

**SOCIALLY RESPONSIBLE HUMAN RESOURCE
MANAGEMENT AND EMPLOYEES'
ENTREPRENEURIAL BEHAVIOR: SOCIAL
EXCHANGE PERSPECTIVE**

By

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**NATIONAL UNIVERSITY OF MODERN LANGUAGES
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The twenty-first century is represented as the information era. Employees have evolved into the most crucial and basic asset for firms in an era where knowledge is a vital asset and the desire for a more profoundly qualified workforce has developed. Organizations have progressively begun to recognize their duty to the well-being of their employees and have begun to plan strategically for adopting socially responsible practices in their human resource strategies. Rather than limiting their Corporate Social Responsibility (CSR) efforts to society, businesses have begun to consider how socially responsible activities organized via strategic human resource management may contribute to employee well-being.

The management of personnel, standards of behavior, and standard protocols are one of the components of CSR that have grown throughout the years. These create the groundwork for activities that demonstrate businesses are "socially accountable" to their employees. According to Voegtlin and Greenwood (2016), CSR is viewed as a mandatory obligation of all firms to solve the challenges and concerns of their investors, suppliers, consumers, workers, and others. Employees are the most important stakeholders. As a result, to achieve a competitive edge, firms must implement strategic plans that positively influence the well-being of their personnel.

The advancement of human resource management has given growth in the direction of several techniques such as high commitment, high performance, innovation, and high participation (Rubel et al., 2020). Scholars utilized the saying high-commitment human resource management practices, global human resource management practices, high-performance level works system, and human resource management best practices to denote work's high-performance level practices, and as they believed that the main purpose to approach and implement HRM practice is utilize employee's potential and capability for organizational success. In the same way, another element of human resource management has been denoted through "socially responsible human resource management" in the existing literature (Coaker, 2011).

Organizations now have recognized that with such immense political and economic powers come to a corresponding sum of duties and obligations, principally

because of concerns such as ethical behavior, sustainability, and corporate social responsibility (Bogart, 2013). Decision-makers and managers have started to redesign management procedures for fostering suitable leadership styles and behavior in organizations to address these difficulties (Wetzel, 2015). Organizations' rigorous and steady efforts towards implementation and initiation of the appropriate leadership style and development of the ownership among the employees for the development of a corporate socially responsible and sustainable enticement are the evidence of the organizational conscious orientation for both society and the environment (Roth et al., 2011).

Human resource management has a vigorous role in the implementation of corporate social responsibility and sustainable development strategies in associations (Manroop et al., 2014). Human resource management is denoted and considered as "ethic's guardian" due to socially responsible activities accountability, for example establishing a code of conduct, providing adequate training and development opportunities, managing compliance with labor laws, and developing corporate social responsibility principles. Growing businesses are utilizing HRM practice for the improvement of socially responsible organizational performance and preparation for ethical concerns, and ecological, and social management (Newman et al., 2016).

Organizations presently proclaim toward being socially responsible by emphasizing the development of positive working relationships among the stakeholders and employees by the adoption of responsible sustainable and human resource management methods (Shen and Zhu, 2011). Keeping because of the organizations' substantial attention regarding socially responsible human resources management, it is worthwhile to measure the CSR-HRM nexus towards the most important element of the organizations, i.e., workers.

Socially responsible human resource management's importance could be observed through international standards' proliferation and organizational rules which are focused on the promotion of corporate social responsibility in the aspect of human resource management. For example, United Nations Global Compact and Global Reporting Initiative emphasize socially responsible human resource management's (SRHRM) systems' importance and implementation for the promotion of human rights protection, nondiscriminatory HR practices, decent work, etc for the enhancement of sustainable development and performance (Diaz-Carrion et al., 2018).

Profit-making and non-profit organizations around the world are experiencing significant and rapid changes as a result of the global economy. Taking chances, being proactive, and being imaginative – in other words, entrepreneurial behavior – are the answers in today's competitive and fast-changing economy. The entrepreneurial actions of successful organizations' human capital give them a competitive advantage (Wisse, Barelds, and Rietzschel, 2015). Entrepreneurial behaviors are being considered very high on the priority list of modern enterprises due to the diverse, transitory, intangible nature of services and so on (Pina and Tether, 2016). But there's such a high need for small adjustments in goods, services, and procedures, that workers' entrepreneurial activity has become important in keeping up with rapid changes.

The exploitation and identification of opportunities, business-related risks, and participating actively in the recognition, conception, and realization of opportunities at work, are all examples of entrepreneurial behavior. Organizational work has become less defined, and more knowledge-based. Workers' ability to recognize and capitalize on opportunities may assist boost organizational success by introducing new and improved items, services, and work procedures to the market (Jong et al., 2015). The challenge is by what method the administration might support workers develop entrepreneurial qualities. Muceldili, Turan, and Erdil (2013) found that leaders had a significant impact on employee behavior, including entrepreneurial activities.

Entrepreneurial behavior can make or break a firm's productivity and profitability. In the uncertain competitive and dynamic landscape of the twenty-first century, company-level entrepreneurship could especially be crucial for the family enterprise by way of its strive to capitalize and uncover opportunities (Sirmon and Hitt, 2003). Entrepreneurial endeavors, according to social entrepreneurship scholars, are distinct. Scholars have proposed that being entrepreneurial refers to a social enterprise's willingness to accept venture-related risks, actively innovate, and act proactively (Morris, Webb, and Franklin, 2011).

Academics have long been interested in entrepreneurship since it is linked to innovation, new enterprises, job creation, and the creation of social and economic value. Entrepreneurship is not limited to start-ups. It can similarly emerge in established businesses due to their willingness to take risks, act proactively, and innovate. Employee entrepreneurial is a crucial activity towards establishment &

maintenance of corporate entrepreneurship, however, it remains the most vexing issue of management's that by which method managers can change the employees' attitude to sustain enabling the innovation and entrepreneurship? Employee entrepreneurial activity may also be a type of problematic extra-role conduct that occurs outside of the individual's work scope and workplace (Hughes et al., 2018).

Entrepreneurial individuals at well-established organizations, according to a business study, have an excellent sense of spotting opportunities and making educated decisions in an unexpected environment. They come up with innovative ideas to better their business practices and the quality of services or products. They also keep a close eye on the execution procedures for ensuring that innovative idea is being recognized. Entrepreneurial activity is a significant and important sort of human capital for organizational success (Branunerhjelm et al., 2018). In changing circumstances, employee entrepreneurial behavior is becoming more relevant, and entrepreneurial behavior studies have been extended (Lurtz et al., 2017).

From the initiating phase of knowledge management in academia, research scholars are interested in the development of knowledge management procedures and techniques, especially in the knowledge exchange procedures in organizations. The scope of their analysis widened gradually to encompass a slew of detrimental knowledge practices that they refer to as the "evil side of knowledge management" (Alter, 2006). A study regarding the knowledge hiding from the research papers, articles, and textbooks showed that this topic was introduced in early 2011 and after that research work on this topic has rapidly increased since 2015 respectively.

The existing literature classifies counterproductive knowledge behaviors into six categories: knowledge hiding (Hernaus et al., 2019), counter-knowledge sharing (Martelo-Landroguez et al., 2019), full knowledge sharing (Israilidis et al., 2015), Knowledge hoarding (Trusson et al., 2017), knowledge sharing disengagement (Ford et al., 2015), partial knowledge sharing & knowledge sharing ignorance (Israilidis et al., 2015), and are all bad organizational behaviors.

One of the most pressing issues affecting business leaders is how to decrease workers' knowledge-hiding behavior. This tendency cannot be abolished since many personnel prefers to keep their expertise to themselves. Knowledge hiding is problematic because it can harm workplace relationships, create knowledge gaps, foster distrust among coworkers, and lead to worse organizational and individual performance levels (Hernaus et al., 2019). As a result, the question of how to

eliminate employees' information concealing and encourage their knowledge sharing remains extremely pressing and crucial.

Evasive hiding, performing dumb & reasoned hiding are the three forms of knowledge hiding that may be noticed in the organizations (Connelly et al., 2012). Due to a variety of reasons employees engage in these forms of knowledge hiding, including fear to lose power, additional monetary benefits, or their position in the workplace (Bari et al., 2019a). Knowledge hiding practices are growing day by day compared to knowledge sharing practices substantially which are resulting in negative outcomes (Holten et al., 2016). As a result, it is crucial and critical to have a better understanding of knowledge hiding practices and their repercussions.

Employees are required to share their expertise with their coworkers, and firms invest significant time and money in establishing organizational learning systems to assist this transfer. Many organizations have been started towards taking serious steps for the increment in employee knowledge sharing practices among employees, for example, reward systems, improving social networks as well as personal relationships, and creating organizational philosophies that sustain knowledge sharing practices (Kuvaas, Buch, and Dysvik, 2012).

Employees appreciate and encourage the sharing process of information, which may help them and workgroups as well. They are also having awareness the potential consequences of knowledge sharing. Although some of the employees feel concerned regarding losing a competent authority or position in the company, where they may be assessed (Ulrike et al., 2005; Bordia, Irmer, and Abusah, 2006) and, as a result, modify their conduct. As a result, many employees do not share all of their information. Employees may, in reality, participate in "knowledge hiding," in which they pursue withholding knowledge demanded by another member of the organization. Social interactions may be determined to assess whether somebody is persuaded to knowledge hiding. Employees who distrust their coworkers are further probable to hide knowledge (Erne et al., 2014).

However, situational circumstances play a role as well: individuals are more inclined to withhold information when it is complicated or unrelated to their job, or when they believe their firm lacks a culture of sharing. Companies are progressively trusting working teams to adapt productively to rapidly changing surroundings to maintain a sustainable competitive edge. At the same time, knowledge labor, or the creation, application, acquisition, and sharing of information, is converting into team-

based activity and is essential for innovation. Because of the critical function of leadership in knowledge work (Shin et al., 2012), leadership is an essential situational aspect that has a possible influence on productivity.

Knowledge-oriented leadership style is recognized as a critical prerequisite for developing & encouraging knowledge management techniques for creative objectives. Knowledge-oriented leadership has been written off as "fostering of pro-learning culture, exciting people intellectually and encouraging learning by challenging, institutionalizing learning by provision of training and incentives" that bears mistakes and nurtures disciplinary collaboration and cross-functional, as well as developing knowledge transmission, application systems, and storage" (Donate and Pablo, 2015). All sorts of firms face a slew of obstacles, including complicated client expectations, globalization, technology breakthroughs, and severe market rivalry in today's business world (Obeidat et al., 2016).

Based on the existing research, a firm's knowledge-based perspective contends that organizational performance, long-term sustainability, and competitive advantage in complex business situations are primarily dependent on the successful exploitation of organizational knowledge-based resources. Effective knowledge-based resource management is especially important in firms with knowledge-intensive business processes (Costa and Monteiro, 2016). The role and importance of leadership in the management of information & knowledge have been investigated, particularly the requirement of leadership behavior for significant knowledge management (Shamim et al., 2019). In recent years, knowledge-oriented leadership has been described as a form of leadership style which has gained huge attention by research scholars.

Among the research scholars, Donate and Pablo (2015) is considered a pioneer in the creation and measurement of this specific leadership style's construct by the merger of transactional and transformational leadership styles, as well as investigating its impact as a predictor of KM behavior. However, no description of this leadership trait was provided by these researchers.

1.2 Problem Identification

The current study aims to assess socially responsible human resource management on employee entrepreneurial activity. As previously stated, multiple

research projects on the influence of organizational corporate social responsibility taking place towards different factors of employee performance are available. Despite this, relatively little and limited research work conducted for the investigation of the relationship between SRHRM practices & personnel, as well as the performance of organizations. By this research, it may be expected that socially responsible human resource management procedures in the manufacturing industry of Sialkot, Pakistan will boost workers' external CSR behavior, hence increasing the organization's performance level. Even though there is an interest in HRM for the manufacturing industry, we believe that role of SR-HRM in influencing employees' entrepreneurial behavior in manufacturing organizations through mediating positions of knowledge hiding and moderation of knowledge-oriented leadership is not being given adequate attention.

To the best of the author's knowledge after the literature review, no research study has been found which is assessing socially responsible human resource management & workers' entrepreneurial behaviors of manufacturing sector businesses with information hiding and knowledge-focused leadership in developing countries i.e., Pakistan. This study refers to HRM as SR-HRM, with the specific goal of infecting employee attitudes and behaviors to help in the implementation of external corporate social responsibility plans. The current study concentrations these gaps in direction to contribute to the growing knowledge body of HRM, as well as on SR-HRM, stressing its power to affect employees' entrepreneurial activity.

In addition, knowledge is the fundamental pillar or basis for gaining a competitive advantage. Taking, loading, distributing (sharing), and utilizing knowledge have become increasingly important components of most organizations' knowledge management strategies. Much research has been conducted on information sharing; however, the idea of knowledge hiding is still unique. In existing studies, there are a smaller amount of research studies on the association between knowledge hiding & employees' creativity or innovative behavior (Khoreva and Wechtler, 2020; Jahanzeb et al., 2019). In these research studies, a few followed corporate sector employees and remained focused on the innovative behavior of the teams' members. Though, there is no research study undertaken to inspect the impact of socially responsible human resource management, knowledge hiding, or knowledge-oriented leadership on employee entrepreneurial activity. This research project will fill a gap in

the literature by offering a theoretical or empirical framework based on a review of the literature.

Manufacturing sector corporations are often made up of trained workers. These workers are specialists in their respective fields of labor and expertise. A skilled laborer does not share their knowledge and specialized technical abilities with their colleagues because they believe that doing so will result in a loss of power in that company. Knowledge hiding is as easy as a normal practice among competent individuals in industrial firms. This study will look at whether an organization's SRHRM policies have a beneficial impact on its workers' entrepreneurial activity and knowledge hiding practices. And how knowledge-oriented leadership influences the interaction between SRHRM practices, knowledge hiding behavior, and workers' innovative intentions.

In the last two decades, the phrase "knowledge management" has gained acceptance. The researchers admitted that the indication of an actual knowledge-oriented leader has not been well known yet. This form of leadership has been offered as a new paradigm for the whole subject of knowledge management. For most circumstances, this could justify as an alternate approach to controlling & comprehending until a new foundation for universal ideologies is established (Huvila, 2014). Per the literature, there was work done just on the connection of knowledge-oriented leadership with process innovation (Sadeghi and Rad, 2018; Mohsenabad and Azadehdel, 2016) and the knowledge management process (Latif et al., 2020), but no research work has been conducted on its moderating or direct role with employee entrepreneurial behavior.

Therefore, this research study will find the impact of socially responsible human resources on employees' entrepreneurial behavior, mediating the role of knowledge hiding and moderating the role of knowledge-oriented leadership in manufacturing sector organizations in Sialkot, Pakistan.

1.3 Problem Statement

Corporate social responsibility (CSR) has imperative significance for manufacturing companies. In developing nations, the study of CSR in manufacturing is yet not looked like a significant area of research. Individuals are not completely familiar with the overall concept of CSR. Although CSR is basic for all kinds of business, however manufacturing companies particularly advantage from CSR

measures. It is considered a road of certainty towards advancement, survival, and transformation. Manufacturing sector companies in developing nations are not engaged in CSR activities at a higher level nor are the entrepreneurs well educated about such practices.

Employees develop certain behavior while performing their duties in an organization, which is purely based on the organizational culture, organizational policies, and management/leadership behavior towards employees. Employees' outcomes and innovative or entrepreneurial behavior are important for the organization to prosper respectively. Furthermore, knowledge hiding affects negatively the outcome and performance of employees and the organization as well. According to the current situation, specifically in this era now employee entrepreneurial behavior and innovation is a key requirements of manufacturing sector organizations for sustainable development. Moreover, the knowledge hiding practice should be eliminated among the valuable employees which negatively impacts the teamwork environment in the manufacturing sector organizations. In this regard, according to the best of the author's knowledge, there has not been worked done on the relationship between socially responsible human resource management practices and employees' entrepreneurial behavior through the role of knowledge hiding and knowledge-oriented leadership. So that this study will analyze this relationship and analyze the role of knowledge hiding and knowledge-oriented leadership as well in the manufacturing sector in Sialkot, Pakistan.

The reason behind the selection of the manufacturing sector for this research study is that this sector is the second largest sector of the Pakistan after agriculture sector in economic growth. Moreover, Sialkot is famous worldwide for the manufacturing of quality goods i.e., sports goods, surgical instruments, and leather garments. This sector implements and follows corporate social responsibility practices for society and employees as well to meet international parameters.

1.4 Research Question

Q1: What is the effect of Socially Responsible Human Resource Management on employees' entrepreneurial behavior?

Q2: What is the effect of Socially Responsible Human Resource Management on Knowledge Hiding?

Q3: What is the effect of Knowledge Hiding on Employees' Entrepreneurial Behavior?

Q4: How can Knowledge Hiding affect the relationship between Socially Responsible Human Resource Management and Employees' Entrepreneurial Behavior?

Q5: How can Knowledge-oriented Leadership affect the relationship between Socially Responsible Human Resource Management and Knowledge Hiding?

Q6: How can Knowledge-oriented Leadership affect the relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior?

Q7: How can Knowledge-oriented Leadership affect the relationship between Socially Responsible Human Resource Management and Employees' Entrepreneurial Behavior?

