

SOCIALLY RESPONSIBLE HRM, EMPLOYEE WELL-BEING AND INNOVATIVE WORK BEHAVIOUR: A CONCEPTUAL MODEL

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RESEARCH IDEA

Goal: to develop a conceptual model of the connection between socially responsible human resource management practices, well-being-oriented HRM practices and innovative work behaviour.

Methodology: an analytical literature review

Findings: well-being-oriented HRM practices depend on socially responsible HRM practices. Well-being-oriented HRM practices, in turn, are fostering innovative work behaviour.

Originality: the paper represents the first stage of the study where at the conceptual level an idea of the synergy potential between socially responsible HRM, employee well-being and IWB and the potential contribution of socially responsible HRM into employee well-being and the IWB development are argued.

SOCIALLY RESPONSIBLE HRM

CSR refers to "contextual organizational actions and policies that take into account stakeholder expectations and the triple criterion of economic, social, and environmental performance"

[Aguinis, 2011, p. 855]

Socially responsible HRM is corporate social responsibility directed at employees

[Shen, Benson, 2016].

Socially responsible HRM integrates HRM with corporate social responsibility (CSR)

[Barrena-Martínez, López-Fernández, Romero-Fernández, 2017; Zhou, Zheng, 2023].

EMPLOYEE WELL-BEING

Well-being at work is an integral indicator of the positive functioning of the individual in the professional sphere, which includes **emotional, cognitive and behavioral components that characterize a person's attitude towards himself as a professional, towards his professional environment and organizational context**

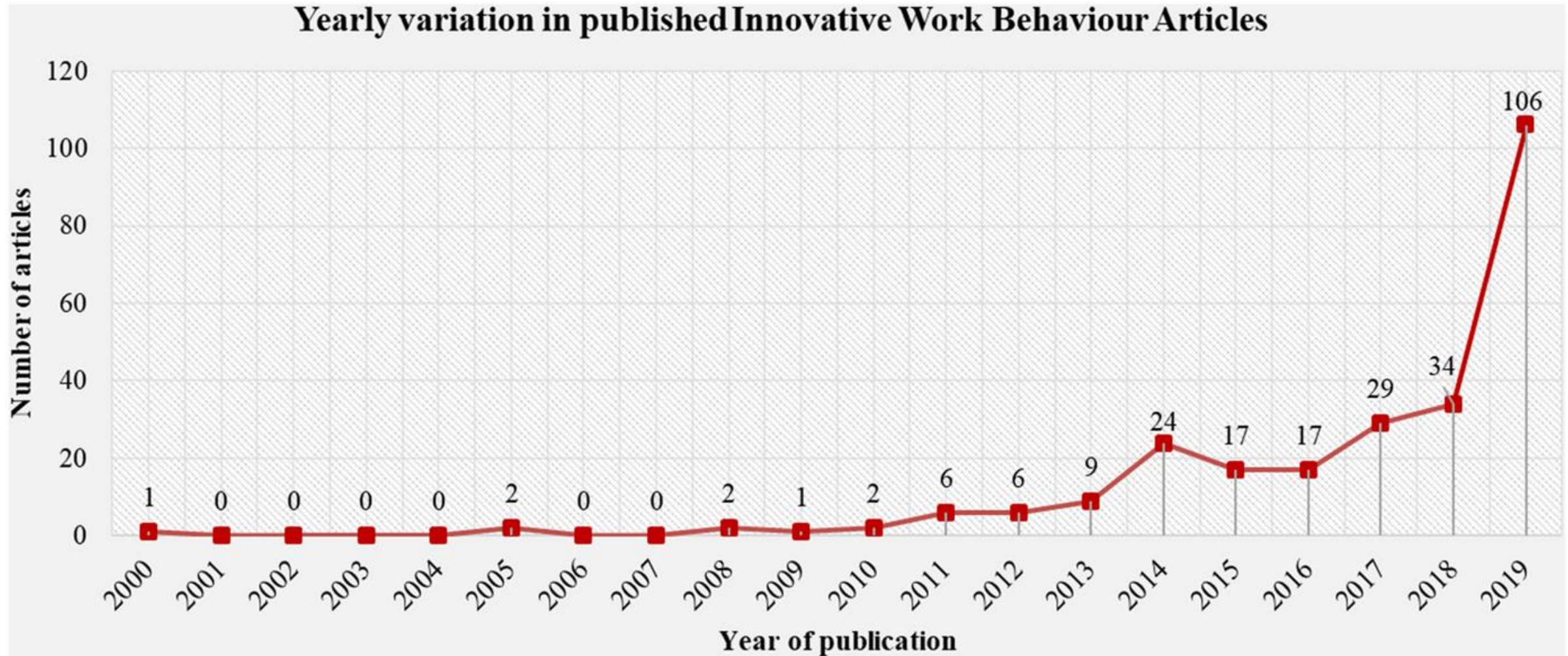
[Warr, 1990]

