

# An Empirical Study on Socially Responsible Human Resource Practices and Wellbeing of the Employees in SMEs, NCR

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## Abstract:

Employees are among the biggest stakeholders in a company, as they contribute in the form of their knowledge, communication network and social power to the company's success. The organizations that put resources into improving social and responsible aspects that upgrade the satisfaction level of their employees personally and professionally, have a huge impact on organisational performance. Being socially responsible mean to go beyond lawful prerequisites which positively affects organisational performance, since this promotes the commitment of employees, and employees perceive that the organization is also committed to employees' need and work environment. However, not much is lucid about their impacts in the context of Indian companies. This study examines how some of the socially responsible HR practices contribute to the elements of employees' wellbeing. The empirical investigation is conducted on a small and medium enterprises in NCR, as this segment contributes a significant share to economic development and job creation crosswise over numerous nations. The result of the study substantiates that the companies that implement HR practices and policies that are socially responsible, could positively influence all areas of employees' wellbeing along with effectiveness of the organization.

**Keywords** —Corporate Social Responsibility/CSR, employee's wellbeing at the workplace, Human Resource Management (HRM), SME

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## I. INTRODUCTION

The 21<sup>st</sup> Century is portrayed as the era of knowledge. In the era where knowledge is a critical asset and the demand for more profoundly skilled workforce has grown, employees have veered into the most significant and fundamental asset for the organisation. The organisations have gradually started to realize their responsibility towards the wellbeing of the employees and have started planning strategically over implementing socially responsible practices in human resource policies of the companies. Rather than confining the CSR activities of the companies only to society, the

companies have started thinking over how socially responsible activities coordinated through strategic human resource management can participate in the attainment of wellbeing of employees. One of the facets of CSR that has emerged over these years is the administration of employees, rules of conduct and standard protocols. These lay the foundation for the activities that prove organizations are "socially responsible" towards their staff. Voegtlin and Greenwood claim that CSR is seen as a compulsory responsibility of every organisation in order to address the issues and concerns of their investors, suppliers, customers, employees and others [1]. The most significant stakeholder are the employees.

Hence, to accomplish competitive advantage, organisations ought to put into strategic plans to positively affect the employees' wellbeing of the organisation.

According to the author's knowledge, there is a very little analysis on how socially responsible HR practices could complement employees' wellbeing at work. Those that are available, point to a dynamic consolidation of pacifying measures among work and personal life, mentoring frameworks and customized training module [2]. Even trade associations have censured an inadequately defined incorporation of CSR in the management of HR practices. With this investigation, the author adds to fill this gap. The author carried out an empirical investigation in SMEs in NCR, India. Even though NCR being one of the most economically active areas in India and accounts for many employees, it has received very little attention in this aspect. Previous research works had analysed different parameters adding to the employees' satisfaction at work, however, not much have been talked about different elements of wellbeing of employees' at work [3]. By concentrating on employees' interest rather on firms' performance as a definitive objective, the author is differentiating her study from others that are basic in the HRM literature, fundamentally dependent on the "standard" HRM approach, where the investigation is focused on finding which practices are more pertinent for high performance of employees, as this is acknowledged to enhance the company's performance ultimately. The primary objective is to acquire information on those responsible HRM practices that contribute most to improve each component of employee well-being at work. The HRM practices chosen are ones that fall under the subject of "job quality" as comprehended by distinguished International bodies promoting CSR. This research might be an initial move towards a further investigation of employees' well-being at work and what role can CSR play in enhancing it, as all the facets of employees' wellbeing become a fundamental part of core dimension of CSR.

## II. LITERATURE REVIEW

### A. *Corporate Social Responsibility and SMEs*

Corporate social obligation (CSR) has imperative significance for SMEs (Small and Medium Enterprises). In developing nations, study on CSR in SMEs is yet not looked as significant area of research. Individuals are not completely familiar of the overall concept of CSR. Although CSR is basic for all kinds of business, however SME's particularly advantage from CSR measures. It is considered as a road of certainty towards advancement, survival, and transformation. SMEs in developing nations are not engaged in CSR activities at a higher level nor are the entrepreneurs well educated about such practices. Yet, there are a few organizations those are engaged in CSR practices, but fundamentally driven by non-financial departments. These are few key practices and are usually connected to philanthropic events.