1.5 Research Objectives

- To analyze the impact of socially responsible human resource management on employees' entrepreneurial behavior.
- To analyze the impact of socially responsible human resource management on knowledge hiding.
- To analyze the impact of knowledge hiding on employees' entrepreneurial behavior.
- To analyze the role of knowledge hiding in the relationship between socially responsible human resource management and employees' entrepreneurial behavior.
- To analyze the role of knowledge-oriented leadership on the relationship between socially responsible human resource management and knowledge hiding.
- To analyze the role of knowledge-oriented leadership on the relationship between knowledge hiding and employees' entrepreneurial behavior.
- To analyze the role of knowledge-oriented leadership on the relationship between socially responsible human resource management and employees' entrepreneurial behavior.

1.6 Significance of the Study

This study's fundamental addition to the current literature will be twofold: first, it will expand the knowledge in emerging economies by examining the influence of SRHRM on employee entrepreneurial behavior. This research work will be beneficial for manufacturing sector workers, CEOs/managers, policy makers, academia, and research scholars related to the human resource management knowledge field. Policymakers could take benefits from this research work, as they can set SOPs for recruitment plans, work process, work environment, and other. CEOs and Managers can arrange training development sessions for their employees to provide them with awareness about issues regarding SRHRM practices and how to enhance its effects. Workers will be able to learn and enrich their behavioral and mental attitudes about their routine work, performance level, obligations, commitment, and dedication toward work.

For the research scholars, considering CSR and HRM practices will give numerous study areas for research in the organizational environment and also highlight numerous practices, issues, and dysfunctions that more often happen in organizations due to the lack of organizational interest regarding employees' welfare. Due to the scarcity of research work in this knowledge area on the subject of SRHRM, this research work will be an addition to this specific knowledge area field of research, and it will add further directions for future research as well as it will offer practical, theoretical, and useful advantages. This study will also help out manufacturing sector organizations to exercise socially responsible human resource management practices.

1.7 Scope of the Study

Several research studies have been done in recent years for a better understating of the influence of the socially responsible human resource management practices on the organizational financial health and performance level and to evaluate in which way it engages with the other stakeholders as well. It is difficult to create causal interpretations of numerous elements that affect the performance of the organization because no exploratory studies have been undertaken to evaluate the impact of SRHRM operations on the Pakistan manufacturing sector. The goal of this study is to determine the nature of SRHRM's causal influence on employee entrepreneurial activity in Pakistan's manufacturing industry. The findings of this research study will only apply to manufacturing sector industries in Pakistan.

CHAPTER 2

LITERATURE REVIEW

2.1 Introductory Literature

2.1.1 Socially Responsible Human Resource Management

Significant advancements in the subject of CSR have emerged from commercial firms' rising inclination to be concerned about environmental degradation, inequitable labor practices, and respect for human rights. Just very a few years back, CSR was confined to a particular number of scholars and corporate executives; now, it has grown into a multifaceted concept with several consequences and features. CSR is described as a company's responsibility to different groups of society except for shareholders which is beyond the employees' contract or legislation (Nieto and Fernández, 2004).

The stakeholder viewpoint is critical in defining the idea of socially responsible activities. To define a socially responsible practice, all of a company's workers, investors, suppliers, local community members, and customers must be considered because all of them have a significant effect on the company's performance level (Freeman, 2004). Relying here on stakeholder theory, researchers attempted to incorporate CSR practices into a variety of activities such as environmental protection, boosting and helping to promote the interests and rights of employees, legitimate and honest successful implementation, AIDS awareness, global citizenship, competitors, suppliers, customers for the promotion of social justice facilities and ecological environment.

The emergence of the concept of CSR has important consequences for the HRM function (Morgeson et al., 2013). Because of its strong connection to organizational and employee development, the HRM functions are ideally to be found to provide leadership in moving enterprises toward a more responsible and sustainable future (Jackson et al., 2011). Human resource management practices are seen to have the capacity to encourage leaders and managers to not only recognize socially responsible and ethical activities but also to actively participate in these practices (Pless et al., 2012). This HRM-CSR nexus has been termed variously in developing HRM literature as socially aware HRM (Bierema and D'abundo, 2004), ethical HRM (Greenwood, 2013), sustainable human resource management (Garavan and McGuire, 2010), socially responsible human resource management (Shen and Zhu, 2011).

All these words refer to the HRM function's accountability for providing specific HR practices to the organization that complements the organization's CSR policy. According to Lockwood (2004), the human resource department tries to gain employees' participation and reciprocation to support the adoption of a CSR practice since they are the people in a company who incorporate CSR into daily routine activities. Several other experts have also stated that analysis of the main elements in the framework is essential for the successful alignment of CSR policies with corporate principles (Wetzel and Dievernich, 2014). Shen and Zhu (2011) developed the idea and theme of SRHRM considering the relevance of workers in the CSR-HRM framework. Socially responsible human resource management is described by way a set of corporate socially responsible human resource activities which are right directed towards workers, according to their research, and may be divided into three primary components:

Employees-oriented human resource management, labor law legal compliance human resource management, and finally the general corporate socially responsible human resource management. Kundu and Gahlawat (2015) introduced an extra component to the socially responsible human resource management framework dubbed 'generic CSR (corporate social responsibility) behavior,' and characterized socially responsible human resource management by the way of human resource activities set which are meant for the promotion of employees' active involvement in corporate social responsibility while considering them both as a transmitter and receiver of corporate social responsibility practices. This research study opted to examine socially responsible human resource management utilizing four components based on the work of the authors: CSR facilitation HRM employees oriented HRM general CSR facilitation HRM, and legal compliance HRM.

Socially responsible human resource management is considered an academic concept that links the CSR domain with the HRM literature. With the continued expansion of globalization and increased concern for social issues, the question of how to properly apply CSR ideals to business processes is crucial (Li et al., 2019). In response to this difficulty, numerous experts recommended combining CSR with human resource management approaches, dubbed SRHRM. Orlitzky and Swanson (2006) were the first to propose using human resource management functions to carry out CSR initiatives. For example, recruiting programs consider employee morals, personal characteristics, and diversity; relevant training is provided to improve

employees' information sharing and participation skills in CSR activities; compensation indicators cover both social and economic aspects; performance evaluations focus on both financial and social facets objectives.

Furthermore, Strandberg (2009) defined eight criteria for implementing CSR with HRM functions including vision, value, and CSR strategy describing employee behavior and communication requirements. In general, all of these procedures are implemented to put CSR into practice and thereby support long-term competitive development (Turker, 2018; Zhang, 2019). Three main components of SRHRM should be emphasized. To begin, SRHRM is a type of strategic human resource management that encompasses procedures like selective hiring, intense training, performance evaluation, and pay. It is, in essence, a tool for adopting CSR. Second, SRHRM attempts to establish a balance of social and professional performance. As a high-performance work system, which focuses solely on business performance, SRHRM is concerned not only with organizational outcomes but also with individual outcomes and wider social wellbeing. Finally, SRHRM achieves its goal by including employees in the CSR implementation process. It cultivates workers' knowledge, abilities, and capacities, for example, by providing training and tempting awards, and it stimulates employees' passion for CSR activities.

Several terms have developed from the fusion of HRM and CSR, including SRHRM, sustainable HRM, ethical HRM, green HRM, and so on, with sustainable HRM and SRHRM often overlapping (Aust et al., 2018). Socially responsible human resource management refers to the implementation of HR strategies that enable the achievement of social, financial, and environmental objectives, whereas social sustainability referred to HRM methods implementation that enables the accomplishment of environmental, financial, and social goals (Ehnert et al., 2016). The current study is employee-focused; thus it employs the idea of SRHRM, which comprises HR practices that adhere to the CSR values of impartiality, transparency, fairness, empowerment, non-discrimination, and so on (Dupont et al., 2013).

The socially responsible human resource management phrase was defined by Orlitzky and Swanson (2006). This specific term was defined to describe the corporate social responsibility initiative which is most concerned and focused on the employees for the improvement of corporate social responsibility efficacy (Shen and Benson, 2016). This concept is very comprehensive and consists of several socially

responsible human resource management activities aimed at facilitating the implementation of policies linked to corporate external corporate social responsibility. Socially responsible human resource management might include employees' retention, social contributions to recruiting, compensation, performance assessment, and promotion, in addition to giving them social exercises (Orlitzky, 2006). According to the literature, SR-HRM has a favorable influence on intent to resign (Kundu and Gahlawat, 2015), organizational citizenship, and employee attitudes about work (Newman et al., 2016; Kundu and Gahlawat, 2016).

Socially responsible human resource management practices improve and enhance employee satisfaction in the workplace. Martnez et al. (2015) organized the outline of socially responsible human resource management activities by using a literature review for requirements that are related to the most relevant professional CSR (ISO 26000 and Global Reporting Initiative) through a selection of various policies which are associated with socially responsible human resource, aiming towards those standards and rules, and reviewing the concerned literature for examination of capability in conditions of socially responsible strategies.

Organizational leaders are slowly discovering the importance of CSR in attracting and keeping top employees (Goyal and Kumar, 2017). To benefit their employees, businesses are developing a range of CSR programs. Because there is an increasing need for workforce diversity in way of race, gender, and ethnicity, organizational HR strategies may influence employees' behavior, which can impact sales. This type of thing might provide you with a worldwide market competitive advantage (Jehn and Bezrukova, 2004). Organizational actions targeted at attracting a diverse workforce may result in improved results. Organizations design and discuss employee incentive programs regularly. Employee-centric CSR actions require a fair incentive scheme. Polák et al. (2013) found that fair compensation systems are a powerful motivator for improving performance.

People are more likely to contribute positively to the company's success when there is a better employee-manager relationship. Bauman and Skitka (2012) investigated Employee characteristics and the influence of corporate social responsibility. Job stress and absenteeism cost the company a lot of money, according to Dex and Bond (2005). In their interactions with peers and groups, employees often try to maximize reward and cost, according to Blau (1964) and Thibaut and Keixey (1959), you should seek confirmation from the corporation to receive sufficient

remuneration. Organizations' CSR efforts, according to Turban and Greening (1997), may have a positive impact on both present and prospective employees.

HR innovations are also focusing on enhancing management and staff cooperation. There is also evidence that implementing work-life balance efforts in firms leads to enhanced employee commitment. "Each psychological need, whether fully or partially met, contributes to well-being on its own, but demand fulfillment is only gratifying to extent of satisfaction level" (Bauman and Skitka, 2012). According to Dominguez and Swank (2011), communication about the organization's human resource policy has a positive and substantial influence on the organization's reputation.

Socially responsible HR practices boost work contentment according to Kundu and Gahlawat (2015). The authors proposed several socially responsible HR practices, i.e. general CSR facilitation HRM, legal compliance, employee-oriented HRM, and general CSR behavior, and all have a part in an employee's total job happiness. Among the benefits mentioned include enhanced employee engagement at work, motivated employees, a pleasant work atmosphere, a high ethical standard of conduct, and increased trust in management (Stiffens et al., 2016).

Linking CSR and HRM might be a way to include employees' well-being in the workplace. Nonetheless, as the organization's internal and external environments become more dynamic, obstacles remain in making CSR operational. Fundamentally, socially responsible HR practices refer to a set of HRM practices designed to implement CSR values, such as employee recruitment, CSR training programs, and further linking employee performance in CSR-related activities with yearly performance appraisals, payoffs, and career growth within the company. The aforementioned HR policies in place contribute to raising employee understanding of how to engage in CSR activities, and this awareness aids in eventually transferring individuals' responsibility into corporate competitiveness.

There are parameters and concerns associated with SRHRM practices that have been recorded through the concepts, norms, and rules developed by many international organizations that encourage CSR. These documents do not provide a comprehensive list of socially accountable HRM practices, but they do include the essential areas of activities related to job quality compensation, training and development, recruitment, health and well-being in the workplace, communication, equal job opportunities, work/life balance, and no segregation (Ce1niels et al., 2018).

HRM is considered as a component of CSR in two ways, It may be classified into two groups. The function of "HR" (for example, workers) and HRM's involvement in allowing CSR in the enterprise is crucial to HRM as a predecessor towards CSR. HRM says that CSR is made up of a few components as a subset of CSR. HRM as a precursor to CSR researchers studies how various HRM methods may influence CSR behaviors and legislation. Whereas CSR is regarded to be a component of HRM, HRM is the focal point of the study. According to a few research, CSR is focused on absolving "responsible" HRM practices (Caulfield and Senger, 2017).

Responsible HRM may well be employed for critical aims and presents an important challenge of what "responsible" implies, highlighting the necessity for this current inquiry. It was thought that incorporating CSR within HRM would aid in endorsing workers' ethical-social issues inside firms (Voegtlin and Greenwood, 2016).

The orientation of CSR ideals and principles aids in the integration of common employee concerns in HRM, which leads to the establishment of socially responsible HR practices. Socially responsible human resource management is a perception that stems from and is strongly related to CSR. Indeed, while CSR has a substantial influence on HRM, HRM is equally crucial in the implementation of CSR. Even with such a promising viewpoint, the HR literature lacks an attempt at how ethical theories may be directly used in building the alignment of CSR with business objectives due to a lack of conceptual and empirical support for HRM acts. Furthermore, it is unclear what function CSR and HRM have in designing and implementing SRHRM.

It's a great perspective for SRHRM comparative research since it gives you a framework to look at what motivates firms to include CSR in their staff development. Companies participate in CSR to boost the reputation of social actors. The important players in a society must perceive a company's activities as sufficient in light of the dominant culture's norms, values, and beliefs for legitimacy to exist (Ehnert et al., 2016). CSR's potential to lessen the amount of uncertainty that firms experience in their external environment underpins the significance of such a concept of legitimacy. This can be accomplished by acquiring special privileges from the public at large or the government, for example (Armstrong and Green, 2013), improving communication with potential workers and financing, and reducing the unfavorable perceptions of a company's specific stakeholders (Cheng et al., 2014).

2.1.2 Employees Entrepreneurial Behavior

"The extent to which employees actively participate in the invention, introduction, and execution of chances at the workplace, as evidenced through their willingness to assume business-related risk," according to one definition of entrepreneurial behavior (Jong, 2013). Entrepreneurship encompasses both the development of new products and the establishment of new enterprises (Steier et al., 2004). "Entrepreneurship focuses on discovering and gaining a competitive advantage by restructuring existing and new resources in ways that provide an advantage," according to the definition (Zahra, 2005). For example, Zahra et al. (2000) investigated how workers' entrepreneurial conduct might aid a company's acquisition of new skills, the establishment of new enterprises, the development of new income streams, and overall firm performance, profitability, and expansion.

Because entrepreneurial behavior is defined as a vision-directed and discretionary company-wide activity that continually and consciously revitalizes organizations (Mair, 2005), it indicates performance that goes above and beyond what is defined by job requirements alone. This study picked three aspects of entrepreneurial behavior to investigate based on our wide, behavior-based definition: proactivity, creativity, as well as taking chances. These traits are optional and portray a range of behaviors that entrepreneurial employees could engage in, such as trying to generate and looking for ideas, attempting to identify opportunities and threats, championing and selling ideas to colleagues, devoting energy to making it happen, and boldly moving forward in exploiting opportunities while accepting the risk of potential losses.

Entrepreneurial conduct is a set of actions that promotes firm-level risk-taking, innovation, and proactivity. The definition of entrepreneurship has been thoroughly investigated, just a brief description is provided. A creative activity must include the exploration of the new relationships among current products and resources and the extension of the firm's core competencies, to be considered entrepreneurial also (Eckhardt and Shane, 2003). Entrepreneurial conduct arises from a firm's aim towards optimizing the existing assets and means are not supposed to be creative and productive (Eckhardt and Shane, 2003; Shane and Venkataraman, 2000). Proactive conduct entails taking the initiative to alter the environment and achieve a competitive edge. Passive and reactive conduct is the polar opposite of proactive action, that is,

merely reacting to changes in the external environment. Finally, entrepreneurial activity entails a willingness to take moderate to high risks.

The significance of becoming an entrepreneur is widely recognized in the literature as pioneering. "The innovativeness & readiness to take risks which firms accept as they develop international entrepreneurship is an interesting academic subject because of its worldwide activity," according to Zahra and George (2002). The entrepreneur and his attributes, according to prior IE research, have a significant impact on the evolution of worldwide entrepreneurial rehearses (Cannone and Ughetto, 2014). In Small and medium-sized enterprises, the entrepreneur's degree of coordination with his employees' goals and his attitude to them can obstruct but rather help EEB. Just very few investigations seem to establish a solid link between EO and EEB (Lages et al., 2017).

Recognizing the relevance of entrepreneurs, research studies have underlined the importance of widening this perspective by looking at the influence of HR activities that an entrepreneur person promotes for fostering entrepreneurial tendencies among the employees. EEB has gained traction in the field of academics, leading to confusion about its definition, with phrases such as intrapreneurship, personal entrepreneurial orientation, and corporate entrepreneurship cropping up. Even though substantial effort has been made to elucidate concepts and themes, these expressions were even used interchangeably during the investigations (Neessen et al., 2019).