Well-being human resource management (WBHRM) aims to reduce the negative effects of job stress, further enhance employee performance, and involve sets of HRM practices that are designed to promote wellbeing and positive employment relationships

[Guest, 2017]

SYSTEMATIC REVIEW OF IWB CONCEPTS AND CONTRIBUTIONS

HANAN S. ALESSA & CHRISTOPHER M. DURUGBO



Distribution of IWB articles from year 2000 to 2019 (Scopus [2020](#))

INNOVATIVE WORK BEHAVIOR



Innovative work behavior is seen as the deliberate effort of employees to create, promote and implement innovative ideas in order to improve the performance of their work, team or organization as a whole

[Janssen, 2000; West, Farr, 1990]

IWB is described as the development, adoption and implementation of new ideas regarding products, production technologies or working methods

[Stoffers, Van der Heijden, 2009; Yuan, Woodman, 2010; Erhan, Uzunbacak, Aydin, 2022]

IWB is all the individual actions of an employee aimed at creating and applying or implementing new ideas about the way things are done, including ideas for new products, technologies, procedures, or workflows in order to improve organizational efficiency and success

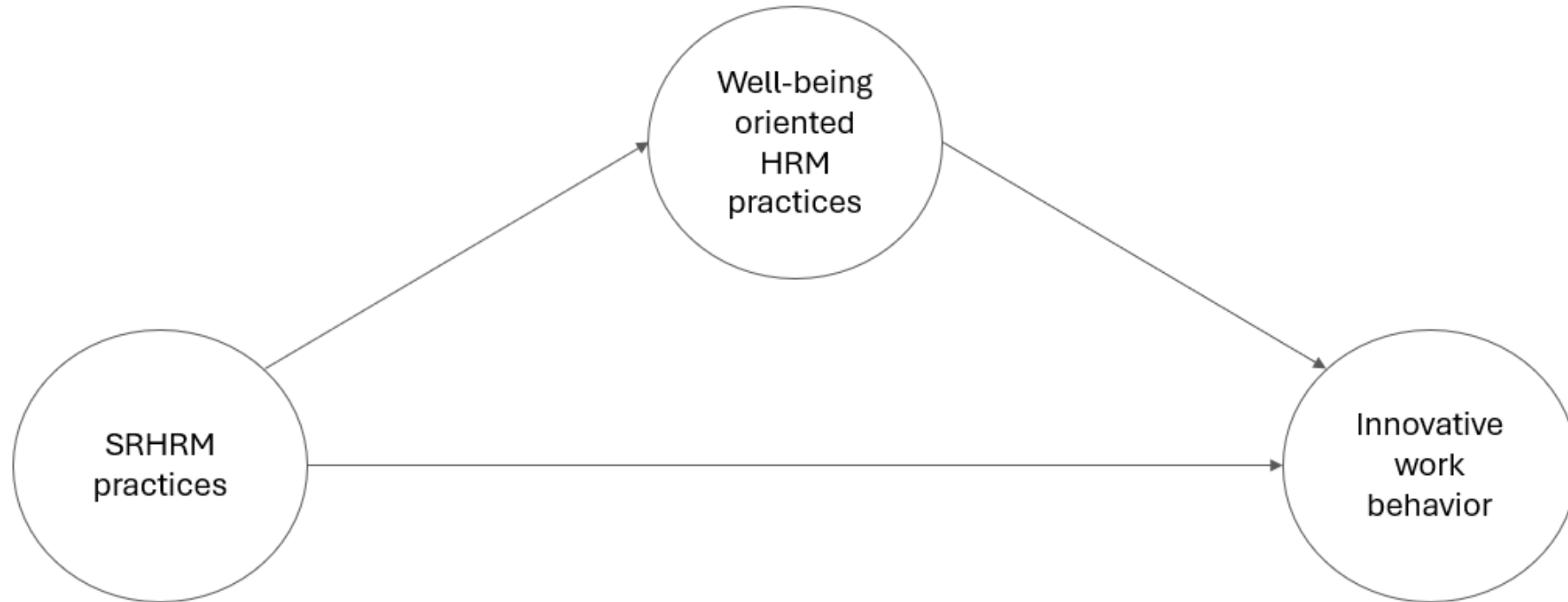
[Bos-Nehles, Bondarouk, Nijenhuis, 2016]