SME's exhibit a specific set of characteristics that empower them to embody sustainability in a better way than large organizations [4]. Since SME's are more adaptable, they have less risks associated and can address change faster. Being socially responsible in today's era means going beyond statutory requirement and going an extra mile to invest in intellectual capital, environmental related issues and ways to strengthen relations with stakeholders. With a well-implemented CSR practices in place, SMEs can exceptionally be benefited. Few benefits enlisted are- enhancement in employee engagement at workplace, congenial work environment, motivated employees, increased trust in management and a good ethical behaviour [5]. This study thus intends at providing acumens for developing nations like India, of the opportunities and profits that ascend from implementation of CSR practices in the organisations.

### B. *Corporate social responsibility and Human Resource Management*

With the advancement of research on subjects like CSR, HRM, and Strategic HRM, new hypotheses, models and discussions are also developing. A portion of these speculations and models are still in their emerging stages, while others have been empirically tried in various regions [6]. The current hypotheses and models on CSR, HRM and SHRM and their relationship with organisation's performance have been debated by researchers, which turned later into practical thoughts. There is

an evolving concern about employees' job quality and well-being. Contentions for and against improving job quality are liable to the scholarly investigation [7]. Linking CSR with HRM might be a means of incorporating employees' wellbeing at work environment. Yet, challenges still prevail in making CSR operational, as the organization's internal and external environment are becoming more dynamic. Fundamentally, socially responsible HR practices refer to a set of HRM practices designed to implement CSR values, that includes employee recruitment, providing them CSR training programs, further linking employee's performance in CSR related activities with their yearly performance appraisals, payoffs, and career growth within the company. Aforesaid HR practices in place help in creating awareness among employees on how to engage in CSR activities and this awareness helps transforming individuals' responsibility into organizational competitiveness gradually. Indeed, there are parameters and considerations related to socially responsible HRM practices that are documented through the principles, standards and regulations drawn up by diverse international bodies that promote CSR. These documents do not offer a solitary rundown of socially accountable HRM practices, but they do incorporate the essential areas of activities related to quality of job [8]: compensation, recruitment, training & development, communication, health and well-being in the workplace, provide equal job opportunities and non-segregation, accompanied by work/life balance.

HRM is viewed as a component of CSR in different manners that can be outlined in two separate classifications. HRM as a precursor to CSR centers around the job of "HR" (for example employees) and the job of HRM in empowering CSR in the organisation. HRM considered as a subset of CSR recommends that HRM being one of a few components that build up CSR. Portrayals of HRM as an antecedent of CSR investigate how different HRM practices could affect CSR practices and policies. Where CSR is thought to be a constituent of HRM, it is HRM that is the pivotal point of the research. Few studies speculate that CSR is concerned about absolving "responsible" HRM practices [9]. The contention made by Shen and

partners (Shen, 2011; Shen and Jiuhua Zhu, 2011) that "responsible" HRM can be utilized for key purposes brings up the major issue of what is implied by "responsible" (i.e. Responsible for what and to whom?) and in doing so exhibits the requirement for this present study. The different ways CSR can impact HRM practices is depicted in Table 1.

TABLE 1:  
DIFFERENT WAYS CSR CAN IMPACT HRM PRACTICES (VICE VERSA)

Examples of HR practices contributing to CSR and vice versa		
HR Practices	HR Practices contributing to CSR	CSR contributing to HR Practices
<b>Recruitment &amp; Selection</b>	HRM can check potential employees for their sensitivity towards CSR topics	CSR can help to attract the best talent, as job applicants increasingly value CSR-related aspects
	HRM can select employees based on fit between the CSR-values of the organisation and values of the potential employee	CSR can inform HRM selection procedures on issues of diversity and equal opportunity
<b>Compensation &amp; reward benefits</b>	HRM can develop long-term compensation schemes	CSR can help to define goals HRM can use to incentivise and reward employees
	HRM can search for incentives that contribute to CSR goals	CSR can help to introduce standards for a decent workplace
<b>Appraisal and Motivation</b>	HRM can foster commitment to CSR practices and values	CSR can help to appraise social HR practices
	HRM can promote CSR-values to create a socially responsible culture in the organisation	CSR can help to motivate employees, foster commitment and organisational identification
<b>Training &amp; Development</b>	HRM can sensitize employees for CSR issues and help to educate employees to become more socially responsible	CSR managers can train HRM in developing socially responsible HR practices

It was anticipated that the incorporation of CSR in HRM could support in indorsing the ethical-social concerns of employees within the organisations [1]. The orientation of CSR values and principles helps in integrating the common issues of employees in HRM which further leads in development of socially responsible HR practices. Socially responsible human resource practice is an idea which descends from and is strongly associated with CSR. Indeed, even as CSR substantially affects HRM, HRM too has a vital part to play in execution of CSR. Even with such a promising view, due to dearth of conceptual and adequate empirical backing, the HR

literature lacks an attempt on how ethical theories could directly be applied on establishing alignment of CSR with HRM practices. Moreover, what role does CSR and HRM play in developing and enacting of socially responsible HRM is vague. Hence, in this study the author has tried to quantitatively examine the link between CSR and HR practices.