Corporate entrepreneurship, in particular, usually refers to acts taken at the corporate level. According to Jong et al., "the extent toward which workers actively participate in the development, introduction, and execution of opportunities at workplace, as evidenced by undertaking business-related risks" (2015). Employees who create EEB assist the firm in the development of new goods, procedures, and services, and they may begin self-renewing in the INV, boosting competitiveness and efficiency. As a result, three characteristics of the EEB construct may be identified: inventiveness, proactivity, and vulnerability (Blanka, 2019).

In a nutshell, creative behavior at the employee level refers to the purposeful introduction of new and helpful ideas, techniques, products, or procedures inside a work function, group, or organization (Jong and Hartog, 2010). Entrepreneurial employees may identify issues, design solutions, and present them to superiors and coworkers, resulting in models for future assessment and implementation. Proactive

conduct in the workplace is described as a self-directed, future-oriented action aimed at improving a situation or oneself (Parker and Collins, 2010). These measures might include recognizing dangers or conveying strategic concerns to the organization's management to enhance the internal organizational environment or better adapt the firm to its surroundings (Jong et al., 2015).

Consequently, employees may have social, psychological, and/or personal concerns, jeopardizing their position in the company. Employee risk refers to issues that arise in the workplace, such as potential losses that employees may face as a result of new working methods resulting from changes in procedures and systems, reputation damage, coworker opposition, or even the loss of a job (Afsar et al., 2017). Furthermore, because they typically act initiative to achieve goals, entrepreneurial employees may find themselves embroiled in internal conflicts with their bosses (Janssen, 2003). As a consequence, employee risk is defined as the employee's prospective losses in a broader sense, along with a predisposition to move forward without first obtaining agreement or approval.

Individual characteristics, organizational factors, such as management support, culture, demographics, HR practices, attitudes, and behavior, as well as contextual factors, such as market conditions, firm type, and employee outcomes, such as performance and intrapreneurial activity, have all been studied in the literature. Starting with the first stream, EEB appears to be positively associated with optimism, commitment, ambition, openness to experience, compassion, creativity, management, and accomplishment (Sinha and Srivastava, 2013).

Entrepreneurial behavior is connected to views about money, independence, ownership, and recognition, according to other studies (Tietz and Parker, 2012). Human capital, including skills, knowledge, and experience, is emphasized by several researchers such as EEB supporters. To engage in entrepreneurial activities, employees might gain from social capital. As a consequence, the employee's internal and external networks are advantageous in promoting entrepreneurial behavior (Urbano and Turro, 2013). The structures and procedures of the company are referred to as organizational factors. Management support and leadership in the form of positive attitudes toward entrepreneurial activity have been proven to lead to EEB (Park et al., 2014). Furthermore, a suitable organizational culture that encourages entrepreneurial behaviors and fosters close-knit and collaborative work may motivate people to pursue entrepreneurial endeavors (Mustafa et al., 2018).

Organizational aspects are the most often researched, and HRM practices have been shown to have a significant impact on EEB development (Liu et al., 2019). Market competition, for example, may improve a person's desire to engage in entrepreneurial activities to address environmental concerns. In addition to the availability of resources, larger corporations tend to stimulate entrepreneurship over smaller businesses since they can better reward such employee behaviors (Sebora and Theerapatvong, 2010). Traditional entrepreneurial SMEs, which are defined by the owner's central position, modest strategic planning, and casualness, have a low relationship with diffuse intrapreneurial behaviors. As a result, innovative SMEs with fewer owners, more planning, and more formalized processes are more likely to participate in dispersed intrapreneurial activities.

2.1.3 Knowledge Hiding

Knowledge hiding is described as a process, attitude, or attempt for hiding the requested information. According to the literature on this subject there are three types of knowledge hiding i.e., relational hiding, playing dumb, and evasive knowledge hiding (Connelly et al., 2012), in particular, refers to situations in which knowledge hider delivers misleading knowledge or creates deceiving assurance of comprehensive response in future, but does not intend to follow through. In this circumstance, employees, for example, may submit incorrect information. Playing dumb refers to acts in which the hider seems to be ignorant of the relevant knowledge, as in "I pretended I didn't even know what he/she was talking about." Deception isn't necessarily implied by reasonable hiding.

In this case, the hider is excusing his or her failure to reveal requested knowledge by claiming incapacity or blaming someone else, such as "I mentioned that I would wish to notify him/her, and I wasn't meant to" (Connelly et al., 2012). Existing research studies focused largely on the following components described below, and previous researchers have dedicated efforts in the exploration to decide consequences and aspects of knowledge hiding. To begin, various investigations have looked at individual variables (Huo et al., 2016), organizational components that impact knowledge hiding (Malik et al., 2019), and job characteristics (Hernaus et al., 2019). Second, information hiding has a significant influence on productivity, creativity, and invention, as well as interpersonal relationships (Jiang et al., 2019).

Apart from information staff silence, hoarding, and workplace bullying knowledge hiding has been researched (Evans et al., 2015). Unproductive workplace behavior, social sabotage, interpersonal animosity, and hatefulness are all conceptually separate from knowledge concealing. It excludes circumstances whereby an individual fails to disclose information as a result of a blunder or accident. Knowledge hiding is defined as the deliberate hiding of information that is requested by another. As a result, the deliberate nature of knowledge hiding, as well as the wider range of approaches available for engaging in the activity, are distinct characteristics. Instead of being a single idea, knowledge hiding is a multidimensional concept that is triggered by specific reasons.

Justified concealing, evasive hiding, and playing dumb are the three types of knowledge hiding. Rationalized hiding occurs when a worker argues why and how the required information is not provided immediately. It includes workers' justifications for withholding knowledge (Connelly et al., 2012). If an individual requests a copy of a report from a coworker, the colleague may respond that the information is secret and also that he or she might not share it. Even if there is no dishonesty involved, the desired information is not provided in this circumstance. Positive intentions are more strongly associated with justified information hiding than with information hiding's other types (Connelly and Zweig, 2015).

Acting dumb occurs when someone appears to be unaware of crucial information, whereas evasive concealing occurs when someone hesitates and delays knowledge transfer or provides less information than is required. Employees may also supply incorrect information or make a false promise of a thorough solution in the future, even if they try to hide it. In response to a request, a colleague, for example, may supply some but not all of the knowledge requested. Dishonesty may be engaged in this instance (but not necessarily). In a variety of domains, such as organizational behavior, human resource management, and tourist management, knowledge hiding is becoming increasingly popular (Connelly et al., 2012).

Davenport (1999) argued for a greater emphasis on knowledge workers' motivation to share their skills as the information economy grew. Following that, there has been an increase in interest in negative knowledge habits such as information hoarding and workplace competition over knowledge sharing (Stenius et al., 2016). The concept of information concealing was introduced by Connelly,

Zweig, and Webster (2006) in a symposium paper, that separated knowledge withholding from knowledge hiding.

Connelly et al. (2012) formalized the theory of knowledge hiding and developed a meaningful estimate for it, bringing it to the rank of a unique research issue in the field of knowledge management, in light of previous research on unwanted knowledge habits, a conceptually and methodologically basis for investigation on knowledge hiding (Haas and Park, 2010). Information hiding encompasses not just a lack of knowledge exchange, but also the deliberate hiding of desirable information from coworkers (Kang, 2016). Psychological ownership, power politics, and exchange theory are three theories that have been used in the past to explain why people hide their knowledge inside firms. These viewpoints lay the theoretical groundwork for comprehending knowledge hiding.

According to psychological ownership theory, employees can create a sense of ownership if they devote a significant amount of time, effort, and attention to acquiring, producing, and maintaining control of a certain specialty (Pierce, Kostova, and Dirks, 2001). Employees who build emotional relationships with unique information consider it as their intelligent property (Tsay et al., 2014). Sharing knowledge with colleagues and supervisors may be perceived as a risk to one's competence (Cabrera and Cabrera, 2002), especially in an environment when individual intellectual property is not appreciated or protected (Willem and Scarbrough, 2006). Employees are more prone to withhold information than share it in this situation (Ladan et al., 2017).

Moreover, a type of emotional affection for roles, ideas, and other belongings, may explain a natural process underlying the hiding of individual knowledge (Peng, 2013). Employees who have a strong sense of psychological ownership over their knowledge region, for example, are more likely to prevent others from accessing it (Huo et al., 2016). 'Knowledge is power,' argues Francis Bacon (1561–1626), an English philosopher. Those employees who consider their knowledge as controlling power, mostly like to hold it to themselves rather than share it (Davenport, 1997). People hide information for political gain, according to the power politics theory (Ipe, 2003).

Information hoarding can boost the role of the individual in the office because people might attain improved bargaining power and competitive advantage by solely holding a specialized knowledge field (Evans et al., 2015). It is also a common

method to hide knowledge from the rivals in the workplace to deal with competition etc. Furthermore, because of the power imbalance, there are impediments to knowledge transmission among supervisors and subordinates. To safeguard positional authority, info is filtered down to subordinates (Michailova and Husted, 2003). When subordinates believe that intentional concealing would secure them, information is transmitted up to the superior, which is the same as a type of employee silence known as defensive silence. Collaboration is founded on the equity discipline and the reciprocity norm, which stresses subjective give and take through time (Dyne et al, 2003).

First, because information hiding includes the knowledge holder's reaction toward a piece of information requesting individual, the nature of personal connection dictates how the reciprocity standard operates (Nahapiet and Ghoshal, 1998). Good connections, in particular, foster mutual trust and respect, prompting individuals to employ positive reciprocity to facilitate knowledge exchange in dyads. In response to previous unpleasant experiences, poor relationships are much more likely to generate negative reciprocity, increasing the likelihood of knowledge hiding from the other hand (Zhao et al., 2016).

Many researchers have studied the causes and implications of knowledge hiding by reviewing previous material. Knowledge characteristics, team and interpersonal actors, organizational variables, individual factors, and environmental elements are the most common causes of knowledge concealing (Hernaus et al., 2019). Knowledge hiding has been shown to have an impact on performance, inventive capabilities, creativity, and social interactions (Wang et al., 2019). Even with the knowledge-sharing process benefits, organizations face problems regarding knowledge hiding behavior among the employees, an intentional attempt to conceal the knowledge whenever others request it (Gerpott et al., 2020).

2.1.4 Knowledge-oriented Leadership

Knowledge-oriented leadership research is in the initial stage. At the starting point, it is compulsory to keep in mind that a leader and someone who has subordinates at any level in an organization. According to leadership literature, it is made up of several elements, the most important of which are communication and motivation (Ribiere and Sitar, 2003). The most important aspect of a leader's ability to successfully convey the company's vision or goals to employees is good

communication. When the objectives of an organization or goals are connected to knowledge, these criteria are insufficient; organizations must be directed through a knowledge lens to enjoy the benefits of knowledge extraction and research (Mohsenabad and Azadehdel, 2016).

The acronym KoL is a short form for Knowledge-Oriented Leadership. Skyrme (2000) developed the phrase "knowledge leadership" It's mentioned in a book called "Establishing a Knowledge Strategy," but it's not defined in terms of behaviors, so it's still a mystery. Donate and Pablo (2015) emphasize the significance of a certain organizational leadership approach, one that is customized to promote employee knowledge management. Donate and Pablo (2015) integrated transformational and transactional leadership to create the core idea of knowledge-oriented leadership, and they investigated the impact of knowledge-oriented management on innovative performance and KM. They suggest that knowledge-oriented leadership improves KM and employee creativity.

According to the extant literature, a knowledge-oriented leader focuses on learning, mentoring, intellectual stimulation, and rewarding workers for information exchange, storage, and application. Transactional and transformational leadership have a positive influence on knowledge management, according to the research. Shamim et al. (2017a) extend the definition of knowledge-oriented leadership to include actions such as assisting, delegating, encouraging knowledge dissemination, mentoring, consulting, and, facilitating. Supportive behavior includes things like meeting followers' needs and creating a pleasant atmosphere (Levine and Hogg, 2010). Delegation is the process of passing on responsibility and power. The transmission of knowledge enhances communication and makes it more open, transparent, and beneficial (Jong and Hartog, 2007).

The supply of resources of money and time is referred to as facilitation. Mentoring is aiding a subordinate with ordinary tasks, devoting time and energy to training, and regularly exchanging information and experience. Consulting behavior ensures that subordinates' ideas are appreciated and that decisions are made after taking employee suggestions into account. Recognizing refers to an employee's efforts in a certain job, from the perspective of his study, such as KM performance. Shamim et al. (2017a) investigated the impact of work attitudes on the KoL knowledge management connection, including dedication, creative self-efficacy, and job

engagement. They consider that KOL has a direct influence on these work attitudes, and they also believe that work attitudes should be moderated.

Because of the favorable impact of knowledge-oriented leadership on employee attitudes, researchers are investigating the behavioral and psychological consequences of KOL on workers. Shamim et al. (2017a) seek to expand the KOL construct by incorporating other behaviors from leadership contingency theories such as the path-goal theory (House, 1971). The path-goal theory is a contextual hypothesis that argues a leader's success is decided by their actions in various scenarios.

In the context of multinational firms, Jasimuddin and Naqshbandi (2018) report on the positive impact of knowledge-oriented leadership on knowledge management competency and open innovation. A leadership style that emphasizes "the development, sharing, and use of new knowledge" is known as information-oriented leadership.

Knowledge-oriented leaders arouse curiosity by delivering an appealing and clear vision with the provision of future endeavors direction (Shamim et al., 2019). Knowledge leadership should be the driving force behind KM activities such as knowledge creation, storage, application, and transfer (Donate and Pablo, 2015). People, rather than organizations as a whole, produce, store, and use knowledge, according to the Knowledge-based view; hence, coordinating and integrating information held by individuals is a difficult task (Miles, 2012). This is possible if a corporation employs experts in management roles who are adept at obtaining, storing, and sharing information. According to Naqshbandi and Jasimuddin (2018), knowledge-oriented executives are an important part of a company's overall knowledge process, acting as role models, morale boosters, facilitators, and advisors for the promotion of knowledge utilization effectiveness.

According to the absorptive capacity theory, knowledgeable people can adapt and change new information for the benefit of the firm. Furthermore, leadership that motivates, and helps improve employees' knowledge and understanding to encourage them to be innovative with issue tools, provides intellectual stimulation and inspires employees, and improves communication, trust, and knowledge sharing is expected to boost productivity (Para-Gonzalez et al., 2018). A knowledge-oriented manager promotes learning, provides training, serves as a role model, emphasizes intellectual stimulation, and provides incentives for the creation of a knowledge transfer, retention, and implementation system (Williams and Sullivan, 2011).

Table 2.1: Operational Definitions of the Variables

Variable	Source	Definition
SRHRM	Shen & Zhu (2011)	A collection of CSR-associated human resource management practices focused directly on workers may be divided into three categories: employee-oriented, general CSR facilitation, and employment law-related legal compliance.
Employees Ent. Behavior	Jong et al. (2013)	The degree to which individuals actively participate in the invention, presentation, and implementation of opportunities at the workplace, is indicated by business-related risk-taking.
Knowledge Hiding	Connelly et al. (2012)	An individual's deliberate attempt to hide or hide information that has already been sought by some other individual(s).
Knowledge Oriented Leadership	Naqshbandi & Jasimuddin, (2018)	A leadership style that inspires and supports the workers towards “creating, sharing, & application of innovative knowledge”.

2.1.5 The Social Exchange Theory

The most important issue was the behavior of individuals in association with one another (Homans, 1961). The major purpose for him was the explanation of basic social behavior procedures from the ground up (power, obedience, status, leadership, and justice). Nothing could happen between the social groupings which may not be explained about the people, their actions, as well as the precise setting in which they're interacting. In his attempt to adopt reductionism, he drew a strong contrast with Peter Blau's (1964) work, which included an exploration of "emergent" features of social systems under his theory of social exchange and social structure.

Homans (1961) described the social exchange process as that of the interchange of physical or immaterial activities, involving at least two people, and more or less lucrative or expensive. The cost was usually expressed in terms of the players' forfeited opportunities or alternative pursuits. To explain the longevity of trade relationships, Homans used reinforcement notions that evolved from a kind of behaviorism that was popular in the early 1960s. Payoffs are an outcome of conduct, whether they are provided by humans or non-humans i.e. environment. Based on these comparable reinforcing principles, Emerson (1972a) later provided a psychological underpinning for exchange. To explain social conduct and the sorts of a

social structure formed by social interaction, Homans (1961) demonstrated how A's acts reinforced B's actions, and B's actions, in turn, supported A's actions. At the "sub-institutional" level, this was the declared premise for continuous social transformation.

It was thought that historical and structural circumstances existed at the time. The actor's history of reinforcement determines value, which is assumed at the outset of an exchange relationship. Homans (1961) was particularly interested in the social conduct that resulted from reciprocated reinforced social procedures. Relationships may also end due to a failure of reinforcement. The major focus of his work, dyadic exchange, served as the foundation for much of his theoretical treatment of other significant sociological ideas such as egalitarianism, balancing, position, leadership, authority, power, and cooperation.