IWB is necessarily aimed at creating some kind of benefit and has a clear applied component

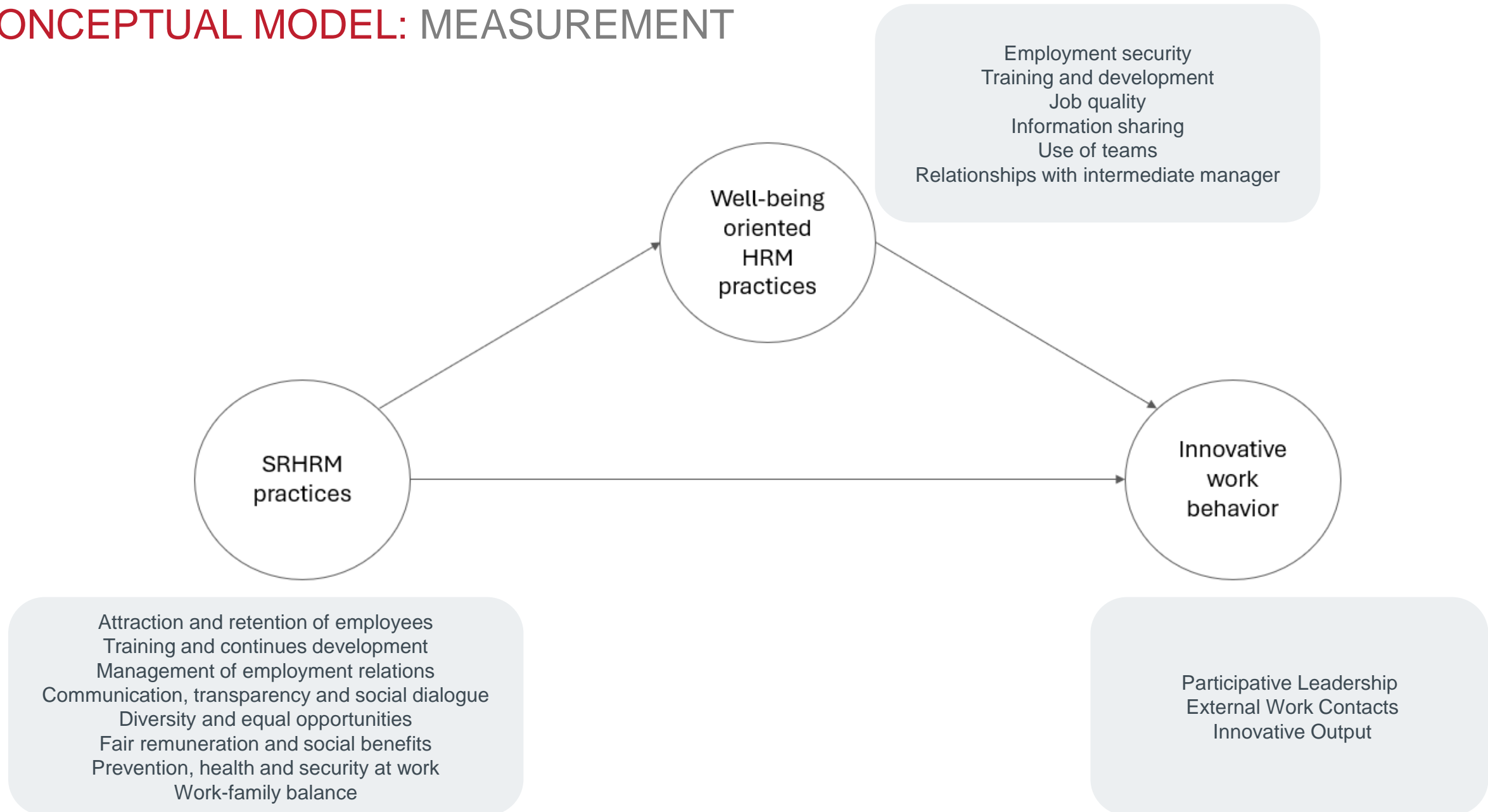
[De Jong, Den Hartog, 2010],

the transformation of ideas into a concrete innovation [Devloo, et al., 2015].

CONCEPTUAL MODEL



CONCEPTUAL MODEL: MEASUREMENT



INNOVATIVE WORK BEHAVIOR: MEASUREMENT

Participative Leadership (Employee Rated)

My executive . . .

- . . . asks for my opinion.
- . . . asks me to suggest how to carry out assignments.
- . . . consults me regarding important changes.
- . . . lets me influence decisions about long-term plans and directions.
- . . . allows me to set my own goals.
- . . . gives me considerable opportunities for independence and freedom.