#### *C. Past research on HRM practices and well-being of employees*

We often come across a few dimensions that are related to employees' individual well-being at work. To start with, there is joy/happiness related well-being, which depends on subjective involvement and achievement at work. It is analytically swapped through employees' job satisfaction. Secondly, there is health-related well-being, which alludes to objective physiological measures and subjective encounters of health-related issues. It is estimated through job stress. The last dimension is measured through the trust factor in the management, which is related to social well-being. It specifies the nature of the connection between employees and their employers/managers.

While other studies in this area go past those practices. Pandey, S. incorporated into her study- the impact of employees working more hours and having substantial workloads at hand, all of which may result from high performance work practice. Increase in performance of an employee do not necessarily come from a single HR practice [10]. It is the result of the collaborations of working behaviours that stimulates and rewards effort. Baumann and Bonner [11] in their analysis found that HR practices which enhanced physical security at work and equal opportunities for employees were critical in increasing satisfaction of employees in their jobs. The past researches have analysed only one component of employee well-being, i.e., job satisfaction.

In the present study, the author has further tried to study the impacts of few socially responsible Human Resource practice on the three proportions of employees' well-being, with the purpose of classifying which specific practices add to the wellbeing of employees at a larger extent.

#### *D. Corporate social responsibility and Employees' Wellbeing*

The mounting issues of CSR activities in organisations instigates queries on how socially responsible organisational practice impacts the wellbeing of the employees. It has been a major challenge for Strategic HRM on selecting, retaining and inspiring employees using socially responsible standards. These days even employees are watchful of the duties of the organisation towards society. It has been stated in the past studies that HRM, in endeavouring to turn into a strategic partner with top administration and with an accentuation on authorizing efficiency and profitability, has lost its underlying foundations in employee wellbeing [12].

Organisations today play a fundamental role in the improvement of society and their obligations go past their economic capacities and legal prerequisites. To fulfil stakeholders' expectations they consolidate ethical, social and ecological commitments to their performance in the business. CSR as a broad concept integrated into an organisation's blueprint boosts their effectiveness. In the past, the employees were basically an executor of the given assignment, however, today have become a focal point for organisations as one of the variables to increase competitive advantage adding to the accomplishment of organisational objectives. Organizations contributing to execute CSR exercises into their business execution fundamentally impact the worker's wellbeing. Wellbeing at workplace as a broader idea, includes physical, mental, emotional and social perspective, that adds to the overall advantage of every employee, just as to the organisation long term competitiveness.

### **III. METHODOLOGY**

All In this empirical investigation, the data was collected from small and medium enterprises in NCR with a sample of employees aged 25 or above. The present investigation is based on  $n = 1550$  respondents. The study is influenced by different studies/surveys available related to Survey of Quality of Life at Work on National and

International level. These studies on working conditions of employees have several characteristics that make them particularly valuable for analysis and have thus been utilized in past researches too. These surveys provide information that allows us to analyse the degree and outcomes of the HR practices from the employees' point of view. It is broadly known that a variation can exist between the proposed practices of the organisations, their application and effectiveness, and the workers' perception of those practices.

The investigation continues by evaluating an ordered logit model of the wellbeing of employee's at work on the explanatory factors like HRM practices and control variables. Three models are assessed for measuring the wellbeing, wherein, the observed factors of wellbeing i.e. job satisfaction factors, trust in the management and job stress give us only the partial information on the genuine and unobserved latent variables. From employees' wellbeing point of view, the author has taken into consideration 3 kinds of well-beings from the past studies- job satisfaction (happiness related wellbeing), job stress (health-related wellbeing) and trust in the management (social wellbeing). These are measured on a scale of 0–10. The Descriptive Statistics of the study is illustrated in Table 2.