The basic principles of Homans (1961) defined the study of social conduct in conditions of penalties and incentives. In general, rewarding behavior persists. His first proposition, i.e., the success proposition claims that the favorable outcomes are more expected to be repetitive. The stimulus statement, the second notion, argues that conduct that has previously been rewarded would be repeated in comparable conditions. The value proposition asserts that the more valuable an action's outcome is to an actor, the more likely it will be carried out. The deprivation-satiation thesis qualifies the stimulation proposition by incorporating the general ideal of declining marginal utility: each extra unit of a reward is less valuable as a result of an activity. Finally, the fifth postulate explains how humans respond emotionally to various reward situations. When they don't receive what they want, people get upset and hostile. Later, Homans (1974), including the normative idea of equality in his theory of dyadic interaction, suggested that if people do not obtain a fair rate of return, they may become furious (Cook et al., 2013).

2.2 Empirical Literature

The link between the independent variable, dependent variable, and moderating variable has been studied in the empirical literature using previously published data. This part includes the author's name, study subject, survey data obtained from the research sector, findings, suggestions, and conclusions.

2.2.1 Socially Responsible Human Resource Management and Employees' Entrepreneurial Behavior

Because of the modern surge in organizational investments in socially responsible human resource management, the worth of these socially responsible human resource management practices must be assessed. practices in conditions of their impact on workers' work attitudes. Employee behavior and attitudes in socially responsible human resource management research, similar to human resource management performance literature, concentrate upon 'workplace practices.' As a result of the same theoretical features, socially responsible human resource management can benefit from the theoretical foundations established in human resource management literature. Both social identity theory and social exchange theory, according to Newman et al. (2016), may be used to explain in what way socially responsible human resource management increases employee job attitudes and behaviors.

Interestingly, Blau's (1964) social exchange theory examines the impact of HR processes on employee behavior. The 'norm of reciprocity,' which asserts that when one party assists another, the opposite side owes it to the other to reciprocate., is a central element of this philosophy (Gouldner, 1960). Therefore, when a company implements human resource policies that employees see as an indication of the company's concern and support for them, they react positively with work-related attitudes and improved behaviors (Aggarwal and Bhargava, 2009).

Workers experience a sense of ownership for responding with improved emotional commitment and heightened trust towards the business when organizations embrace socially responsible human resource management policies that are largely labor law-related and employee-oriented. Another perspective is the social identity theory, which states that workers' opinions of their firm as a respected, excellent employer enhances their self-esteem, which influences their organizational identification. It can certainly propose, based on this theory, that when organizations adopt practices related to basic CSR facilitation and overall CSR conduct, including the appointment of CSR personnel, reducing poverty steps, and AIDS preventative measures, employees' recognition of their institution grows, as well as those who feel motivated to perform grows (Ashforth and Mael, 1989).

Prior academic data has also shown that employees who think their organization is socially accountable to them, and other stakeholders have more positive attitudes and behaviors, which leads to increased productivity (Rupp et al., 2006). Furthermore, according to Hammann et al. (2009), socially responsible

management practices toward employees have a beneficial influence on their observed absenteeism, job involvement, and satisfaction. Kundu and Vora (2004) found that focusing on HR tactics including educating people and developing appropriate support systems helps a company maintain and motivate competent employees, which leads to better service performance.

According to the previous study, SRHRM practices i.e., general corporate social responsibility facilitation human resource management, legal compliance human resource management, and employee-oriented human resource management promote employee loyalty and satisfaction towards the organization, which leads to increased organizational performance and employee productivity as well (Barrick et al., 2015; Albrecht et al., 2015). Socially responsible human resource management, on the other hand, is concerned with enhancing not just the company but also societal and personal values (Paauwe and Farndale, 2017). Conventional human resource management, which focuses on increasing shareholder profits, is no longer capable of coping with the globalized world challenges, wherever society is concerned about environmental protection, human rights violations, corruption, and other problems (Brewster et al., 2016).

Human resource approaches, according to academics in strategic human resource management, have a direct influence on workers' attitudes and behaviors which has an impact on organizational performance (Mostafa, and Gould-Williams, 2014; Kehoe and Wright, 2013). Earlier human resource management literature emphasized human resource management's strategic contributions to innovation, new product development, and talent management (Smith, 2018). According to Farouk et al. (2016)'s research, HRM has a significant impact on innovation and has a direct influence on it.

H1: Socially Responsible Human Resource Management has a positive and significant impact on Employees' Entrepreneurial Behavior.

2.2.2 Socially Responsible Human Resource Management and Knowledge Hiding

According to Blau's (1964) social exchange theory, social exchanges are developed and sustained when individuals from various parties see reciprocal advantages from one another and build positive experiences such as sentiments of trust, duty, mutual benefit, and so on (Rupp and Mallory, 2015). As such, the rule of

reciprocity underpins social exchange theory, indicating that interactions between exchange partners are typically guided by the implicit norm of reciprocity and/or expectations of the other party, and account for each party's interests. Applying the reciprocity rule to SRHRM suggests that when a corporation engages in activities that benefit its employees, it may encourage a sense of respect, trust, and other favorable sentiments toward the organization. As a result, workers may feel compelled to reciprocate these behaviors by engaging in information sharing and refusing knowledge-hiding practices and behavior (Jia et al., 2019).

Organizations may implement the following three dimensions or factors of SRHRM practices i.e., general corporate social responsibility facilitation human resource management, legal compliance human resource management, employee-oriented human resource management, and in the response, employees may perform innovatively and act entrepreneurially at workplace reciprocity. Similarly, anytime a business provides advantages to its workers via socially responsible human resource management, the employees will deliver ultimate benefits to the organization and or their colleagues by increasing knowledge exchange among the others. Furthermore, anytime there is a decrease in information disguising intentions as a consequence of these actions, individuals will encourage entrepreneurial behavior with themselves and other employees in the firm.

H2: Socially Responsible Human Resource Management has a negative and significant impact on Knowledge Hiding.

2.2.3 Knowledge Hiding and Employees' Entrepreneurial Behavior

Many academics have initiated the discovery of harmful effects of knowledge-hiding behaviors in the organizational environment since its invention (Burmeister et al., 2019). Individual creativity, invention, performance, and work behavior, for example, have been proven negatively related to information hiding behavior (Bogilovic et al., 2017). Knowledge hiding conducts damages interpersonal connections and promotes interpersonal distrust (Connelly and Zweig, 2015). Aside from the impacts of information-concealing behavior on the target, such actions also have a detrimental impact on the knowledge hiding a person's creativity level (Bogilovic et al., 2017).

Even though previous research has provided valuable insights into the consequences of knowledge hiding, the implications of information hiding on

employee entrepreneurial activity have received little research. Knowledge hiding is described as a purposeful attempt to suppress ideas, information, inquiries, and views regarding the job or improvements and organizational challenges (Dyne et al., 2003). Though information hiding is a harmful work behavior, knowledge hiding includes a deliberate request for job-related knowledge, yet seeking knowledge is not required in the context of employee tranquility. Employees who actively conceal their competence are judged antisocial, according to several studies (Mousa et al., 2019).

The existence of such staff and executives has a negative influence on the environment of the workplace (Connelly and Zweig, 2015). Knowledge-hiding behaviors, for example, have been shown to have a negative relationship with job motivation and inventiveness (Bari et al., 2019a, 2019b). Individuals refuse to give information to others for obtaining psychological ownership, position, power, and more money (Huo et al., 2016). Consequently, the occurrence of knowledge hiding behavior is increasing at work at a far quicker rate than that of knowledge-sharing attitude (Holten et al., 2016). When workers see knowledge-hiding behaviors at work, they prefer to keep silent and avoid exchanging information with the knowledge-hiding persons (Xiao and Cooke, 2019).

To that end, empirical literature proved that knowledge hiding restricts the effective transfer of productive knowledge in the companies, also harms employee's effectiveness and organizational efficiency (Gagne, 2009), and consequently, it could lead to reducing efficiency potential growth (Haas and Park, 2010), weaken organizational productivity and creativity (Connelly et al., 2012), delaying in the unit performance level (Steinel et al., 2010), and limitation in the transfer of productive knowledge, effectiveness and harm organizational efficiency (Gagne, 2009). This phenomenon is the result and reflection of the social exchange theory (Blau, 1964) as a negative action will be taken, and certainly negative outcomes will be received reciprocity. If the employees hide the information at the workplace, this will take down the outcome and performance of the employees and organization as well,

H3: Knowledge Hiding has a negative and significant impact on Employees' Entrepreneurial Behavior.

2.2.4 Mediating Role of Knowledge Hiding

By an empirical literature analysis, socially responsible human resource management has a detrimental impact going on the member of staff's knowledge

hiding behavior (Jia et al., 2019). SRHRM practices exercised by the organizations urge their employees to avoid or decrease knowledge hiding behavior in the workplace and encourage them to step up knowledge sharing behavior which promotes a strong integrated teamwork environment in the organization.

Furthermore, hiding information has a detrimental effect on workers' entrepreneurial activity. Individual creativity, invention, performance, and, work behavior, have been proven to be negatively related to information hiding behavior (Bogilovic et al., 2017; Bari et al., 2019). Whenever employees try to hide their knowledge intentionally or unintentionally, the flow of knowledge interrupts the organization, which will negatively impact the performance of employees and the organization consequently. This behavior also harms teamwork as well.

So, as per social exchange theory (Blau, 1964), an argument may create that if a firm implements socially responsible human resource management for the employees' profit and welfare, in the result, this process will help the individuals to reduce their knowledge hiding behavior intentions. In the same way, if knowledge hiding behavior will be reduced and decreased among the employees this phenomenon will encourage them to promote entrepreneurial behavior in the workplace. Employees and their team workers will be able to grow and improve their entrepreneurial behavior. So, according to the social exchange theory, information hiding behavior mediates the link between employee entrepreneurial activity and socially responsible human resource management.

H4: Knowledge Hiding mediates the relationship between SRHRM and Employees' Entrepreneurial Behavior.

2.2.5 Moderating Role of Knowledge-oriented Leadership

Leadership behavior is considered a significant influencer on organizational situations (Bryant, 2003), by influencing the subordinate employees' behaviors and outcomes (Ruiz et al., 2011; Mayer et al., 2009;). Leaders may either encourage or inspire bad actions or positive such as injustice (Aryee et al., 2007) or abuse (Mawritz et al., 2012).

Workers' entrepreneurial engagement and opportunity pursuit are highly impacted by leadership styles, according to a previous study (Moriano et al., 2014; Saeed and Wang, 2014). As a result, management should work to determine whether leadership style fosters entrepreneurial activity in their workers. Even though

common agreement on the significance of leaders in promoting entrepreneurial behavior, there has been little overlap in academic studies of administration and personal intrapreneurship (Chang et al., 2015). Understanding what drives entrepreneurial behavior is an important academic topic that must be addressed (Prabhu et al., 2012). According to research, leadership styles influence employee work attitudes (Van et al., 2014). One of the major influences on employee attitude is leadership style (Allen et al., 2017).

Both situational and contingency leadership theories propose that by adapting effective leadership methods to the setting and desired objectives, leaders may influence employee attitude (Robbins et al., 2013). House (1971) proposes the route goal theory of leadership effectiveness, which is a seminal work in the field of leadership contingency theories. According to the path-goal theory, leaders may influence suitable employee attitudes through the adaption of an appropriate leadership style in the workplace and under various circumstances. Moreover, the path-goal theory has been described as a contingent theory, which implies that leadership performance is defined by the type of attitude used by leaders in each situation.

Other significant leadership ideas include transactional and transformational leadership, authentic leadership, and servant leadership. The idealized influence theory reflects various features of a leader's actions, including idealized influence to share information and a stimulating vision, idealized influence to serve as a role model, individualized consideration to prioritize follower development, and intellectual challenge to encourage followers to think outside the box. Task-oriented transactional executives motivate staff to attain personal and business objectives (Wang et al., 2011).

According to Franco and Matos (2015), Employee motivation is extrinsic in transactional leadership, which uses the management by exception strategy to conditionally reward and penalize subordinates. Donate and Pablo (2015) carry out their research on KoL by merging transactional and transformational leadership approaches. They discovered a favorable influence of KOL on employee behavior in their study. A knowledge-oriented manager encourages learning, offers training, acts as a role model, and provides incentives for the development of a knowledge transfer focuses on workers' intellectual stimulation, and application system. (Williams and Sullivan, 2011). In this approach, management's knowledge orientation becomes a

dynamic competency of the organization and its people (Zollo and Winter, 2002; Wang and Ahmed, 2007).

Furthermore, knowledge-oriented leadership's influence on the outcome of workers' entrepreneurial activity may be anticipated by LMX theory (Dansereau et al., 1975). The nature of connection creates between a follower and a leader, according to LMX, predicts results at the organizational, group, and individual levels of study. LMX is frequently connected with good performance-related and attitude-related characteristics, particularly among members.

These include a better objective's performance level (Vecchio and Gobdel, 1984; Graen et al., 1982), performance rating's higher position (Liden et al., 1993), a high level of satisfaction (Graen et al., 1982), supervisor satisfaction higher level (Duchon, Green, and Taber, 1986), and favorable role perceptions level (Snyder and Binning, 1985). Further correlations, such as turnover (Graen et al., 1982) and member competence (Kim & Organ, 1982), have received ambiguous support. In general, it can be predicted favorable and substantial relationships between member performance ad LMX and attitude factors.

Leadership behaviors, according to empirical research, impact subordinate behaviors (Mayer et al., 2009; Ruiz, Ruiz, and Martnez, 2011). Positive actions can be inspired by leaders (Mawritz et al., 2012). Furthermore, knowledge-oriented leadership's influence on workers' entrepreneurial activity may be anticipated by social exchange theory (Blau, 1964). In this sense, it may be claimed that the interplay of knowledge-oriented leadership and socially responsible human resource management will influence employees' entrepreneurial activity while also decreasing their knowledge hiding intents.

H5: Knowledge-oriented Leadership moderates the negative relationship between SRHRM and Knowledge Hiding such that the relationship is strengthened when Knowledge-oriented Leadership is high.

H6: Knowledge-oriented Leadership moderates the negative relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high.

H7: Knowledge-oriented Leadership moderates the positive relationship between SRHRM and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high.

2.3 Theoretical Framework

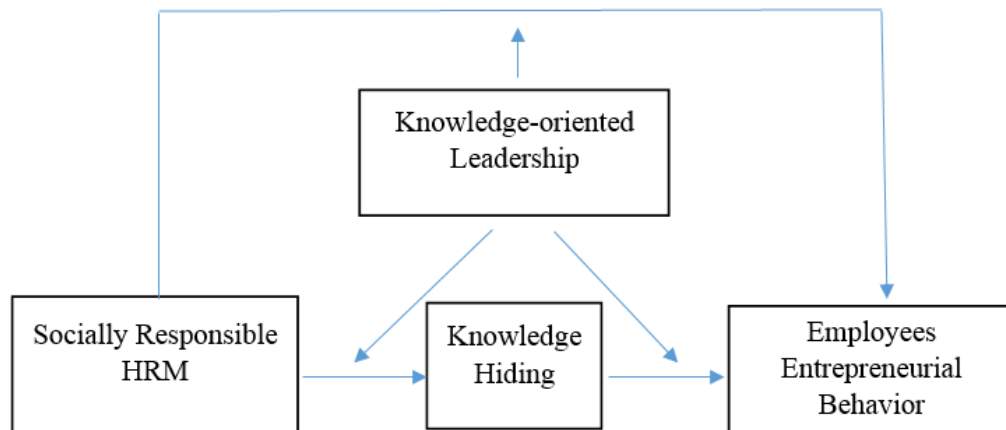


Figure 2.1: Theoretical Framework

2.4 Hypotheses

H1: Socially Responsible Human Resource Management has a positive and significant impact on Employees' Entrepreneurial Behavior.

H2: Socially Responsible Human Resource Management has a negative and significant impact on Knowledge Hiding.

H3: Knowledge Hiding has a negative and significant impact on Employees' Entrepreneurial Behavior.

H4: Knowledge Hiding mediates the relationship between SRHRM and Employees' Entrepreneurial Behavior.

H5: Knowledge-oriented Leadership moderates the negative relationship between SRHRM and Knowledge Hiding such that the relationship is strengthened when Knowledge-oriented Leadership is high.

H6: Knowledge-oriented Leadership moderates the negative relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high.

H7: Knowledge-oriented Leadership moderates the positive relationship between SRHRM and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high.

CHAPTER 3

RESEARCH METHODOLOGY

The research design, study population, sampling methodologies, sample size, research instrument, methodology, and data collecting methods are all covered in this chapter. The third chapter covers the method, procedure, data gathering methodology, data collection procedure, and sample procedures. In addition, the definitions of the variables utilized in the study are well described. This chapter introduces the variable catalog, author's name, their existence, prior reliability, legality, and scale dimensions, as well as the quantity of era. In addition, hypothesis testing and data analysis procedures are covered in this chapter. Importantly, the structural modeling equation (SEM) method, which includes sub-models for structural and measuring models, is comprehensively examined. This chapter also includes structure and measurement model application strategies. Finally, the model fitness with accepted and standard ranges has been described in this section.