External Work Contacts (Employee Rated)

In my work I visit external customers.

I keep in touch with prospective customers of my firm.

I visit conferences, trade fairs and/or expositions.

I talk to people from other companies in our market.

I keep in touch with people from universities/knowledge institutions.

Innovative Output (Employee Rated)

In your job, how often do you . . .

- . . . make suggestions to improve current products or services?
- . . . produce ideas to improve work practices?
- . . . acquire new knowledge?
- . . . actively contribute to the development of new products or services?
- . . . acquire new groups of customers?
- . . . optimize the organization of work?

From Jeroen de Jong and Deanne den Hartog (2010)

SOCIALLY RESPONSIBLE HRM AND WELL-BEING ORIENTED PRACTICES: MEASUREMENT

- Attraction and retention of employees
 - Training and continues development
 - Management of employment relations
 - Communication, transparency and social dialogue
 - Diversity and equal opportunities
 - Fair remuneration and social benefits
 - Prevention, health and security at work
 - Work-family balance.
- Employment security
 - Training and development
 - Job quality
 - Information sharing
 - Use of teams
 - Relationships with intermediate manager

For example, “Our company sets transparent mechanisms for conducting internal promotion and communication activities of future vacancies and career plans to make them accessible to all company employees”. All statements were assessed by the Likert scale where 1 – strongly disagree, 5 – strongly agree.

From Barrena-Martínez et al. (2017).

For example, “My company is committed to a goal of long-term employment security”. All statements were assessed by the Likert scale where 1 – strongly disagree, 5 – strongly agree.

From Salas-Vanila et al. (2020).

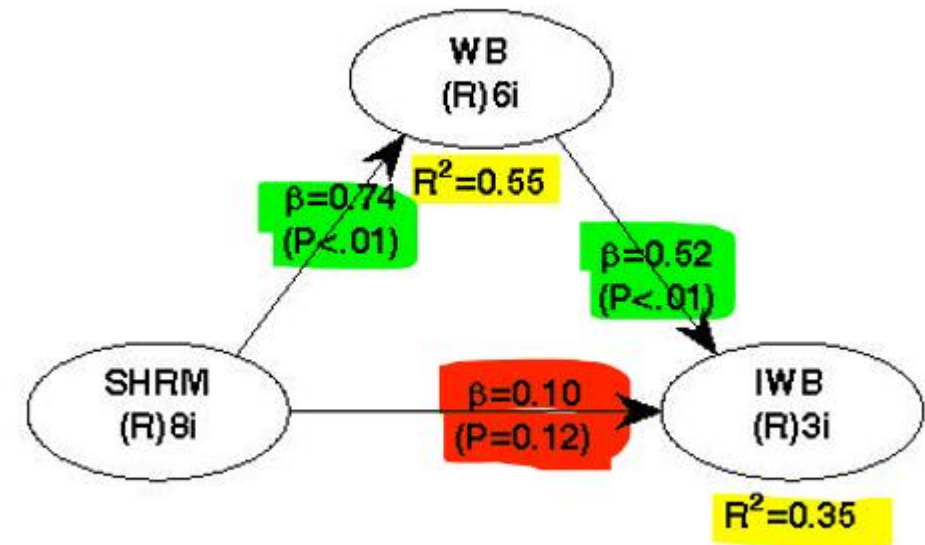
CONCLUSION

1. The traditions of sustainable HRM and socially responsible HRM are inextricably linked with the search for and assessment of social effects from the use of HRM practices modified to meet the mutual expectations of the employer and employees. One of the socially positive effects is the employee well-being. Well-being allows employees to realize their potential, work productively and contribute to the development of the company and society as a whole.
2. Socially responsible HRM practices should include HRM practices focused on achieving social and economic outcomes. Social results are related to the interests of the company's personnel and lead to an improvement in the employee well-being. The economic results from the use of socially responsible HRM strengthen the forms of organizational behavior that are valuable for the employer and ensure the growth of organizational effectiveness (innovative work behavior).
3. The conceptual model is based on the triad of elements and their interrelation. Socially responsible HRM practices determine the choice of practices for maintaining employee well-being. Their synergy, in turn, is related to the innovative work behavior.

FURTHER RESEARCH

Further research should involve the development of an empirical model of the relationship between the practices of socially responsible HRM, employee well being and IWB.

Other promising areas may be the study of employee well-being at the individual level, as well as the assessment of its impact on innovative work behavior, socially responsible behavior, taking into account gender, age and cross-cultural characteristics.



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