TABLE 2  
EMPLOYEE WELLBEING: DESCRIPTIVE STATISTICS

Kinds of Employee Wellbeing	Standard Deviation	Average
Job Satisfaction	1.637	7.08
Job Stress	3.082	5.42
Trust in the Management	2.337	7.08

The explanatory factors incorporated into the estimation are the "socially responsible" HRM practices detailed in Table 3. A portion of the explanatory factors are subjective and measure the intensity of the practices as evaluated by the employee on a scale (0– 10). The incorporation of subjective factors is reliable with the line of investigation into the effect of various practices on employees [13] where study revolves around employees' view of work practices. Whatever is left of the explanatory factors are objective and categorical, which measures the existence or lack of

specific employment process in the workplace. On the off chance that different indicators are accessible, they are consolidated into summated scales. In addition to different HR practices, the statistical method of ordered logit regression additionally incorporates twelve factors that controls the various aspects of the employee, of the organization and of the job.

TABLE 3  
CSR IN HRM PRACTICES: DESCRIPTIVE STATISTICS

Variables	Avg.	Standard Deviation (for quantitative variables)	Percentage (for qualitative variables)	N
Remuneration type				1550
Fixed			85.5	1325
Mixed			14.5	225
Involvement in profits				
Yes			12.9	
No			87	
No. of social benefits (In terms of number 0-10)	1.36	1.888		
Monthly salary				1550
<25000			6.1	95
25000-35000			41.9	650
35001-45000			35.1	545
45001-55000			10.4	160
>55000			6.5	100
Type of contract				1550
Permanent			79	1225
Temporary			21	325
Training is provided in the company				1550
Yes			54.8	850
No			45.2	700
Internal information (0 = none; 10 = much) (Cronbach's Alpha= 0.85)	6.15	2.901		1550
Information about Organizational chart	6.40	3.207		1550
Information about Company goals/mission	6.38	3.240		1550
Information about training offered by the company	5.87	3.401		1550
Teamwork involved				1550
Yes			78.7	1220
No			21.3	330
Risk level involved (0 = none; 10 = much)	3.59	3.249		1550
Workplace Conditions (0 = very bad; 10 = very well); (Cronbach's = 0.77)	7.01	2.169		1550
Assessment of air conditioning	6.24	3.525		1236
Heating assessment	7.11	3.001		1285
Noise assessment	7.31	2.630		1348
Ventilation assessment	6.07	3.270		1502
Lighting assessment	8.03	2.061		1400
Physical space assessment	7.84	2.261		1398
Security provided by company (0 = never; 10 = always); (Cronbach's = 0.87)	7.28	2.681		1550
Info on labor risks	7.26	3.063		1550
Safe working surroundings	7.47	2.642		1550

Level of discrimination and harassment (0= None; 10=Much); (Cronbach's = 0.79)	0.48	0.987		1550
Discrimination by age	0.53	1.721		1550
Discrimination by sex	0.42	1.485		1550
Discrimination by nationality	0.44	1.511		1550
Discrimination by incapacity	0.25	1.132		1550
Psychological harassment	0.54	1.655		1550
Sexual harassment	0.16	0.785		1550
Parenthood harms the professional career (Yes=1; No=2)				1550
Maternity affects the professional career of women (% of yes)			24.6	750
Paternity affects the professional career of men (% of yes)			26.3	800
Prolonging of work time (0 = never; 10 = always)	3.54	3.258		1550
Work type				1550
Full time			83.2	1290
Part time			16.8	260
Weekly hours at work	38.89	8.340		1550
Working day				1550
Continuous			48.1	745
Shift wise			51.9	805
Difficulty in getting leaves (0=none; 10=very much) (Cronbach alpha= 0.85)	3.41	3.104		1514
Difficulty in getting unpaid leaves	3.36	3.501		1492
Difficulty in getting long leaves	3.85	3.625		1486
Difficulty for reducing working hours	3.74	3.651		1482
Difficulty in requesting short absences	2.65	3.437		1412