3.1 Research Design

This study was conducted using a quantitative method; therefore, descriptive, and causal research designs were used in this study. The questionnaire was used as a primary data collection method and for this purpose adapted questionnaire was used in this research work. Employees of the manufacturing sector organizations were selected as the population of this study work. Probability and non-probability are two types of sampling techniques, in the present research study work probability sampling technique were used for the data collection. A total number of 384 employees was selected from employees of the manufacturing sector organizations from Sialkot Pakistan as a sample. Hardcopy of the questionnaires was distributed directly and online as well among the employees. A total number of 103 questionnaires were filled online and 218 were received back in hardcopy form. A total number of 321 questionnaires were received. The reason for the selection of Sialkot was that this city is famous for its emerging economy and industrial estate. All the large-scale manufacturing companies are working in Sialkot in the field of textile, sports, automotive, food processing, and technology. Only those organizations were selected which are performing socially responsible human resources management practices for their employees.

A cross-sectional study is a form of observational research that looks at data on variables collected at a single point in time in a pre-defined subset of the population or throughout time in a sample population. This study type is referred to as a cross-sectional analysis, prevalence study, or transversal investigation. A cross-sectional strategy was used to collect data for this investigation.

3.2 The population of the Study

In this research study, manufacturing sector employees from Sialkot, Pakistan were selected as the population of the study. According to the information shared by the Government of Punjab, Pakistan on their official portal, presently, in the Sialkot Chamber of Commerce, 6800 firms are registered. There are major three types are industries working in Sialkot, which are sports goods, leather garments, and surgical instruments manufacturing industries. The sports goods sector employs about 200,000 people directly, whereas the leather clothing manufacturing sector employs over 12,000 people directly, and a workforce of about 100,000 is engaged in the surgical instruments manufacturing industries. There are a total number of 312,000 employees approximately who are currently working in the manufacturing sector in Sialkot, Pakistan.

3.3 Sampling Technique

Multistage-stratified sampling technique was used for the collection of data (Avasthi et al., 2017). In the first stage, the entire population of the manufacturing sector of Sialkot was stratified into three strata: sports goods, leather garments, and surgical instruments manufacturing organizations. In the second stage, further stratification was done based on probability proportionate to the size method. In the third stage, employees were selected on the bases of simple random sampling from each sector.

3.4 Sample Size

By using the sample size determining method (Sekaran, 2009), the sample size was set. As per the sample size determination process, 382 will be the sample size for the 75000 population size and 384 for the population of 1000000 elements. As there are a total number of 312,000 employees approximately in the manufacturing sector in Sialkot, Pakistan, a sample size of 384 employees of the manufacturing sector organizations from Sialkot, Pakistan was set.

3.5 Research Instrument

In this research work, an adopted questionnaire was utilized. The questionnaire was consisting of two parts, demographic (Gender, age, education, income, etc) and study variables. In this research study, there are a total number of four variables. The Independent variable is SRHRM, the dependent variable is Employee entrepreneurial behavior, and knowledge hiding was used as a mediating variable and knowledge-oriented leadership as a moderating variable. For the measurement of the research variables, scales from previous studies were adopted. The total number of items and questions was 34 and different scales were used for the measurement of each variable.

Socially Responsible Human Resource Management: This scale is consisted of 9 items and was adopted from the research work of Shen and Zhu (2011). A sample question is “Employees are given enough training and growth opportunities”. The scale was designed using a five-point Likert scale (strongly disagree=1, strongly disagree=2, neutral=3, agree=4, and strongly agree=5).

Employees' Entrepreneurial Behavior: The scale of employees' entrepreneurial behavior as consisting of two dimensions. The first component is concept generation, which consists of four questions for recognizing and producing fresh and innovative ideas. These questions were adapted from Dyer et al. (2008) research, and one example is "I frequently come up with new ideas when monitoring how people engage with our goods and services." This study used four questions derived from Pearce et al. (1997) scale for the second dimension (helping others to behave entrepreneurially). "I aggressively promote the good ideas of others," for example, and "I urge people to take the initiative for their ideas". The scale was designed using a five-point Likert scale (strongly disagree=1, disagree=2, neutral=3, agree=4, and strongly agree=5).

Knowledge Hiding: The knowledge hiding scale is consisting of 12 items and was adapted from Connelly et al (2012) research study. An example question is "I consented to help out others but never actually planned to." The scale was designed using a five-point Likert scale (Not at all=1, Very little=2, Somewhat =3, Quite a bit=4, and A great deal=5).

Knowledge-oriented Leadership: The scale of knowledge-oriented leadership is consisting of 5 items and is adopted from the research study by Donate and Pablo (2015). A sample question is "Managers are accustomed to taking on the role of knowledge leaders, which is "mainly defined by openness, tolerance for errors, and

mediation for the achievement of the firm's objectives". The scale was designed using a five-point Likert scale (strongly disagree=1, disagree=2, neutral=3, agree=4, and strongly agree=5).

3.6 Data Collection Procedure

Questionnaires were distributed among employees and organizational management of the manufacturing sector companies assisted to collect the responses of the employees. The goal of the study was explained to them from the beginning, or before they were given the questionnaire so that they could readily complete the questionnaire with suitable response replies. The respondents were also assured of the confidentiality of their responses as well as their right to take part in the study. For data collection, the questionnaire was sent personally to respondents as well as online.

3.7 Data Analysis Techniques

Several tools and approaches, like descriptive analysis of respondent's profile and descriptive analysis of research variables, were used to get the needed data results, multicollinearity analysis, and structural equation modeling (SEM) are employed step by step.

SPSS, AMOS, and PROCESS tools were used to analyze the data. Initially, the study was carried out by entering the replies of 309 respondents into SPSS. Pilot testing, frequencies, descriptive, and correlation approaches were used. The framework was then created in AMOS. Finally, the findings are interpreted. The findings reached must be corroborated in some way. This is to ensure that the findings drawn from qualitative/quantitative data are reasonable, trustworthy, and legitimate. A measure's dependability is determined by the assessment of stability and consistency. Consistency of the pieces measuring a notion reflects how well they fit together as a group. The consistency and stability of the measurement device are attested to reliability (Sekaran and Roger, 2013). The data's dependability was also examined.

3.8 Descriptive Measures

Descriptive analysis refers to a constructive review of data. In descriptive analyses of the current study, shape and variability are quantified using central tendency. The study's average group score represents the central tendency as determined using mean analysis. The skewness and kurtosis, which indicate the normalcy of the data, are used to define the form of the data. The dispersion of scores,

as measured by standard deviation, is referred to as variability. In normal data, the proper ranges for skewness and kurtosis are 2 and 7, in that order.

3.9 Data Screening

Before the hypothesis was tested, the data was examined. Missing or incomplete questionnaires were rejected, and no further investigation was carried out. SPSS is used to manage missing values. The data normality is demonstrated by utilizing a bell-shaped curve while charting data, with the primary chunk in the middle.

Skewness and kurtosis are used to demonstrate data normalcy. When the amount of the data remains right-hand side of the bell, the data is favorably skewed. Data dispersion is used to calculate skewness. Negative skewness, on the other hand, indicates that the majority of the data is still on the left side of the bell. When examining data distribution, the altitude of the bell-shaped graph and standard deviation aid in determining kurtosis. According to the Tabachnick & Fidell (2001), kurtosis and skewness have a range of -2 to +2

3.10 Reliability Test

Reliability analysis has been conducted for the assessment of the construct's dependability. The internal consistency analysis is another name for the reliability test. It is a concept which normally used to evaluate the quality of the study activity in research. The consistency of the same set of objects is investigated using the reliability test. The Cronbach alpha test is used to determine the item's dependability. 0.70 and 0.60 are acceptable values (O'Leary-Kelly & Vokurka, 1998).

3.11 Correlation Test

It is applied for the evaluation of the relationship between variables. The correlation coefficient determines the linear relationships between two variables. When one variable in a correlation is altered, the other variable is likewise affected in the same way. Correlation is classified into three types: negative correlation, positive correlation, and zero correlation. A correlation test may also be utilized to define how closely two variables are associated. An ideal negative correlation is -1, a positive correlation is +1, and 0 shows no relationship. Pearson correlation was employed in the study's analysis.

3.12 Multicollinearity Measurement

When assessing the recommended route of the theoretical model, multi-collinearity is a crucial factor to examine. The most essential component in measuring the link between many variables is multicollinearity. Overestimation of the standard error, as well as the difficulty of multicollinearity, affects the contact of different elements. The variance inflation factor is a measure used to assess multicollinearity. An acceptable value of the variance inflation factor is having to be less than 4 respectively (O'Brien, 2007).

3.13 Structural Equation Modeling Technique

SEM (Structural equation modeling) is a technique that is used to evaluate variables appropriately to determine the effect of variables (Scarpi, 2006). The structural equation modeling approach is divided into three steps. The first step is common factor analysis, while the second and third stages are confirmatory structural estimates. The processes involved in calculating the root mean square error of approximation (RAMSEA), and model's fitness are the comparative fit index (CFI), and the adjusted goodness of fit index (AGFI). These are the fundamental stages in calculating SEM.

Phase 1: The first and most important stage in the SEM measuring model estimations is to investigate the model confirmatory factor analysis (CFA).

3.13.1 Common Factor Analysis (CFA) Test

Common factor analysis is the process of creating new variables by removing existing ones (Shama and Kumar, 2006). Using experience variables, common factor analysis tests enable the assessment of a hidden variable (Reise, et al., 1993). To quantify CFA, two crucial things must be done: factor loading and commonalities. Squared factors are evolving to quantify similarities. Factor loading is calculated using standardized regression coefficients (Cattell, 2012). The most important fundamental characteristics of reliability are commonalities. To analyze percentages of variance in a hidden variable, commonalities are employed.

Component loading and square multiple correlations (SMCs) are the two most important methods for evaluating commonality. It is the most important part of the assessment since it is where variables that do not fit the criteria for factor loading and SMCs are eliminated (Floyed & Widaman, 1995). Each latent variable's Cronbach's alpha, factor loadings, mean standard deviation, and SMCs must be determined for

common factor analysis, validity, reliability, descriptive analysis, and Cronbach's alpha.

3.13.2 Confirmatory Factor Analysis Test

Confirmatory component analysis has been recommended in the literature as a step before validating the hypothesis. During the second stage of SEM, the CFA was carried out. It's made up of observed variables taking a full assessment of a concealed variable.

3.13.3 Analysis of Measurement Model

The "model fitness" is utilized for describing the process that how a model is fit. The average variance extracted and factor loading are utilized for the measurement of the model's composite dependability. The most essential CFA confirmation criteria are CR and AVE.

Phase 2: Structural modeling is utilized for the studying of direct and indirect links between variables. In structural modeling, the hypothesis about the relationship between dependent and independent variables is analyzed (Steenkamp & Baumgartner, 2000).

3.14 Analysis of Structural Modeling Measurement

Using structural modeling analysis, the significance of regression coefficients and the regression coefficients were observed. The incremental fit index (IFI) chi-square CMIN/DF, the goodness of fit index (GFI), root mean square error of approximation (RMSEA), and comparative fit index (CFI), are some metrics that are used in structural model fitness.

3.15 Fit Indexes for both SEM Models

This research and previous studies, propose five distinct indices for evaluating model fitness, including incremental fit index (IFI) chi-square CMIN/DF, the goodness of fit index (GFI), root mean square error of approximation (RMSEA), and comparative fit index (CFI) are the indices that are used to evaluate model fitness.

3.15.1 Relative Chi-Square

Relative chi-square has been utilized for the evaluation of the model's fit quality. As there are some limitations, so this test isn't supposed to utilize for the determination of model fitness. This test isn't suitable for a huge number of individuals according to an argument. When the sample size exceeds 200, Type II error occurs, which has a major impact on model fitness and leads to poor model fit.

Divide the degree of freedom by the chi-square fit index to find this problem. Appropriate relative chi-square values were provided by Carmines and McIver (1981). According to Marsh and Hocevar (1985), other acceptable model fit values include a minimum of 2 and a maximum of 3 as well.

3.15.2 Goodness Fit Index

The Goodness of Fit index is by far the most precise method for evaluating model fitness and structural integrity. To demonstrate the model's capacity, the GFI employs variance and covariance (Raykov and Marcoulides, 2000). GFI was used to compare the no model and the posited model (Byrne, 2010). A perfect model's GFI values range from 1 to 0.1. If the numbers are as close to one as possible, the model is well-fitted. The GFI average is 90.

3.15.3 Incremental Fit Index (IFI) Analysis

It is a different method of calculation than CFI (Byrne, 2010). Above 90 values are the good value of the model fit index.

3.15.4 Comparative Fit Index (CFI) Analysis

Comparative fit index analysis is used to explore the heteroscedastic connection between exogenous and endogenous variables. The CFI analysis is unaffected by the sample size. The CFI scale is 0 to 1. When the values approach one, the model fits nicely. When the values are near 0, it indicates that the model is not well-fitting. The model is considered perfect if the values exceed 90.

3.15.5 Root Mean Square Error of Approximation (RMSEA) Test

A well-known measure of fit quality is the root mean square error of approximation (RMSEA). RMSEA is often used for adjusting sample size in the structural equation modeling equation method. When the chi-square test is used in a study, it is usually used. The degree of freedom and sample size was assumed when RMSEA was used to estimate the model. The best RMSEA fit value is 0.01 to 0.05, whereas the worst RMSE fit value is 0.01 to 0.06. (Schumacker & Lomax, 2004). The typical fit value, according to Byrne (2001), is between 0.1 and 0.8. The adjusted goodness of the Fit model and accepted criteria of the values are mentioned in table 3.1 according to Hu and Bentler's (1999) research work.

Table 3. 1 Adjusted Goodness of Fit Model and Accepted Criteria

S#	Fitness Indices	Ranges (Acceptance Criteria)
-----------	------------------------	-------------------------------------

1	Relative / Normal Chi square (CMIN/DF)	Excellent fit: 1-5
2	Goodness Fit Index	Excellent fit: < 0.05 & > 0.95
3	Adjusted Goodness of Fit Index (AGFI)	Excellent fit: > 0.90
4	Comparative Fit Index (CFI)	> 0.90
5	Root Mean Square Error of Approximation (RMSEA)	Best fit 0.01 to 0.05

CHAPTER 4

RESULTS AND ANALYSIS

The fourth chapter of this research study includes a demographic analysis of the data, as well as standard deviation, mean, kurtosis, regression, and correlations. This study looks at typical method bias and sample adequacy checks in addition to reliability analysis. Finally, the proposed model was analyzed by using construct validity, confirmatory component analysis, a measurement model, and hypothesis testing.

4.1 Data Results and Analysis

This chapter contained the data analysis and findings. The data was collected through a questionnaire survey. PROCESS, SPSS, and AMOS were utilized to test research data and measurement. Descriptive statistics, multicollinearity tests, variable descriptions, a structural model analysis, a measurement model analysis (CFA), measurement and structural model validity, and a structural model fit analysis have been tested and analyzed.

4.2 Demographic Variables Analysis

Respondents in the manufacturing business (both male and female) in Sialkot, Pakistan, were polled using floating questionnaires. This study enlisted the participation of both management and non-management employees. Employees in the manufacturing industry, both male and female, were polled. From a total of 321 surveys, only 309 were chosen, with the rest being rejected owing to inadequate data. The descriptive variables' frequency distribution is as follows: -

4.2.1 Frequency Distribution of Demographic Variables

Table 4.1: Frequency Distribution of Gender

	Gender		
	Frequency	Percent	Cumulative Percent
Male	264	85.4	85.4
Female	45	14.6	100.0
Total	309	100.0	

Table 4.1 reveals that in this study, the total number of respondents was 264 males and 55 females out of a total of 309 participants. The male respondents are

dominating the study. It perhaps depends on the ratio of male & female employees in the manufacturing sector.

Table 4.2: Frequency Distribution of Age Group

Age			
	Frequency	Percent	Cumulative Percent
Below 25 years	54	17.5	17.5
25-30 years	89	28.8	46.3
31-35 years	79	25.6	71.8
36-40 years	50	16.2	88.0
41-45 years	28	9.1	97.1
46 and above	9	2.9	100.0
Total	309	100.0	

Table 4.2 represents the frequency of age groups of the respondents. The percentage of the age group below 25 years old is 17.5% with some 54 respondents. The percentage of the age group of 25-30 years old is 28.8% with some 89 respondents. The percentage of the age group of 31-35 years old is 25.6% with 79 respondents. The percentage of the age group of 36-40 years old is 16.2% with 50 respondents. The percentage of the age group of 41-45 years old is 9.1% with 28 respondents. The percentage of the age group of 46 years old and above is 2.9% with 9 respondents. The majority of the respondents belong to the age group of 25-30 years old.

Table 4.3: Frequency Distribution of Experience

Experience			
	Frequency	Percent	Cumulative Percent
Below 5 years	87	28.2	28.2
6-10 years	116	37.5	65.7
11-15 years	49	15.9	81.6
16-20 years	31	10.0	91.6
>20 years	26	8.4	100.0
Total	309	100.0	

Table 4.3 states the answer of respondents by experience. The percentage of <5 years' experience is 28.2% with 87 respondents. The percentage of 6-10 years' experience is 37.5% with 116 respondents. The percentage of 11-15 years' experience is 15.9% with 49 respondents. The percentage of 16-20 years' experience is 10% with 31 respondents. The percentage of >20 years' experience is 8.4% with 26 respondents. The majority of the respondents have experienced between 6-10 years.

