commitment by using sustainable HR practices.

Keywords: CSR, Green HRM, Organisational commitment, Training and development

Introduction

Within the changing environment of the international business, organisations are more and more likely to go beyond the conventional economic goals and play an active role in making society and the environment sustainable (Kolk & Van 2010). Corporate Social Responsibility (CSR) has therefore come up as a strategic and institutionalized practice whereby corporations integrate ethical, social and environmental issues into their operations and strategic architecture (Nave & Ferreira 2019). Recent literature emphasizes the fact that CSR has ceased to be an extravagant exercise but an essential organisational role that increases stakeholder trust, legitimacy, and value creation in the long run (Zihan et al., 2024). At the same time, the increased urgency of environmental issues has resulted in the rise of Green Human Resource Management (GHRM) as an important organisational capability (Mishra

2017). GHRM is the process of integrating environmental goals into human resource policies and practices, through which organisations can align workforce behaviours to the sustainability objectives. The existing literature is becoming more aware of GHRM as one of the driving forces of organisational sustainability, especially due to its impact on employee attitudes, competencies, and pro-environmental behaviours (Renwick et al., 2013). Green Training and Development (GTD) is one of the many dimensions of GHRM that has become more central as a key mechanism of promoting environmental sensitivity and capacity building in employees. GTD helps in the creation of knowledge, skills and values, essential requirements to be effective in the organisational sustainability initiatives (Bilderback 2024). Recent empirical studies indicate that organisations with organised green training programs are in a better position to convert sustainability strategies into concrete employee performance and enhanced environmental performance (Zihan et al., 2024). Although there is an increasing overlap of CSR and GHRM literature, there is an important gap in the literature that is yet to be filled in terms of understanding the underlying process by which CSR initiatives affect employee-level outcomes, especially organisational commitment. Organisational commitment, which has been defined as a psychological connection and identification of an employee with the organisation, is one of the core predictors of workforce stability, engagement and performance (Meyer and Allen, 1993). Although the existing literature has already found a positive relationship between CSR and employee attitudes, the causal links between these two constructs are not well developed, especially in the emerging economies, and service industries (Munro et al., 2018). Based on the Social Exchange Theory (Blau, 1964), CSR activities may be seen as the organisational investments that provoke a positive attitude in the employees, such as increased commitment and loyalty. The Ability-Motivation-Opportunity (AMO) model argues that HR practices, especially training and development, are the key drivers in developing the ability of employees to make contributions towards organisational goals (Kundu & Gahlawat, 2018). The Green Training and Development becomes a highly important mediating mechanism through which employees can internalise and put into practice organisational sustainability values. In this light, this paper aims to test how CSR influences organisational commitment, whereby the mediating role of Green Training and Development is considered. The linking of CSR and GHRM views brings the study to a more sophisticated view of how sustainability-based organisational behaviours lead to positive employee outcomes. Moreover, the study answers recent demands of integrative frameworks that describe the interrelation between macro-level CSR strategies and micro-level HR practices. The research results will be relevant to both theory and practice by providing practical suggestions to organisations that seek to use sustainability initiatives to enhance employee devotion and long-term organisational performance.

2. Literature Review and Hypotheses Development.

2.1 Corporate Social Responsibility and Organisational Commitment.

There has been a lot of scholarly interest in the relationship between Corporate Social Responsibility (CSR) and organisational commitment, but current research has shown fragmented concepts and a lack of consistency. Although much of the initial research tended to view CSR as a reputational instrument that affects external stakeholders, more current research has changed to the internal implications of CSR, especially employee attitudes and behaviours. Empirical data indicate that CSR activities increase the level of pride and organisational identification among the employees and thus lead to greater commitment (Glavas, 2016). Zihan et al. (2024) believe that the effectiveness of CSR is not based on its implementation but on how employees perceive authenticity in it. Likewise, Shahzadi et al. (2024) show that symbolic CSR initiatives do not lead to the formation of meaningful employee attachment when they are not integrated into organisational systems. This implies that CSR might not be enough to maintain the commitment of employees unless it is accompanied by internal processes that convert organisational values into daily operations. Theoretically, Social Exchange Theory is a partial explanation, which assumes that the employees pay back organisational goodwill through positive attitudes like commitment (Blau, 1964). Nevertheless, this view has been criticised as having simplistic views about employee reactions, as it supposes homogenous reciprocity in situations. In practice, the response of employees to CSR is determined by the way in which such initiatives are implemented in the organisation. As such, there is a need to study intervening organisational processes that elucidate the manner in which staff internalise CSR. This study hypothesizes:

H1: CSR has a positive impact on organisational commitment.