Security provided by Co. (0-10)	0.015***	12.48%	-0.001	-1.48%	0.005***	10.20%
Level of Discrimination & harassment (0-10)	-0.025***	-18.67%	0.005	5.78%	-0.015***	-21.41%
Parenthood does not harm professional career (ref. yes)	0.054***	43.54%	-0.005	-5.89%	0.010***	30.51%
Prolonged working hours (0-10)	-0.003	-1.74%	0.006**	7.55%	-0.001	-2.14%
Type of work (ref. full time)	-0.028**	-24.67%	0.008	13.14%	-0.025	-31.71%
Weekly hours at work	-0.003**	-1.54%	0.001	1.57%	-0.001***	-2.14%
Working day (ref. continuous)	0.005	4.72%	0.017***	23.43%	-0.007	-11.24%
Difficulty in getting leave	-0.005***	-5.10%	0.001	1.57%	-0.003***	-6.32%
	N= 1.584 Likelihood Log. -2775.42 Pseudo R2. 0.113 AIC= 2942.32 Y=Pr (trust=10) = 0.123 Pseudo R2 (only control) 0.026		N= 1.584 Likelihood Log. -3624.02 Pseudo R2. 0.058 AIC= 3520.02 Y= Pr (job stress=10) = 0.069 Pseudo R2 (only control) 0.023		N= 1.584 Likelihood Log. -2684.48 Pseudo R2. 0.105 AIC= 3487 Y=Pr (satisfy. =10) = 0.059 Pseudo R2 (only control) 0.028	

Table 4 shows the outcome of the estimated models for the role of CSR in HRM factors. The positive sign within the marginal effect (ME) specifies that the explanatory variable and the dependent variable heads in the same direction. The relative marginal effect (RME) was calculated too, that had the result variable 10 (which denote the marginal effect divided by the probability). This measures the quantitative influence of each explanatory variable in the change of the dependent variable, and thus permits us to evaluate which one is more effective, and to what degree, in improving each measurement of employee well-being.

#### IV. RESULTS

TABLE 4  
LOGIT ORDERED MODEL FOR EMPLOYEES' WELLBEING

CSR in HRM Practices	Trust in Management		Job Stress		Job Satisfaction	
	Marginal Effect	Relative Marginal Effect +	Marginal Effect	Relative Marginal Effect +	Marginal Effect	Relative Marginal Effect +
Variable of type of remuneration (ref. fixed)	-0.024	-20.37%	0.008	12.44%	-0.004	-6.22%
Involvement in profits (ref. yes)	-0.016	-14.93%	0.025**	28.61%	-0.008	-18.57%
No. of social benefits (0-10)	0.005	4.30%	-0.002	-2.84%	0.006***	11.34%
Monthly salary (ref. >55000)						
<25000	0.018	15.47%	-0.048***	-68.12%	-0.040	-60.22%
25000-35000	0.035	28.51%	-0.044	-62.24%	-0.035	-60.21%
35001-45000	0.055	46.90%	-0.046**	-67.28%	-0.028	-35.83%
45001-55000	0.014	11.30%	-0.021	-29.31%	-0.027	-55.40%
Type of contract (ref. permanent)	-0.020	-18.11%	0.002	2.74%	-0.028***	-54.10%
No training in the Co. (ref. yes)	0.021	17.29%	-0.002	-1.36%	-0.009	-19.37%
Internal Information (0-10)	0.023***	18.67%	0.004**	4.34%	0.009***	17.33%
No teamwork involved (ref. yes)	0.011	8.10%	0.003	4.41%	-0.025***	-43.86%
Risk level involved (0-10)	-0.005***	-4.82%	0.008***	13.34%	-0.003***	-6.22%
Workplace conditions (0-10)	0.018***	16.67%	-0.004**	-4.52%	0.005***	10.50%

The analysis further continued in two stages, for each dimension of employees' well-being: the first model, consisting of control variables (accessible on solicitation); the second, involving the HRM practices. The statistics showed towards the end of Table 4 demonstrate that the goodness of fit is acceptable, and models are significant in general. The outcomes demonstrate that the trust in management and job satisfaction are the two components of employee well-being most significantly influenced by the socially responsible HR practices. Conversely, job stress is noticed to have significantly influenced by fewer practices. It is much related to monthly salary: those with the most elevated salaries (more than 55000 INR) are the one most stressed. Split work shifts are the other practice which mostly builds job pressure/stress, trailed by higher risk levels at work and extended working hours too, although to a lesser extent. Employees not taking an interest in profits is likewise an important

factor. These outcomes show similitude with those obtained by past researchers. To quote some work from the past: work-family conflict arising due to being at work in split shifts, ultimately leading to poor physical working conditions; extended working hours [14]. Nonetheless, in this study, greater information/statement isn't significant, opposite to what was found in Danish et. al research [15]. Lastly, stress theory acknowledges that job vulnerability contrarily influences employees' conducts. In this study, having a permanent contract isn't measurably significant for stress; but it exceedingly and altogether influences job satisfaction [16].