Table 4.4: Frequency Distribution of Income

Income			
Income (in Rs.)	Frequency	Percent	Cumulative Percent
<15000	16	5.2	5.2
16000-30000	71	23.0	28.2
31000-45000	105	34.0	62.1
46000-60000	45	14.6	76.7
>60000	72	23.3	100.0
Total	309	100.0	

Table 4.4 states the answer of respondents by income. Percentage of <15000 is 5.2% with 16 respondents. The percentage of 16000-30000 is 23% with 71 respondents. The percentage of 31000-45000 is 34% with 105 respondents. The percentage of 46000-60000 is 14.6% with 45 respondents. Percentage of >60000 is 23.3% with 72 respondents. The majority of the respondents have a monthly income range of Rs. 31000-45000.

Table 4.5: Frequency Distribution of Education

Education			
	Frequency	Percent	Cumulative Percent
Matric	07	2.3	2.3
Intermediate	68	22.0	24.3
Bachelor	130	42.1	66.3
Master	83	26.9	93.2
Higher education	21	6.8	100.0
Total	309	100.0	

Table 4.5 states the answer of respondents by education. The percentage of matric is 2.3% with 07 respondents. The percentage of intermediate is 22% with 68 respondents. The percentage of bachelors is 42.1% with 130 respondents. The percentage with a master's is 26.9% with 83 respondents. The percentage of higher education is 6.8% with 21 respondents. The majority of the respondents have bachelor's degrees.

Table 4.6: Frequency Distribution of Organization

Organization			
	Frequency	Percent	Cumulative Percent
Sports Goods	127	41.1	41.1
Leather Garments	104	33.7	74.8
Surgical Instruments	78	25.2	100.0
Total	309	100.0	

Table 4.6 states the answer of respondents by organization type. The percentage of employees from sports goods manufacturing organizations is 41.1% with 127 respondents. The percentage of employees from leather garments manufacturing organizations is 33.7% with 104 respondents. The percentage of employees from surgical instruments manufacturing organizations is 25.2% with 78 respondents. The majority of the employees belong to sports goods manufacturing sector organizations.

Table 4.7: Frequency Distribution of Designation

Designation			
	Frequency	Percent	Cumulative Percent
Labor / Technician	119	38.5	38.5
Supervisor	80	25.9	64.4
Manager	110	35.6	100.0
Total	309	100.0	

Table 4.7 states the answer of respondents by designation. The percentage of labor/technician employees is 38.5% with 119 respondents. The percentage of supervisors is 25.9% with 80 respondents. And the percentage of managers is 35.6%

with 110 respondents. The majority of the respondents belonged to the labor/technician designation.

4.3 The Goodness of the Measuring Scales

When developing an instrument for measuring a variable, it is necessary to guarantee that the instrument is measuring the concept properly and that it is measuring the real concept that it is supposed to measure. These are known as the instrument's reliability and validity (Cooper and Schindler, 2014; Sekaran and Bougie, 2016). The consistency of the scale is defined as reliability, while the accuracy of the notion being tested is defined as validity. Validity is a test that determines how well a produced instrument measures the notion that it is designed to assess. Cronbach's Alpha values are estimated to assure the reliability of the scale of the measures, and exploratory and confirmatory factor analysis is performed to validate the validity of the measure.

4.3.1 Reliability Analysis

The term "reliability" refers to the consistency of variables. This study refers to trustworthy measurements as those that produce the same results in a variety of settings (Carlson et al., 2009). Cronbach's alpha is used to calculate the internal consistency of variable measurements. Cronbach's alpha is used in this study to measure the reliability of the questionnaire. The research instrument's dependability is a tool that demonstrates the accuracy of the data results. Internal consistency can be enhanced to improve the instrument's dependability. The Cronbach's alpha value must be determined to assess dependability greater than 0.7. The table shows the results of the study variables' reliability tests.

Table 4.8. Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
SRHRM	09	0.886
EEB	08	0.764
KoL	05	0.822
KH	12	0.949
Total	34	0.840

Table 4.8 shows that Cronbach's alpha value of socially responsible human resource management is 0.886 and the total number of items is 09. Cronbach's alpha

value of employee's entrepreneurial behavior is 0.764 and the total number of items is 08. Cronbach's alpha value of knowledge-oriented leadership is 0.822 and the total number of items is 05. And the Cronbach's alpha value of knowledge hiding is 0.949 and the total number of items is 12. The total items are 34 and the overall Cronbach's alpha value is 0.840.

4.4 Descriptive Analysis

The table below shows the variable's descriptive statistics, including skewness, kurtosis, standard deviation, and mean.

Table 4.9: Descriptive Statistics of all Variables

Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SRHRM	309	3.9795	.66331	.440	-1.210	.139	1.535	.276
EEB	309	4.2350	.38939	.152	-.322	.139	.185	.276
KoL	309	4.0162	.65316	.427	-1.483	.139	3.178	.276
KH	309	3.0453	1.10406	1.219	-.350	.139	-1.032	.276
Valid N (listwise)	309							

4.5 Correlation Analysis

Correlation is a term used to describe a connection between two or more variables. Pearson Correlation analysis is used to figure out if two or more variables are related and if they change at the same time. Correlation analysis includes the link of two variables, whereas correlation study involves two quantitative variables. The strength of the association between these two variables may also be determined using Pearson correlation.

The correlation coefficient is the final value of correlation; according to Gogtay and Thatte (2017), the correlation coefficient value range is -1 to +1. The value of 1 in the correlation coefficient implies a strong positive relationship between the two variables. When the correlation coefficient is -1, it indicates that the variables

are completely unrelated. Finally, 0 values denote the absence of a relationship between variables.

Table 4.10 Correlation Analysis

Correlations				
	SRHRM	KH	KoL	EEB
SRHRM	1			
KH	-.257**	1		
KoL	.589**	-.326**	1	
EEB	.444**	-.135*	.421**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.10 shows that socially responsible human resource management and Knowledge hiding are negatively and significantly associated with each other ($r = -.257$, $p < .01$). Socially responsible human resource management and Knowledge oriented leadership are positively and significantly associated with each other ($r = .589$, $p < .01$). Socially responsible human resource management and Employees' entrepreneurial behavior are positively and significantly associated with each other ($r = .444$, $p < .01$). Knowledge hiding and Knowledge oriented leadership are negatively and significantly associated with each other ($r = -.326$, $p < .01$). Knowledge hiding and Employees' entrepreneurial behavior are negatively and significantly associated with each other ($r = -.135$, $p < .01$). Knowledge-oriented leadership and Employees' entrepreneurial behavior are positively and significantly associated with each other ($r = .421$, $p < .01$).

The above table shows that there is no multicollinearity among these variables.

4.6 Structural Models

To assess the causal consequences of the model's components, the constructs are connected according to the postulated theory, and then these interrelationships are statistically examined (Hair et al., 2014). Regression analysis is used to test these correlations. To examine the causal linkages, PROCESS model 59 was employed. Before doing the primary analysis, the regression assumptions are verified for multivariate outliers and multicollinearity to ensure that the model is not biased. Because multivariate normality is not required for bootstrap confidence interval

calculation, it is not evaluated. The specifics of each of these topics are described in the following sections.

4.7 Outliers and Influential Observations

Cook's Distance test is performed on all variables to identify multivariate outliers and influential observations. It is discovered that there is no instance with a cook's distance value larger than one, as predicted by (Field, 2013). However, twelve examples with abnormal values are discovered, and these twelve cases (case numbers 65, 104, 139, 151, 181, 187, 189, 191, 210, 281, 299, and 301) are eliminated from the dataset.

4.8 Multicollinearity Analysis

Multicollinearity analysis is used to quantify the correlation between variables. When there are several independent variables, it is one of the most important factors. Autocorrelation and co-linearity analyses are used to determine multicollinearity. The tolerance value and the Variance inflation factor are used to execute the co-linearity test (VIF). The acceptable range is 0.2-5. (Thompson et al., 2017). The tolerance values and variance factor inflation are within an acceptable range, shown in the table below, indicating that the study's dependent variables are not multicollinear.

Table 4.11 Multicollinearity Analysis

	Tolerance	VIF
SRHRM	.648	1.542
KoL	.620	1.612
KH	.887	1.127

a. Dependent Variable: EEB

4.9 Common Method Variance

Common method variance (CMV) is used to examine the theoretical model proposed path. The problem of this method develops, according to Chang et al., (2010), when data for dependent and independent variables are collected from the same participants. The first variable with a variance of less than 50% can be identified using the no common bias method. Harman's one-factor has been used to calculate the CMV. Results showed that variance is 29.254 percent which is far more than 50 percent, so we can conclude that there is no threat of common method bias.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	9.946	29.254	29.254	9.946	29.254
2	5.430	15.971	45.225			
3	1.808	5.317	50.542			
4	1.595	4.691	55.234			
5	1.405	4.132	59.365			
6	1.072	3.152	62.517			
7	.903	2.657	65.174			
8	.848	2.494	67.668			
9	.841	2.475	70.142			
10	.774	2.275	72.418			
11	.762	2.241	74.659			
12	.676	1.989	76.648			
13	.585	1.721	78.369			
14	.564	1.658	80.027			
15	.541	1.591	81.618			
16	.503	1.480	83.098			
17	.490	1.442	84.540			
18	.463	1.362	85.902			
19	.445	1.309	87.211			
20	.432	1.270	88.482			
21	.396	1.165	89.647			
22	.356	1.048	90.695			
23	.344	1.012	91.707			
24	.326	.959	92.666			
25	.317	.932	93.597			
26	.307	.902	94.500			
27	.278	.817	95.316			

28	.274	.807	96.123			
29	.249	.732	96.854			
30	.244	.717	97.572			
31	.222	.654	98.225			
32	.212	.624	98.849			
33	.202	.595	99.445			
34	.189	.555	100.000			

Extraction Method: Principal Component Analysis.

4.10 Confirmatory Factor Analysis

4.10.1 Model Fitness of Measurement Model

The model is fit as follows, according to the proposed structural model estimates: All direct and indirect model fit indices are within acceptable bounds, as shown in Table 4.4. The mediation path is explained by the indirect model in the table below. Fitness is classified into three types: parsimonious fit, incremental fit, and absolute fit. You must choose at least one suitable index to represent each category. The incremental fit category includes IFI, CFI, TLI, NFI, RFI, and NNFI. The absolute fit category includes RMSEA, AGFI, and GFI. CMIN/df is a parsimonious fit.

Table 4.12 Overall Model Fit Indices

Measure	Threshold	Current model values
Chi-square/df (cmin/df)	<3 good; <5 sometimes permissible	1.601
p-value for the model	> .05	.000
CFI	> .95 great; > .90 traditional; > .80 sometimes permissible	.947
NFI	Between 0 and 1	.871
TLI	Near to 1 is better (or above 0.90)	.939
GFI	> .90	.872
AGFI	> .80	.844
PNFI	highest PNFI value being most supported	.755
RMR	< .09	.044

RMSEA	< .05 good; .05 - .10 moderate; > .10 bad	.044
PCOLSE	> .05	.955

In the above mentioned table 4.12 threshold values and current model analyzed values have been mentioned, Chi-square/df (cmin/df) values is 1.601, p-value for the model is less than 0.05 i.e. 0.000, CFI values is 0.947, NFI value is 0.871, TLI value is 0.939, GFI value is 0.872, AGFI value is 0.844, PNFI value is 0.755, RMR value is 0.044, RMSEA value is 0.044, and PCOLSE value is .955. All of the values are within range and accepted.

4.11 Common Factor Analysis for Variable Validity

The first level of the measuring model is common factor analysis. Verification of all variables used in the CFA method. The common factor analysis (CFA) is used to show the relationship between the core concept's parts. The item is likely to be omitted if the factor loading value is 0.50. The table below includes the whole 309-person sample.

Table 4.13 Measurement Model Factor Loadings and Reliability of Constructs

Standardized Variables	Items	Factor Loading FL>.50	Cronbach Alpha IC
SRHRM	EO1	.706	0.886
	EO2	.779	
	EO3	.797	
	LC1	.787	
	LC2	.800	
	LC3	.664	
	GC1	.713	
	GC2	.756	
	GC3	.809	
KH	PD1	.811	0.949
	PD2	.827	
	PD3	.848	
	PD4	.791	
	RH1	.830	
	RH2	.853	

	RH3	.787	
	RH4	.824	
	EH1	.738	
	EH2	.823	
	EH3	.826	
	EH4	.854	
	KoL1	.675	
	KoL2	.688	
KoL	KoL3	.643	0.822
	KoL4	.747	
	KoL5	.712	
	RG1	.504	
	RG2	.553	
	RG3	.742	
EEB	RG4	.526	0.764
	HO1	.647	
	HO2	.696	
	HO3	.612	
	HO4	.673	

There are a total of 4 variables in this study (SRHRM, KH, KoL, and EEB). This research also contains a detailed description of all of these factors. Confirmatory factor indices (CFI), Chi-square, Root mean square error of approximation (RMSEA), and incremental fit indices were among the measurement model fit indicators (IFI).

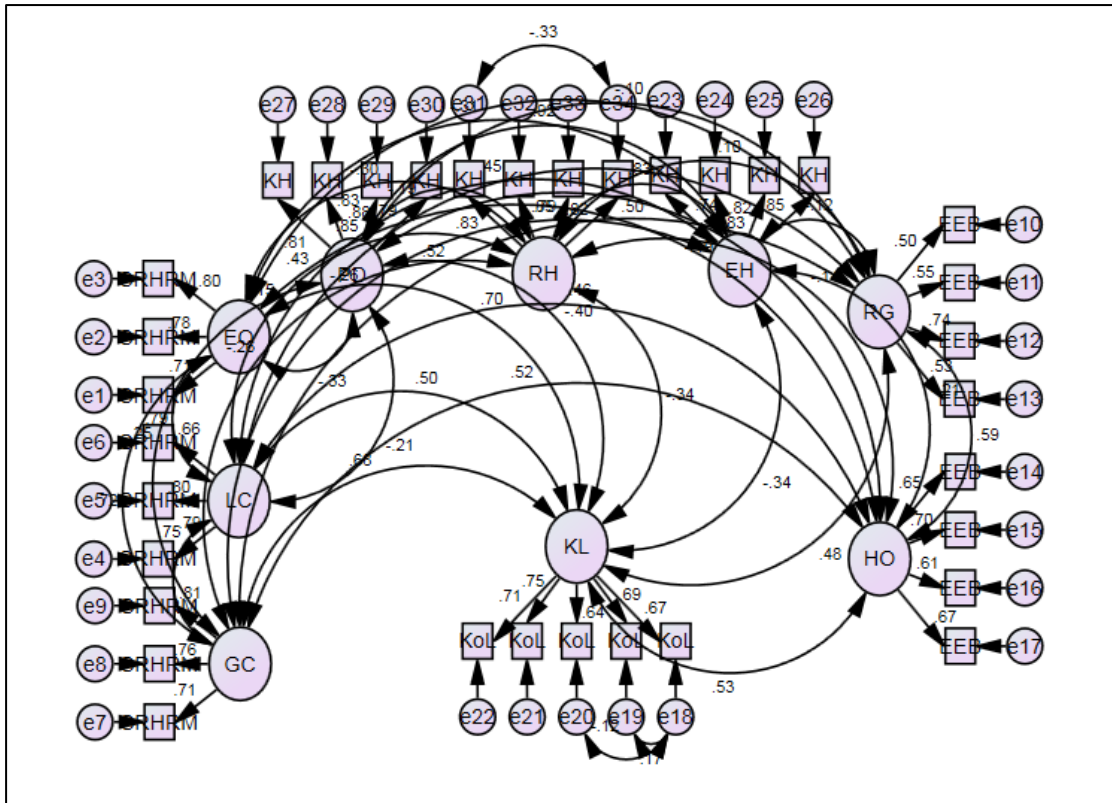


Figure 4.1: Common Factor Analysis

4.12 Hypothesis Testing

A structural model is created to evaluate the hypothesized linkages. Many structural models are first produced and evaluated, and from these competing models, a final structural model is developed to proceed with the study. The goodness of fit metrics for the competing models are verified at this point, and the model with the best model fit is selected for future study. Hair et al. (2014) proposed this technique. To begin, a model is created by including the mediator and moderator variables in the model, and the goodness of fit metrics CMIN/DF, RMSEA, SRMR, IFI, TLI, and CFI are calculated. The quality of fit measurements is judged to be excellent.

This study had seven hypotheses in all, three of which were direct hypotheses and four of which were indirect. PROCESS was used to calculate the causal links between all hypotheses. The next section provides a detailed study of all of these possibilities.

4.12.1 Test of Hypotheses 1-3, Direct Effects

Direct effects of hypotheses no. 1 to 3 have been analyzed through PROCESS. The detail is as under: -

Table 4.14: Test of Hypothesis 1-3

Structural Path	B	S. E	t-value	p-value
SRHRM → EEB	.323	.063	5.085	***
SRHRM → KH	-.159	.067	-2.369	.018
KH → EEB	-.071	.055	1.295	.195

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

As indicated in statistical facts, Socially Responsible Human Resource Management and Employees' Entrepreneurial Behavior are positively and significantly associated with each other ($\beta=.323$, $p<0.05$). From this, it can be said that hypothesis H1, Socially Responsible Human Resource Management has a positive and significant impact on Employees' Entrepreneurial Behavior, is accepted.