2.2 CSR and Green Training and Development

The focus of recent literature is on the increasing tendency to move away from symbolic Corporate Social Responsibility (CSR) practices to their strategic incorporation in organisational systems. CSR has proven to have a positive impact on sustainable development and organisational success, but its success relies on how it aligns with the internal processes and not solely on image-building (Ali et al., 2023). This implies that the operationalisation of CSR should occur in an organisational level to generate significant results.

Green Human Resource Management (GHRM) has become a key point of contact between CSR and the results at the employee level. Research also suggests that green HR practices create a pro-environmental psychological environment and positively influence employee behaviour, enhancing the effectiveness of CSR initiatives (Hameed et al., 2022). Nevertheless, CSR and GHRM cannot be discussed separately as CSR offers a strategic approach, whereas GHRM guarantees an effective implementation with the help of engaging the workforce. Green Training and Development (GTD) is an essential dimension of GHRM that should improve the level of environmental awareness among employees, their competencies, and involvement in the sustainability process (Azizie et al., 2025). New findings also indicate that GTD has a positive effect on such attitudinal outcomes as organisational commitment and citizenship behaviour (Ovais and Alwi, 2024). In addition, recent research notes the mediating effect of green training on reinforcing the association between CSR and employee outcomes (Malokani et al., 2024). Although this has been done, paucity of studies has investigated the role of GTD as a mediating variable between CSR and organisational commitment, especially in the service sector. Thus, one can assume the following hypothesis:

H2: CSR has a positive effect on Green Training and Development.

2.3 Green Training and Development and Organisational Commitment

The increasing attention to GHRM in recent research reveals its significant role in promoting employees' attitudes and improving the sustainability of organisations. In particular, one of the main dimensions of GHRM, GTD, appears as an essential component impacting employee outcomes and attitudes. The empirical evidence shows that GTD positively impacts organisational commitment by encouraging employees' engagement, their awareness of the environment, and green attitudes and behaviour (Purba et al., 2024; Alam et al., 2023). Nevertheless, GTD is moderated by context factors, which affect its outcomes. For example, green employee involvement and organisational culture moderate GTD's effect on the employees' commitment positively.

Moreover, GTD's influence on organisational commitment may be indirect, meaning that other mediating factors play their roles in the process. Specifically, employee engagement and green behaviour act as mediators for GTD's impact (Balaji & Benny, 2025). Thus, the internal aspects have an essential role in GTD's success. The same is revealed by Awatara et al. (2024), who find that different types of green HRM activities, including training, reward, and organisational culture, contribute to employee commitment positively, although the intensity of these relationships differs. Therefore, GTD works better as a part of the whole GHRM system. Based on this, the hypothesis below is:

H3: Green Training and Development has a positive impact on organisational commitment.

2.4 Mediating Effect of Green Training and Development.

CSR is known to foster employees' green behavior and engagement because of the perception of authenticity and consistency with the organisational values (Karmoker & Roy, 2025). Still, recent research shows that CSR does not necessarily produce consistent results if it does not use internal mechanisms within an organisation. The emergence of this new trend has led to the increased focus on GHRM practices, especially GTD, as key determinants of employee commitment and behavior. It has been shown that GTD can improve organisational commitment by increasing employees' environmental awareness and commitment (Purba et al., 2024; Alam et al., 2023). Besides, GTD affects commitment through indirect mediators like employee engagement and green behavior (Balaji & Benny, 2025). GTD still requires certain conditions to produce desired effects. According to Awatara et al. (2024), the mediating role of green rewards and organisational culture should be considered. In addition, Saputro and Nawangsari (2025) find that even though green training may affect commitment, it does not necessarily have an effect on employee behavior. Also, Jabin et al. (2025) mention leadership and environmental commitment as key facilitators in this case. This research suggests, therefore:

H4: Green Training and Development is a mediator to the relationship between CSR and organisational commitment.



Methodology

The target population in this study was that of employees in the service industry in the Northern region of India. The questionnaire was administered using Google Form and was in English. The first section consists of information regarding the demographic variables (e.g. gender, age, qualification and experience). The second section consists of questions related to the study construct. The respondents in this study were full-time higher and lower management employees working in various departments.. Data were collected within six months. There were 600 questionnaires distributed to the respondents. Among the 600 questionnaires, 113 did not qualify due to lack of information, with 487 being identified as valid after cleaning for missing data, hence providing a response rate of 81.16%. Using a convenience sampling technique, data were collected from 487 respondents. A convenience sampling method was employed in collecting data for this study due to the inability to access employees and barriers from organisations. The model and the structural hypothesis relationship were validated with the help of SPSS and Smart PLS. Demographic profile of the participants is shown in Table 1.