According to the assessment, the prime workable practices for job satisfaction are- job guarantee/security (permanent contract), a proficient career not being affected due to maternity/paternity, teamwork, equal treatment at workplace and practices that enhance job security and a congenial working environment. Counting on other practices which are moreover factually significant, but at  $p < 0.1$ , or are not so quantitatively critical, are: training & development, social benefits, internal communication; full-time work versus part-time, working for definite hours, and ease of taking leave/time off. These outcomes are in line with past study [17] [18]. However, training & development does not appear to be as critical as in Pandey & De [19]; and working for extended hours incorporates a significant but low impact. At last, it appears that job satisfaction isn't influenced by salary whatsoever, opposite to the results in Som et. al [20] and those of Pandey & Sharma [21].

As far as trust in the management is concerned, the estimation outcomes show that it is basically influenced by practices which diminish risk and upsurges physical security, working environment conditions and non-discrimination practices [22]. It has been observed in the past that the organisations that share internal information to its vital employees help in boosting up trust in management but less compared to other practices like, offering a full-time job instead of a part-time. Thus, the outcomes of this study differ from past researches within the high adequacy

obtained here for non-discrimination practices amongst employees and the sort of job (full time versus part-time). It moreover contrasts in that of profit sharing that isn't critical in this case. These results may demonstrate that employees in NCR see part-time work as an imposed thing instead of a voluntary sort of contract. It moreover appears that believe/trust in management is generally influenced by practices that complement physical safety and working conditions, in addition to non-discrimination practices. These outcomes may do with the mental or psychological convention, whereby employees believe the organization as long as it keeps its commitments and on the off chance that employees see fair policies being executed in the organisation [23].

In the result, it appears that a few practices influence all three measurements of employees' well-being. The data on the contribution of each of them is of major significance for practical purposes. Consequently, if the objective is to optimize job satisfaction, the foremost viable practice is- permanent job, this will increase job security, teamwork, non-discrimination at workplace and parenthood not being a burden to one's professional life. To diminish work stress, the foremost successful practice is having a full day's work rather than working in split shifts. Not taking part in profits has also appeared as being relevant, in addition to employees with higher compensations having higher levels of stress. Lastly, to boost up trust in the management, the foremost successful practices are non-discrimination at workplace and maternity not influencing the professional career of the employee, and regular flow of internal communication on the firm's goals, vision, structure, etc. Full-time work is additionally related to greater trust in the management.

## **V. RESULTS, DISCUSSIONS AND CONCLUSIONS**

The objective of this study was to analyse if few sorts of practices which are considered "responsible" according to national and international body/organisations, adds towards the improvement of employees' well-being at work. Even if there are

numerous studies on work satisfaction, trust in the management and job stress, they don't approach the issue from a CSR point of view. Furthermore, they only tend to consider only a limited human resource practice and with one outcome. And in the case of NCR, most research has been directed and limited to the study of topics related job satisfaction amongst employees.

CSR presents the government's commitment towards ethical management of employees at workplace. This is often in the case of the Indian government. Nonetheless, with the financial slowdown/crisis, political action has fundamentally been aimed at attempting to create occupations instead of on progressing work quality and empowering socially responsible management of employees. Evidence given in this study can be beneficial for future action in line with CSR practices while holding up for more later information to be accessible.

As anticipated, positive corporate HR practices have a positive impact on well-being, and a few results agree with a past study from the standard HRM approach and from economic viewpoints of employees' work satisfaction. Usually, it is very common to come across that socio-demographic factors in the study or the data are not so pertinent for clarifying differences in the wellbeing of employees as may be initially anticipated when no job quality practices were considered in the analysis. It has moreover been found that in a few cases "responsible" HR practices are more successful for improving employees' wellbeing than "high performing practices at work". In this investigation, the incorporated explanatory variables cover the total range of the areas of job quality. In this manner, the impact of each of them is considered within the analysis, given that the impact of the other job quality practices is already included and taken into consideration. This contributes to a broader picture of the effect of such practices, compared to when only a few of them are considered within the investigation.