As indicated in statistical facts, Socially Responsible Human Resource Management and Knowledge Hiding are negatively and significantly associated with each other ($\beta= -.159$, $p<0.05$). From this, it can be said that hypothesis H2, Socially Responsible Human Resource Management has a negative and significant impact on Knowledge Hiding, is accepted.

As indicated in statistical facts, Knowledge Hiding and Employees' Entrepreneurial Behavior are positively and insignificantly associated with each other ($\beta=-.071$, $p>0.05$). From this, it can be said that hypothesis H3, Knowledge Hiding has a negative and significant impact on Employees' Entrepreneurial Behavior, is rejected.

4.12.2 Mediated Effect

The researcher is curious about how this association occurs when analyzing the causal relationships of the variables. An approach known as mediation analysis is utilized to meet this interest. According to Hayes (2009, 2013), testing causal links with variables that are not correlated or have weak correlations is not an issue. He went on to say that the classic causal technique of Baron and Kenny (1986) for assessing the mediated link of the variable is now outmoded. He proposes a new method for testing the intervening effect hypothesis.

Hayes (2009, 2013) challenges the causal method, which allows independent, dependent, and mediating variables to be included in the study only if they have significant coefficients. He offers and supports a current strategy for developing a product term from the coefficients of the independent to the mediator and the

mediator to the dependent variable, and this product term is represented as an indirect impact. The bootstrap confidence interval is used to further examine the indirect impact.

Thus, in keeping with this subject, the study's mediation analysis is carried out utilizing the aforementioned technique. All of the mediated routes are investigated by creating the product terms of their coefficients, and the bootstrap confidence interval is used to do so. For this reason, PROCESS model 59 was employed.

4.12.3 Test of Hypothesis 4, Mediated Effect

Table 4.15: Test of Hypothesis 4

Structural Path	B	S. E	t-value	p-value
SRHRM → EEB	.323	.063	5.085	***
SRHRM → KH	-.159	.067	-2.369	.018
Bootstrap Results for Indirect Effect	Indirect Effect	Lower Bound	Upper Bound	p-value
SRHRM → KH → EEB	0.0088	0.0008	0.0223	0.0255

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

A set of regressions with 95 percent bias-corrected bootstrap confidence intervals based on 5000 bootstrap samples are fitted and examined to assess the serial mediation model for the hypothesis. The analysis is broken down into multiple parts, which are detailed in the following phrases, and the statistical findings are shown in table 4.18. The direct influence of the independent variable SRHRM on the dependent variable Employees' Entrepreneurial Behavior is examined in the first stage and found to be positively significant ($B = .323, p < .05$).

The direct influence of the independent variable SRHRM on the mediating variable knowledge hiding is investigated in the second phase, and it is shown to be negatively significant ($B = -.159, p < .05$). The effect of the aftermath is investigated. The indirect effect (mediated effect) of the independent variable Socially Responsible HR on the dependent variable Employees' Entrepreneurial Behavior is examined in the third step, and the indirect effect is positively significant ($B = .0088, p < .05$) and lies between .0008 and .0223 in the 95 percent confidence interval, where zero is not present. These figures show that mediation does exist. Furthermore, hypothesis H4:

Knowledge Hiding mediates the association between SRHRM, and Employees' Entrepreneurial Behavior is accepted as a result of all of this.

4.12.4 Test of Hypothesis 5-7, Moderated Effects

To test the specific moderating role of Knowledge-oriented Leadership, the interaction term is created and added to the model along with the moderator. To avoid the multicollinearity problem the variables are mean-centered and then entered into the analysis. The beta coefficients and a p-value of moderating variable, knowledge-oriented leadership (B= -.365, $p < .05$) were found negatively significant and an interaction term of knowledge-oriented leadership and SRHRM (B = -0.139, $p < .05$) is also negatively significant, shown in the table. So, it can be inferred now, that hypothesis H5: Knowledge-oriented Leadership moderates the negative relationship between SRHRM and Knowledge Hiding such that the relationship is strengthened when Knowledge-oriented Leadership is high, is accepted.

Table 4.16: Test of Hypothesis 5

Structural Path	B	S. E	t-value	p-value
SRHRM \longrightarrow KH	-.159	.067	-2.369	.018
KoL \longrightarrow KH	-.365	.071	-5.180	***
KoL_x_SRHRM \longrightarrow KH	-.139	.039	-3.590	***

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

The moderating role of Knowledge-oriented Leadership on the relationship between SRHRM and Knowledge Hiding is further examined in the interaction plot, shown in the figure and it is found that Knowledge-oriented Leadership strengthens the negative relationship between SRHRM and Knowledge Hiding.

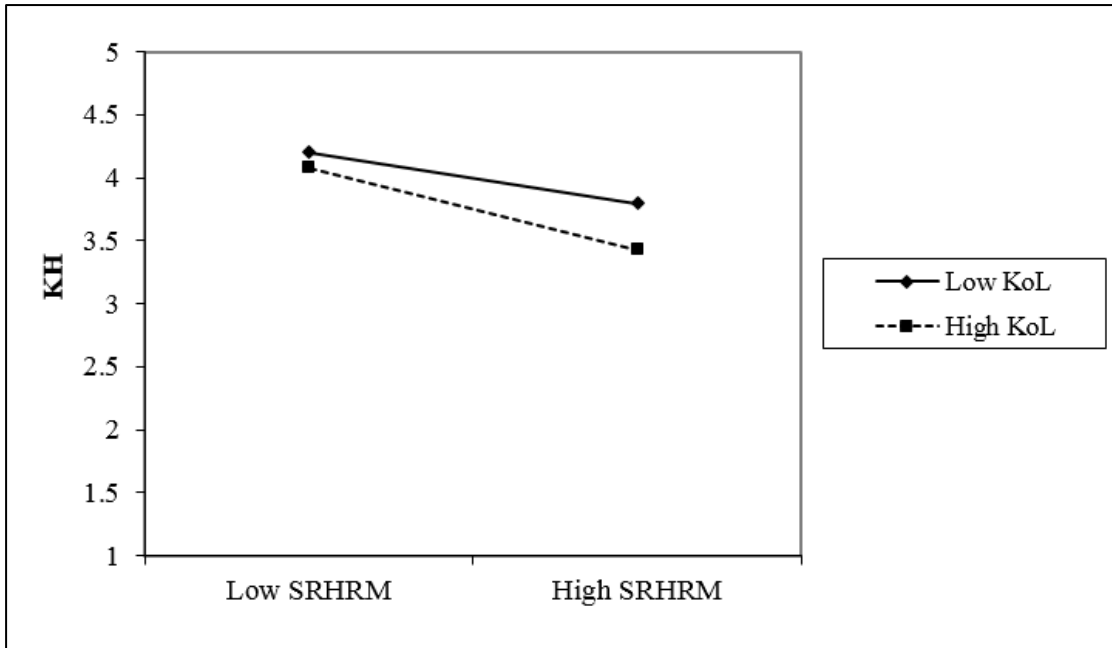


Figure 4.2: Interaction of Knowledge-oriented Leadership with SRHRM on Knowledge Hiding

To test the specific moderating role of Knowledge-oriented Leadership, PROCESS model 59 was used. To avoid the multicollinearity problem the variables are mean-centered and then entered into the analysis. The beta coefficients and a p-value of moderating variable, knowledge-oriented leadership ($B = .303, p < .05$) were found positively significant, and an interaction term of knowledge-oriented leadership and knowledge hiding ($B = -0.129, p < .05$) is also negatively significant, shown in the table. So, it can be inferred now, that hypothesis H6: Knowledge-oriented Leadership moderates the negative relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high is accepted.

Table 4.17: Test of Hypothesis 6

Structural Path	B	S. E	t-value	p-value
KH → EEB	-.071	.055	1.295	.195
KoL → EEB	.303	.069	4.401	***
KoL_x_KH → EEB	-.129	.055	-2.336	.019

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

The moderating role of Knowledge-oriented Leadership on the relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior is further

examined in the interaction plot, shown in the figure and it is found that Knowledge-oriented Leadership strengthens the negative relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior.

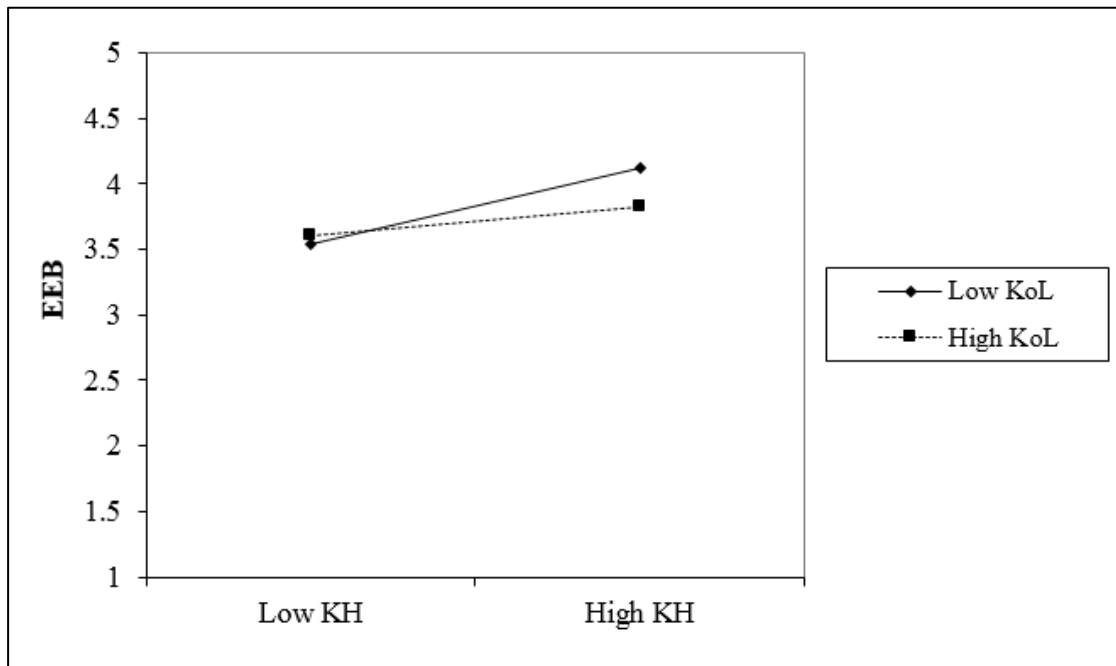


Figure 4.3: Interaction of Knowledge-oriented Leadership with Knowledge Hiding on Employees' Entrepreneurial Behavior

To test the specific moderating role of Knowledge-oriented Leadership PROCESS model 59 was used. To avoid the multicollinearity problem the variables are mean-centered and then entered into the analysis. The beta coefficients and a p-value of moderating variable, knowledge-oriented leadership ($B = .303, p < .05$) were found positively significant and an interaction term of knowledge-oriented leadership and SRHRM ($B = .033, p > .05$) is positively insignificant, showed in table.

Table 4.18: Test of Hypothesis 7

Structural Path	B	S. E	t-value	p-value
SRHRM → EEB	.323	.063	5.085	***
KoL → EEB	.303	.069	4.401	***
KoL_x_SRHRM → EEB	.033	.038	.855	.393

*B = un-standardized regression coefficients, S.E = standard error, *** = $p < .001$*

So, it can be inferred now, that hypothesis H7: Knowledge-oriented Leadership moderates the positive relationship between SRHRM and Employees'

Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high, is rejected.

The moderating role of Knowledge-oriented Leadership on the relationship between SRHRM and Employees' Entrepreneurial Behavior is further examined in the interaction plot, shown in the figure and it is found that Knowledge-oriented Leadership has no impact on the relationship between SRHRM and Employees' Entrepreneurial Behavior.

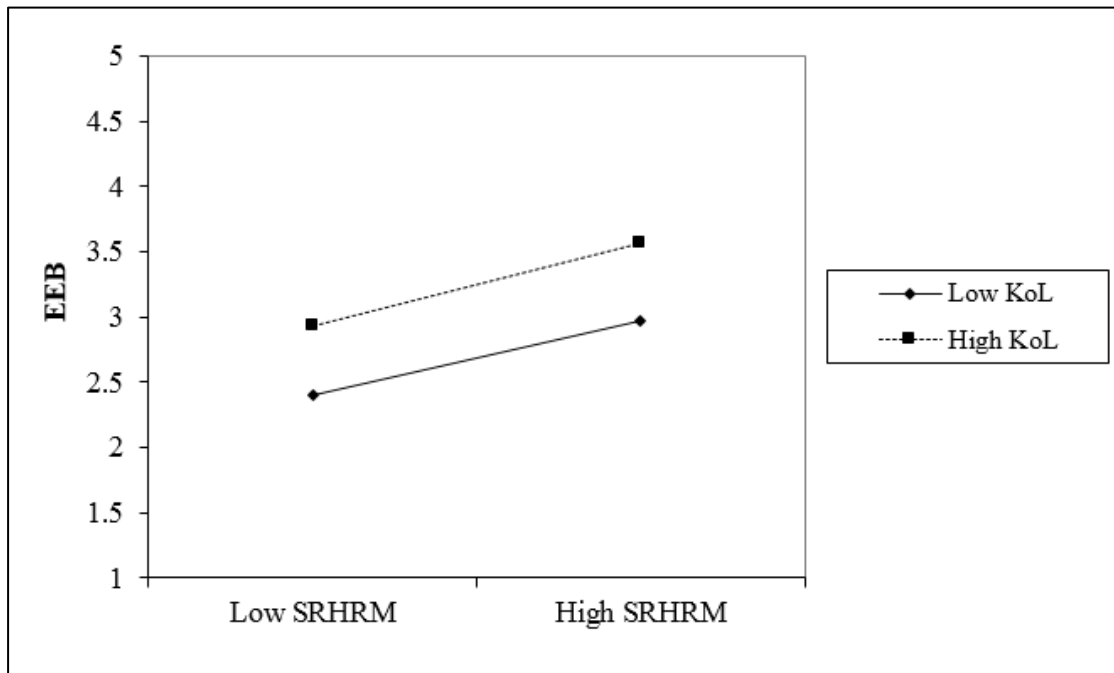


Figure 4.4: Interaction of Knowledge-oriented Leadership with SRHRM on Employees' Entrepreneurial Behavior

4.13 Summary of Hypotheses Accepted/Rejected

Therein thesis, a total of 7 hypotheses are developed and tested, from which 5 are accepted, and 2 hypotheses are rejected.

Table 4.19: Summary of Hypotheses: Direct Effect

Hypothesis	Proposition	Decision
H1	Socially Responsible Human Resource Management has a positive and significant impact on Employees' Entrepreneurial Behavior.	Accepted
H2	Socially Responsible Human Resource Management has a negative and significant impact on Knowledge Hiding.	Accepted
H3	Knowledge Hiding has a negative and significant impact	Rejected

	on Employees' Entrepreneurial Behavior.	
H4	Knowledge Hiding mediates the relationship between SRHRM and Employees' Entrepreneurial Behavior.	Accepted
H5	Knowledge-oriented Leadership moderates the negative relationship between SRHRM and Knowledge Hiding such that the relationship is strengthened when Knowledge-oriented Leadership is high.	Accepted
H6	Knowledge-oriented Leadership moderates the negative relationship between Knowledge Hiding and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high.	Accepted
H7	Knowledge-oriented Leadership moderates the positive relationship between SRHRM and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high.	Rejected

The hypotheses and decisions about direct effects are presented in table 4.14. The hypotheses and decisions regarding mediated effect are shown in table 4.15 and the hypotheses related to moderated effects are described in table 4.16.

CHAPTER 5

DISCUSSION AND CONCLUSION

This chapter addressed the suggestion, the weaknesses of the current study, and the practical ramifications. Finally, the conclusion highlighted how the study's major goal was met. This study's chapter gives a logical explanation for the outcomes. This chapter also examines the limits of the study as well as some additional potential recommendations. This study also looked at the direct link between SRHRM and employee entrepreneurial activity, as well as the indirect link between knowledge and this chapter. The study's topic is broken into three sections in total. The conclusion and interpretations of the results are the first portions of the discussion; the limits and some practical consequences of the study are the second sections; the third section is the study's future further suggestions and conclusion.

5.1 Discussion

The discussion begins with a consideration of the study's objectives and whether they were met. The study's findings revealed that SRHRM in the presence of a mediator (knowledge hiding) and moderator (knowledge-focused leadership) had a stronger influence on the entrepreneurial behavior of employees in Pakistan's manufacturing business. Furthermore, the outcomes of the study revealed that the knowledge hiding effect mediates the relationship between SRHRM and employee entrepreneurial activity. There are nine hypotheses in this study, five of which are direct and four of which are indirect.

Employees' entrepreneurial behavior is positively influenced by socially responsible human resource management as analyzed in the first hypothesis, which has been accepted by the results. The possible reason for these findings is that adopting strategies related to employee-oriented HRM, legal-compliance HRM, and general CSR facilitation HRM supports firms in establishing loving and safe settings in which workers feel at ease to express more of who they are. Employees are allowed to pursue entrepreneurial endeavors to improve both corporate and individual performance. The findings are consistent with Shen and Benson's (2016) study, which found that SRHRM is constructively associated with the extra-role conduct of employees. The study is also corroborated by Shen and Zhang (2017)'s research work on this topic.