Table 1. Demographic profile of the survey participants.

Profile	Categories	Frequency	Percentage (%)
Gender	Male	260	53.27
	Female	227	46.73
Age	21 to 30	185	37.99
	31 to 40	162	33.26
	41-50	108	22.18
	Above 50	32	6.57
Level of education	Graduation	180	36.96
	Post-graduation	245	50.31
	Others	62	12.73
Experience	Up to 5 years	242	49.69
	6-10 years	175	35.93
	11-15 years	52	10.68
	More than 15	18	3.69

Source(s): SPSS output.

Result

To determine the reliability and validity of the constructs, the measurement model was initially tested. All constructs are found to exhibit a strong internal consistency as indicated in Table 2 with the Cronbach alpha coefficients of 0.89 to 0.91 and composite reliability (CR) coefficients of more than the recommended 0.70 (Hair *et al.*, 2021). Convergent validity is also established, with values of average variance extracted (AVE) that are more than 0.50, which means the indicators sufficiently measure their corresponding latent constructs.

Table 2. Measurement Model Results

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
CSR	0.91	0.93	0.69
Green Training & Development	0.89	0.92	0.65
Organisational Commitment	0.90	0.93	0.68

Source(s): PLS-SEM output.

The Fornell-Larcker criterion and the HTMT ratio were used to assess discriminant validity. Table 3 indicates that the square root of AVE of each construct exceeds the inter-construct correlations hence meets Fornell-Larcker criterion. Furthermore, all of the values of the HTMT in Table 4 are below the value of 0.85, which supports sufficient discriminant validity between the constructs (Henseler *et al.*, 2015).

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Constructs	CSR	GTD	OC
CSR	0.83		
GTD	0.62	0.81	
OC	0.58	0.55	0.82

Source(s): PLS-SEM output.

Table 4. HTMT Ratio

Constructs	CSR	GTD	OC
CSR	—		
GTD	0.71	—	
OC	0.68	0.66	—

Source(s): PLS-SEM output.

Table 5. Structural Model Results (Hypothesis Testing)

Hypothesis	Path	β (Beta)	t-value	p-value	Decision
H1	CSR \rightarrow OC	0.41	8.76	0.000	Supported
H2	CSR \rightarrow GTD	0.62	12.34	0.000	Supported
H3	GTD \rightarrow OC	0.36	7.12	0.000	Supported

Table 6. Mediation Analysis

Path	Direct Effect	Indirect Effect	Total Effect
CSR \rightarrow GTD \rightarrow OC	0.41	0.22	0.63

Table 5, the results of the structural model, shows that all of the hypothesised relationships are significant. The positive impact of CSR on organisational commitment (0.41, $t = 8.76$, $p < 0.001$) supports H1 (Hair *et al.*, 2021). In the same way, CSR has a strong impact on the Green Training and Development ($= 0.62$, $t = 12.34$, $p = 0.001$), which confirms H2. Moreover, H3 is supported by the fact that Green Training and Development has a strong positive impact on the organisational commitment ($= 0.36$, $t = 7.12$, $p < 0.001$).

The mediation (Table 6) analysis shows that the relationship between CSR and organisational commitment is partly mediated by Green Training and Development since both direct ($= 0.41$) and indirect ($= 0.22$) effects are significant. The overall impact (0.63) shows that CSR has a significant overall impact on organisational commitment.

Table 7. Coefficient of Determination (R^2)

Construct	R^2	Q^2
Green Training & Development	0.38	0.24
Organisational Commitment	0.52	0.31

Lastly, the model shows an acceptable explanatory and predictive ability. Table 7 shows that CSR accounts 38% of the variance in the Green Training and Development ($R^2 = 0.38$) and 52% of the variance in organisational commitment ($R^2 = 0.52$) which shows moderate and substantial explanatory power, respectively. Q^2 values ($0.24, 0.31$) again affirm the relevance of the model in prediction.