Given that the impacts of each practice vary, the preference of an organisation's attempts in CSR will

moreover imply "a selection of practices". Those practices that have demonstrated to be more viable for upgrading employee wellbeing are full-time and permanent jobs instead of part-time contractual jobs, non-discrimination and non-harassment practices at work, parenthood not contrarily influencing the professional career, congenial working conditions, straight shift work rather than splits, and internal transparent communication flow. A few practices are exceptionally effective for two measurements; usually for practices like (non)discrimination and harassment, which features a huge impact on trust in the management and on job satisfaction, however not on job stress. It is additionally worth noticing that congenial working conditions and continuous internal communication/information appear to have huge impacts on all the three measurements of employees' wellbeing. As for the immediate and aberrant effect of these policies on HRM indicators, it is significant to break down whether the socially responsible practices influence the absenteeism, turnover of employees inside the organization.

With respect to those practices that are closely associated to the high performance of the employees (training and development, teamwork and information), the results have appeared that knowledge on internal information and teamwork are more pertinent than training and development of employees. This result may be an outcome of a genuine factor because of the variable training not being adequately suitable in this case. This demands more research in the coming years. It has also appeared in the results that in the case of NCR, temporary or contractual jobs don't seem to influence either trust in the management or job stress, rather it leads to a drop-in job satisfaction significantly. It was also noticed that part-time work fundamentally features a negative impact on trust in management. Hence, the two results prove that job security is exceptionally vital for NCR employees and that most part-time jobs are not intended. Trust in the management is intensely influenced by both factors [24] [25]. It has moreover been found that getting a fixed variable/ compensation, for the most part, does not influence any measurement of employees' wellbeing. It may be because employees in NCR may relate variable compensation with insufficient

compensation for the workload, and consequently, it isn't positively related to wellbeing at work. It is additionally worth noticing that social benefits, which are by and large very low in India, showed up to be important for employees in NCR, as it were for job satisfaction and for trust in management. but their impact isn't imminent [26]. Finally, job satisfaction isn't affected by the level of compensation/salary, but employees with higher pay rates are more stressed. These demands advance research in the future.

This analysis could be a first step towards further investigate that contributes towards valuable data for helping organisations to upgrade their CSR with employees in the field of promoting job quality and enhancing employees' wellbeing at work. This sort of data is additionally valuable when characterizing regulation approaches for the advancement of quality employment in cases such as The Indian Companies Act, 2013 introducing the CSR idea to the forefront of the country and explaining the mandate behind the promotion of greater transparency and disclosure. Schedule 7 of the Act listing the CSR activities, Corporate Social Obligation (2014–2020). Additionally, by bringing together a company's relationship with its stakeholders and CSR into its core operations, the Draft Rules recommended that CSR should focus and go beyond societies and charity [27]. These clearly connect quality employment to advancements in employees' job satisfaction and wellbeing at work. Despite all the facts and data, further study is required to explore the feasible relationship among the three measurements of wellbeing and how these socially “responsible” practices influence each of them and their relationship. An improvement of the data is also required so that more factors of diverse areas of corporate responsible HR practices might be considered in the analysis, and a few of those as of now considered could be enriched. A time-series data would, of course, improve the investigation.

A good data is not an effortless thing to procure because it includes huge information sets counting all economic segments, sorts of employment and a large group of employees. They are also ordinarily not accessible and are very costly to generate by the

analyst. To improve the study, we need to capture the organisation's viewpoint, in conjunction with that of the employee.

This research would moreover benefit from a future investigation of the link among the socially responsible HRM practices and the select measures of employee wellbeing and the interaction between these practices. Despite all the limitations, we accept it is vital that more investigate ought to emphasis on the employee's wellbeing part of work relations. A larger part of the threat to employees' success and their work quality is directly concurring from globalization of the economy and money related capitalism. A gradual shift has been observed from managerial to financial commercialism, that suggests, among other things that lead development techniques for organisations to count against progression and business stability, there's a detach between employer goals in work and work circles, there's a disengage of managerial specialists, by which corporate specialists (choices) are separated from their results [28]. This adversely influences job quality and employee wellbeing. For instance, the author has found in her analysis that job security is of huge significance for employees' wellbeing. However, the financial crunch and employment market reforms have diminished impressively the number of jobs which still offer it. All this makes it without a doubt more fundamental that empirical demonstrate be made available concerning which measures of “socially responsible” HRM practices can contribute to moving forward employees' wellbeing, so that firms might perpetrate more resources and endeavours to these practices. Governments as well require data of this nature to improve CSR in HR practices.

## VI. REFERENCES

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