Furthermore, the findings on the effects of SRHRM practices on employee entrepreneurial activity are consistent with the principles of the social exchange theory (Blau, 1964) and COR theory (Hobfoll, 1989). Findings of this study support the application of social exchange theory to shed light on workers' reciprocating responses to SRHRM practices (e.g., Newman et al., 2016; Jia et al., 2019;) as well as other HRM systems in firms (e.g., Cho and Poister, 2013; Kim and Ko, 2014).

Based on the second premise, it is established that Socially Responsible Human Resource Management has a negative and considerable influence on Knowledge Hiding. According to the findings, SRHRM practices implemented by the business reduce knowledge-hiding behavior among employees. Furthermore, applying the law of reciprocity to SRHRM suggests that when a corporation engages in activities that benefit its employees, it may instill respect, trust, and other favorable attitudes toward the organization. As a result, workers may feel compelled to reciprocate these behaviors by engaging in information sharing and refusing knowledge-hiding practices and behavior (Jia et al., 2019).

These findings are supported by Dodkh's (2020) study, which found that HRM strategies diminish knowledge-hiding behavior among workers. Furthermore, research investigations conducted during the same competition (Connelly & Zweig, 2015; Mangold, 2017; Bari et al., 2019; Anand & Hassan, 2019) validated our study findings. According to the study findings, the third hypothesis, that Knowledge Hiding has a negative and significant influence on Employees' Entrepreneurial Behavior, was not accepted. This demonstrates that employees' knowledge-hiding attitude does not affect their entrepreneurial activity in the manufacturing industry. This tendency may develop as a result of an employee's preference for entrepreneurial and inventive conduct over knowledge-concealing behavior.

According to the study's fourth hypothesis, knowledge-oriented leadership has a negative and significant impact on knowledge hiding. In knowledge management situations, leadership has long been recognized as a key component in decreasing cognitive barriers to information sharing and/or avoiding knowledge concealing (Singh, 2008). The outcomes of this study support previous research findings that imply that combining an unconventional leadership style with knowledge-oriented strategy could play a role of catalyst for creativity among the employees by simplifying KM procedures (Donate and Guadamillas, 2011; Zia, 2020). This study is reinforced by the findings of Donate et al. (2022)'s research study, which

demonstrates that knowledge leadership has been shown to assist companies in minimizing information hiding in vulnerable conditions that influence KM implementation and knowledge sharing.

According to the study's fifth hypothesis, knowledge-oriented leadership has a favorable and substantial influence on employees' entrepreneurial behavior. Furthermore, the study discovered evidence that, consistent with current studies, Indirectly, a knowledge-oriented leadership style improves innovative capacity (e.g., Shariq et al., 2019, Latif et al., 2021, Fachrunnisa et al., 2020, Donate and Pablo, 2015). When correctly implemented, knowledge-oriented leadership successfully engages individuals by providing a common vision, knowledge management tools, and assistance in overcoming task creation hurdles. Zia (2020) theorizes a link between knowledge-oriented leadership, entrepreneurial behavior, and employee innovation performance in a similar vein. These findings also suggest that, while information-oriented leadership is important, it isn't enough to promote employees' entrepreneurial activities; leadership actions should also help individuals avoid false knowledge hiding.

According to the sixth hypothesis, Knowledge Hiding mediates the relationship between SRHRM and Employees' Entrepreneurial Behavior, and the data were analyzed accordingly.

Knowledge-oriented Leadership mediates the previously established link between SRHRM and Knowledge Hiding from the seventh hypothesis of the study. According to the study findings, when information-focused leaders are present, the negative association between SRHRM and Knowledge Hiding is minimized. The interaction term of SRHRM and knowledge-focused leadership reduces workers' knowledge-concealing behavior in manufacturing sector businesses. These findings show that if organizations use and apply knowledge-based leadership styles among supervisors and managers, it will lead to regulating and restricting all aspects of workers' knowledge concealing, i.e., evasive, reasoned hiding, and playing dumb. The study's findings are supported by previous research studies (e.g. Dodokh, 2020; Donate, 2022; Fachrunnisa et al., 2020).

The eighth hypothesis concluded that the results of the study show that Knowledge-oriented Leadership moderates the negative association between Knowledge Hiding and Employees Entrepreneurial Behavior, such that the relationship is strengthened when Knowledge-oriented Leadership remains strong.

Although no significant association was identified between Knowledge Hiding and Employees Entrepreneurial Behavior in this research study, the moderating influence of knowledge-focused leadership on both variables using Baron and Kenny's (1986) moderation technique was determined. Furthermore, the results of this study show that moderation of Knowledge-oriented Leadership produces significant results, which are supported by previous research studies, for example, Donate and Pablo (2015) investigated the impact of knowledge-oriented executives and practices on employee entrepreneurial activity. Additionally, Donate and Guadamillas (2011) investigated the function of knowledge-oriented leadership as a mediating variable between knowledge exploitation approaches and employee innovation capacity, finding substantial interaction effects.

Shariq et al. (2019) investigate the many underlying mechanisms by which knowledge-oriented leadership improves information sharing and creativity, discovering that employee goal orientation mediates the impact. Through knowledge management (KM) behavior, Zia (2020) discovers an indirect relationship between knowledge-oriented leadership and innovation performance in project-based small and medium-sized enterprises, as well as a moderating of goal-orientation in the relationship between knowledge-oriented leadership and documentation, knowledge acquisition, transfer, and application. Interrelations among employee entrepreneurial attitude and knowledge-oriented leadership as essential success elements in creative companies were recently highlighted by Latif et al. (2021), as they support KM procedures and the use of KM tools inside the organization. Furthermore, information sharing (reduced knowledge concealing practices) in the company acts as a basis for innovation skills (Ortiz et al., 2021; Mendoza-Silva, 2021) through enhancing knowledge-oriented leadership capabilities.

According to the study results, the ninth and final hypothesis of the study, Knowledge-oriented Leadership moderates the positive relationship between SRHRM and Employees' Entrepreneurial Behavior such that the relationship is strengthened when Knowledge-oriented Leadership is high, has been rejected.

5.2 Conclusion

Socially responsible human resource management is vital for each type of business, in the same way for the workers, because it determines the organization's focus on external CSR initiatives. This study defines the relationship between SR-HRM and Employees Entrepreneurial Behavior, as well as Knowledge Hiding as a mediator and Knowledge-oriented Leadership as a moderator, based on previous tests and essential findings. It was discovered that they had a significant link, and the influence on employee entrepreneurial behavior was assessed. SR-HRM is a set of HRM practices that will assist a business in determining how well it is operating in terms of employee entrepreneurial behavior.

Knowledge hiding has a strong mediating impact, and the data show that it has amplified the impacts of SR-HRM on employee entrepreneurial behavior. Furthermore, knowledge-oriented leadership's moderating influence has a considerable and favorable impact on the link between SR-HRM and employee entrepreneurial behavior. It has been argued that if knowledge-oriented leadership is created in the business, coupled with the practice of SR-HRM, the organization would have more opportunities to engage in external CSR activities, resulting in an improved employee entrepreneurial attitude.

This study makes an important contribution to has substantial implications for industrial organization management. Management would collaborate with HR-related professionals to establish strategies, including the SR-HRM, to increase organizational participation in creating workers' entrepreneurial activity. The more SR-HRM is used, the better the organization and its people will perform. As a result, the firm should increase its use of SR-HRM and knowledge-based leadership methods. Given the growing interest of institutions in HRM as a critical component in achieving the difficult task of being socially responsible, the present study examines the concept of SRHRM while theorizing and evaluating the links between various socially responsible HR processes and employees' entrepreneurial behavior. The current study conducted multiple regression analyses on a sample of 309 workers from manufacturing enterprises in Sialkot, Pakistan, to demonstrate that implementing socially responsible HR policies generates positive employee entrepreneurial behavior.

The findings confirm the notion that organizations' investments in socially responsible HR practices are positively regarded by employees, prompting them to reciprocate by demonstrating good work-related attitudes, which is in line with the

basic concept of social exchange theory (Blau, 1964). According to the findings, positive employee perceptions of socially responsible HR practices lead to a more positive organizational reputation, increased employee self-esteem, and favorable perceptions of organizational justice, all of which are responsible for higher emotional attachment and heightened trust in employees towards their organization (Roeck and Delobbe, 2012; Newman et al., 2016).

Increased employee-company identification as a result of the firm's socially responsible initiatives, according to Kim et al. (2010), has an impact on workers' loyalty to the company. The findings also show that the link between socially responsible HR practices and emotional commitment is stronger than the link between socially responsible HR practices and motivation. Employee views about socially responsible acts directed at internal stakeholders are associated with organizational commitment, according to Hofman and Newman (2014). Even though all four SRHRM components are favorably associated with the aforementioned conclusion, a growing amount of evidence reveals that one part of socially responsible behavior is always preferred above others (Gond et al., 2010).

The findings of Hofman and Newman's (2014) study on Chinese workers were remarkably similar, claiming that social responsibility policies toward external stakeholders had less of an impact on Chinese employees' perspectives than those in the West (Brammer et al., 2007). The aforementioned research has demonstrated the need for firms and managers to adhere to all labor standards, as well as the importance of employees to organizations, to promote employee trust, motivation, and emotional commitment. According to the findings of the supplemental studies, manufacturing sector businesses use more employee-oriented HR practices, general CSR facilitation HR procedures, and general CSR activities than domestic enterprises operating in Pakistan. The reason for this gap is that corporations in the manufacturing sector often choose to stick to procedures that are familiar to them and can guarantee better returns on staff performance (Gooderham and Nordhaug, 2003). Manufacturing sector businesses do not pay much thought to the location of the subsidiary, and as a result, they adopt innovative methods at a faster pace than domestic enterprises, where cultural roots are strongly ingrained, constraining adoption at a higher level.

Another intriguing discovery is that the impact of SRHRM components on employees' entrepreneurial activity differs depending on business ownership, most notably on motivation and emotional commitment. One possible reason for these

findings is that people from various socio-cultural settings tend to share distinct semantic spaces (Redding, 2008), which leads to varied interpretations of identical SRHRM practices across the two corporate groups.

As a result, various interpretations of the SRHRM components might lead to diverse reactions to the SRHRM components, which could be taken as an explanation for the previously described SRHRM variable effects. In this regard, Allik and Realo (2009) correctly stated that in collectivist societies such as Pakistan, individuals prefer to maintain only one in-group with a limited scope of trusting relationships outside the group, as opposed to individualistic cultures where people desire to form multiple in-groups. When local firms do not engage in huge CSR programs, employees may get demotivated since they are no longer the focal point. Overall, the research not only supports Shen and Zhu's (2011) findings of the positive relationship between SRHRM and affective commitment, but it also adds to them by highlighting the favorable impacts on other attitudes.

5.3 Theoretical Implications

Competitive advantages based on the entrepreneurial activity of employees are dependent on the source of employees' capability development anchored in the collective engagement of organizations' socially responsible human resource management practices and leadership style. This engagement enables organizations to develop and adjust routines and capacities to remain inventive in extremely dynamic environments by identifying opportunities and chances, grabbing them, and altering organizations to capitalize on them (Teece, 2018). According to this evolutionary perspective, human resource management techniques must change by incorporating new ideas and novelties addressing employee welfare programs in a flexible and timely manner.

In this regard, severe task conflict limits information flows and reduces the rate of development of individuals' entrepreneurial capacities, placing a company at risk of falling behind business entrants, which is problematic whenever a lack of involvement is a consequence of "deceptive" knowledge hiding (Serenko and Bontis, 2016).

Knowledge-oriented leadership has been identified as a theoretical approach generated from the KM literature that may assist a firm in engaging people collectively in tasks by embracing knowledge management philosophy, collaboration,

and engagement via the use of a knowledge management system. By supporting businesses in reducing knowledge hiding in manufacturing sector organizations, information-oriented leadership becomes an uncommon source of employee entrepreneurial activity indirectly. Overall, this research contributes by presenting a conceptual model which forecasts the strength of an employee's entrepreneurial activity talents through the promotion of socially responsible human resource management through knowledge-oriented leadership implementation and the reduction of the role of knowledge hiding behavior.

This study makes significant additions to the literature on leadership and human resource management. It has been demonstrated that socially responsible human resource management is necessary to assist employees in coping with information hiding methods inside the firm and to foster their entrepreneurial potential, which will be helpful to the organization in the long run. As a result, it can be advocated for knowledge-oriented leadership as an organizational instrument for creating "excellent" environments for knowledge processes and innovation, as well as its expansion to other areas such as socially responsible human resource management. Our findings are important because they give a new platform for practice, allowing leaders and organizations to better deal with information hiding strategies. There are several approaches to studying the impact of socially responsible human resource management on employee entrepreneurial behavior, knowledge-oriented leadership, and knowledge hiding, and this research study is the first to investigate the relationships between these variables in manufacturing sector companies.

Knowledge-oriented leadership is an unconventional source of creativity that acts "cognitively" on knowledge-hiding practices. If a corporation wants to optimize its intellectual capital, it should be competent in not just encouraging employees to be more proactive in openly sharing their expertise, but also discouraging practices such as hoarding or, worse, withholding critical information (Serenko and Bontis, 2016).

5.4 Practical Implications

The study's findings might have significant practical implications for organizations in the manufacturing sector, particularly in assisting managers in improving their employees' entrepreneurial attitudes through the implementation of socially responsible human resource management and controlling knowledge hiding

practices. Knowledge-oriented executives should strive to control information hiding among workers and encourage them to participate in knowledge-sharing activities by establishing communication channels and encouraging open debate in groups to strengthen personal connections. Knowledge-oriented executives may also assist firm members in developing appropriate abilities to mutually exchange their ideas on entrepreneurial mindset and implementation. Furthermore, knowledge leaders might encourage individuals of the company to freely share their thoughts, opinions, and sentiments to eliminate disputes over job goals, The allocation of resources and obligations across tasks, as well as their scheduling, are all factors that might impact an employee's psychological and emotional well-being at work.

Supervisors and managers must also be able to instruct and educate their employees on basic concepts, as well as build shared goals and commitments using knowledge management solutions. They should design rules to guarantee that workers understand the organization's socially responsible human resource management practices, as well as how to leverage knowledge management technologies and their availability to optimize their input and embrace entrepreneurial behavior and creativity at work. Furthermore, knowledge-oriented leadership may aid in the development of knowledge-based company culture, Employees must be able to communicate with one another and be motivated to express disagreements, frustrations, and issues in a forthright manner (Wit et al., 2012).

Knowledge hiding might be difficult to spot in the workplace. Unfavorable behaviors that lead to information hiding are a serious issue that can remain in a company for a long period, damaging innovation capability among other things. Furthermore, capabilities are path-dependent from a resource-based perspective of the firm, so negative patterns in the accumulation of knowledge and learning can lead to the firm being outperformed by competitors over time, and this situation is difficult to reverse, making it even more harmful than simply "not sharing knowledge" (Singh, 2019; Kerlavaj et al., 2018; Serenko and Bontis, 2016). In this research study, SRHRM is demonstrated to be a limiting element of knowledge concealing. Because positive signals associated with SRHRM (for example, employee-oriented human resource management, general corporate social responsibility facilitation human resource management, and legal compliance human resource management, are more visible to managers, supervisors, and employees as a welfare task driven by the organization for them. As a result, it may be able to assist them in reducing their

attitude toward information hidden in the return, as indicated in the social exchange theory (Blau, 1964).

5.5 Limitations and Future Research Directions

The major emphasis of this study is how SR-HRM affects workers' entrepreneurial behavior with the influence of knowledge-driven leadership and knowledge hiding. Even though this study met its objectives, it has certain limitations. One of them is the confinement of attitudinal response as a mediator between SR-HRM and workers' entrepreneurial behavior. As a result, it is recommended that future studies should analyze the relationship of SR-HRM as a mediating influence on a variety of other variables, including commitment, satisfaction, security, and, most crucially, apparent organizational aid. Later, because a small number of samples were picked from the same geographical location, the findings cannot be generalized to the whole manufacturing sector organization in Pakistan.

As a result, it is proposed that future studies employ more samples from the varied and larger area where manufacturing sector organizations are available for more generalized results. Once again, the actual conclusions regarding the influence of SR-HRM on employees' entrepreneurial activity over time cannot be shown in this study's current cross-sectional design. As a result, future researchers are advised to conduct a longitudinal study to easily determine the causal association between the factors. Furthermore, this study solely focused on supervisors, managers, and workers in the leading goods, surgical instruments, and sports goods manufacturing industries on SR-HRM methods that affect the organization's employees' entrepreneurial activity. Future research may compare the perspectives of various department managers or employees regarding how to gain a complete picture of the impact of SR-HRM with the support of knowledge-oriented leadership.

This research study primarily examined the link between SR-HRM, employee entrepreneurial activity, knowledge-oriented leadership, and knowledge hiding in manufacturing sector businesses in Sialkot, Pakistan. It is suggested that future studies investigate additional cities in Pakistan, such as Faisalabad, Gujranwala, Lahore, and Karachi. The literature on this topic is quite scarce in this area. The variable SR-HRM enhances components related to employees' entrepreneurial activity in firms, which in turn improves the personnel's performance. In this context, researchers should

broaden their scope to investigate the influence of SR-HRM on other aspects of organizational performance both within and outside Sialkot, Pakistan.