6. Discussion

This finding is consistent with prior studies indicating that CSR initiatives foster employee engagement in sustainable practices and strengthen their psychological attachment to the organisation (Karmoker & Roy, 2025; Pham et al., 2024). It further suggests that CSR serves as a critical antecedent of employee attitudes, particularly when employees perceive these initiatives as authentic and value-driven. The findings validate the fact that CSR positively influences organisational commitment in a significant manner, which makes the argument that employees react positively to organisations that are socially and environmentally responsible sound. This observation is in line with the previous studies, which have postulated that CSR improves the feelings of pride, identification, and emotional attachment of employees to the organisation. Theoretically, this reinforces the principles of Social Exchange Theory, where employees give back the perceived organisational support in the form of positive attitudes, including commitment. The comparatively high level of this relationship, however, also signifies that CSR is becoming institutionalised to employees as a value organisational value rather than an external signalling device.

Second, the research concludes that CSR has a substantial effect on Green Training and Development, and the importance of CSR as a strategic force behind the internal HR practices. This finding indicates that the more organisations are committed to sustainability, the higher are their chances of institutionalising their values by having organised training programs. Similar evidence has been reported in earlier studies, which demonstrate that GHRM practices, including training, are essential for translating sustainability goals into actionable employee behaviours (Alam et al., 2023; Awatara et al., 2024).

Third, the positive correlation between Green Training and Development and organisational commitment highlights the significance of capability-building mechanisms in influencing employee attitudes. This result aligns with prior research showing that green training enhances employee engagement, environmental awareness, and commitment (Purba et al., 2024; Balaji & Benny, 2025). The result aligns with the Ability-Motivation-Opportunity (AMO) framework that focuses on the importance of training in improving the effectiveness of employees. Simultaneously, the findings indicate that GTD can play a dual role as an instrument of skill development and an indicator that an organisation invests into staff, and thus enhances commitment.

Most interestingly, the mediation analysis indicates that Green Training and Development mediates the correlation of CSR and organisational commitment to some extent. This result gives a more subtle insight into the CSR-employee outcome connection by showing that CSR is not an independent variable but it is mediated by particular organisational processes. It supports earlier studies that emphasise the mediating role of training and engagement in linking sustainability practices with employee outcomes (Balaji & Benny, 2025).

Overall, the results can be added to the body of research at the intersection of CSR and GHRM as it provides a process-based view. They propose that CSR initiatives are effective not just based on their presence but also on how they are incorporated into organisational systems, especially human resource practices. By so doing, the research will contribute to the body of existing theoretical concepts by providing evidence on how the Social Exchange Theory and the AMO model can be used together to understand the processes by which organisational sustainability initiatives are associated with employee attitudes.

To conclude, the paper emphasizes that organisations aiming to boost employee commitment by engaging in CSR have to go beyond the symbolic embrace and strive to incorporate sustainability into their HR practices, specifically through specific training and development programs.

Theoretical Implications

The current investigation enriches the body of knowledge by linking CSR with GHRM and emphasizing the mediation effect of GTD. Specifically, Social Exchange Theory is extended by showing how CSR influences organizational commitment through employee reciprocity (Karmoker & Roy, 2025; Pham et al., 2024). The results further confirm the AMO theory since GTD makes employees able and motivated to practice sustainability initiatives (Alam et al., 2023). Most importantly, GTD is found to be a vital factor in explaining the link between CSR and employee behavior.

Managerial implications

Several lessons can be derived from the research findings in an attempt to improve organisational commitment via sustainable development initiatives. Firstly, corporations need to avoid mere window dressing with CSR projects and instead embed such projects meaningfully into organisational operations. The employees' perception that the CSR initiatives are genuine and fit into organisational values will make them feel more committed and engaged. Secondly, the importance of GTD as an essential human resource management technique needs to be emphasised. Managers should introduce training programmes focused on green skills development in order to boost the commitment of employees who become more involved in GTD and feel that their values are aligned. Finally, GTD should be integrated with other aspects of green human resource management.

Limitation

The research has several limitations that must be taken into consideration when concluding on the findings. First, the cross-sectional research design does not allow the establishment of causal relationships between Corporate Social Responsibility (CSR), Green Training and Development (GTD) and organisational commitment. Future research ought to embrace longitudinal or experimental research in order to reflect the dynamicity of these relationships in the course of time. Second, the research builds on a convenience sampling method that is non-probability in the service sector, and this could limit the generalisability of the findings to other industries or settings. External validity would be improved by increasing the sample size in various fields and employing probability sampling techniques. Also, the research concentrates on Green Training and Development as only one aspect of GHRM and does not include other pertinent practices like green recruitment and rewards. Lastly, the moderating variables like leadership and organisational culture were not studied and ought to be included in subsequent studies.

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