

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

Research paper

Abstract

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:** the study is based on an analytical literature review concerning socially responsible HRM, employee well-being and innovative work behaviour. **Findings:** the proposed model is based on the idea that well-being-oriented HRM practices depend on socially responsible HRM practices. Well-being-oriented HRM practices, in turn, are fostering innovative work behaviour. **Originality and contribution of the authors:** 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.

Keywords: socially responsible human resource management, employee well-being, innovative work behaviour, conceptual model.

Introduction

The ideas of the concept of sustainable development find an active response in the activities of modern commercial organizations. At the company level, they are reflected in the implementation of the principles of corporate sustainability, which are implemented not only at the level of the company's strategy, but also in specific business processes, including human resource management (HRM). In such realities, HRM, traditionally aimed at the interests of business owners and top management, acquires a completely different meaning. Concept of Sustainable HRM has emerged as an independent concept over the past 20 years [Kramar, 2022].

This paper examines one of the forms of sustainable HRM — socially responsible HRM. Socially responsible HRM is implemented taking into account the interests of the business and the company's employees at the same time in order to achieve both economic and social effects, including at the individual level. One of the individual effects can be the well-being of the

employee, the growth of which is inextricably linked with the successful realization of professional and creative potential, high labor productivity and the desire of the employee to make a significant contribution to the development of the company and society as a whole.

At the same time, socially responsible HRM pursues the goal of creating socially responsible models of employee behavior. The purpose of the article is to develop a conceptual model that might explain the relationship between socially responsible HRM and the employee well-being and innovative work behavior. The main research question is: Is there a link between socially responsible HRM, employee well-being and innovative work behavior? To answer this question, socially responsible HRM is operationalized through socially responsible HRM practices, and well-being is operationalized through employee well-being practices.

Theoretical background

Socially responsible HRM

Socially responsible HRM integrates HRM with corporate social responsibility (CSR) [Barrena-Martínez, López-Fernández, Romero-Fernández, 2017; Zhou, Zheng, 2023]. 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], while socially responsible HRM is corporate social responsibility directed at employees [Shen, Benson, 2016].

Some authors (see, e.g., [Aust, Matthews, Muller-Camen, 2020]), in an effort to show the development of the concept of sustainable HRM, synthesize green and socially responsible HRM and distinguish another type of sustainable HRM — "triple bottom line HRM", focusing on the simultaneous prioritization of the company's economic, environmental and social goals. This approach, probably, also has the right to exist, but its implementation seems to be achievable mainly for corporates that have been operating in the market for a long time and successfully implement the principles of corporate sustainability in their activities.

Other authors (see, e.g., [Podgorodnichenko, Edgar, Akmal, 2022]), on the contrary, proceed from the understanding of the unity of the contribution of corporate social responsibility and sustainability to the changing role of HRM. In this case, corporate social responsibility and sustainability are not separated, and the assessment of HRM activities is again based on the economic, environmental and social goals and performance indicators of the company, taking into account the concept of the triple criterion. In particular, it is recommended to take into account CSR tasks in the job descriptions of employees, invite them to participate in various CSR activities, and include individual indicators for assessing CSR results in performance

appraisal procedures. In general, these conceptual inconsistencies reflect the fact that socially responsible HRM is at an early stage of its development.

This paper supports the idea that socially responsible HRM pursues social and economic goals and is designed to shape socially responsible behavior among the organization's employees, including through their efforts to plan, implement, and evaluate the results of CSR programs [Shen, Zhu, 2011]. The formation of a socially responsible corporate culture in the organization through the use of special HRM practices helps to increase its social reputation and at the same time strengthen the employer brand [Aust, Matthews, Muller-Camen, 2020]. Such practices can contribute to both the achievement of positive and the prevention of negative results [Stahl et al., 2020]. At present, there are a limited number of questionnaires for assessing socially responsible HRM. In particular, in a short questionnaire [Orlitzky and Swanson 2006] consisting of six questions, the assessment is carried out through the perception of recruitment, training and development, performance evaluation and reward practices, with an emphasis on employee social performance. This approach provides a rather poor and limited understanding of the company's socially responsible HRM practices. In addition, social performance in a company can be determined through various performance indicators of its employees.

Noteworthy is the questionnaire developed by Barrena-Martinez, [Barrena-Martínez, López-Fernández, Romero-Fernández, 2017], which analyzes in detail the current HRM practices with a focus on the interests of the employee, their well-being, job satisfaction, emotional condition, and development opportunities.

Despite the different approaches to the assessment of socially responsible HRM and the difficulties in defining it, socially responsible HRM is an important area of research within sustainable HRM, and the issue of employee well-being is considered as one of the socially positive effects in the implementation of its practices.

Employee well -being / Well-being at work

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].

Danna and Griffin (1999) view well-being as a broader and more comprehensive construct that can be described as the state of individuals' mental, physical and general health, as well as their experiences of satisfaction both at work and outside of work. Grant, Christianson and Price (2007, 52) define **well-being** as "the overall quality of an employee's experience and functioning at work. [Guerci, Hauff, Gilardi., 2019] note that employee well-being is characterized by the presence

of physical and mental health, job satisfaction and involvement in the work process. Employee well-being may have impact on individual and organizational performance [Peccei, van De Voorde 2019; Zhao, Liu, 2020], can cause organization citizenship behavior [Dávila and Finkelstein, 2013]. One of the recent attempts to assess the well-being of employees is made in [Pradhan, Hati, 2022]. The researchers developed a questionnaire to assess well-being based on four components of well-being: 1) psychological; 2) social; 3) i workplace; 4) subjective. Employee well-being can be assessed through practices such as job security, employee training and development, work quality, knowledge sharing, teamwork, and relationships with direct supervisors [Salas-Vallina, Pozo, Fernandez-Guerrero, 2020]. It should be noted that it is the relationship between managers and emmployees that is receiving increasing attention [Huo, Boxall, Cheung, 2022; Martin et al., 2023; Cao, Zhao, Zhao, 2023].

Studies in the 2000s also noted the positive impact of socially responsible HRM practices on the trust and commitment of company employees [Bhattacharya, Sen, Korschun, 2008].

; The realities of recent years, due to the COVID-19 pandemic, have exacerbated the problems of cost optimization, including personnel maintenance in the short term, due to the need to maintain reputation by introducing innovations in business processes in the future [Kramar, 2022].

The post-pandemic period is once again bringing attention to both employee well-being and other aspects of sustainable development. In particular, the researchers claim that companies will lead the market by ensuring the synergy of sustainability and innovation [Dwivedi, Chaturvedi, Vashist, 2023]. The innovative activity of companies is largely determined by the competencies and motivation of employees to ensure its innovative development. This problem is revealed in the concept of innovative work behavior.

Innovative work behavior(IWB)

The concept of innovative work behavior(IWB) of employees appeared in the 1990s and since then has been actively studied by both domestic and foreign authors (see, e.g., [West, Farr, 1990; Scott, Bruce, 1994; Janssen, 2000; Kleysen, Street, 2001; Stoffers, Van der Heijden, 2009; Yuan, Woodman, 2010;; Masyhuri, Pardiman, Siswanto, 2021; Sudibjo, Prameswari, 2021; Erhan, Uzunbacak, Aydin, 2022]).

Innovative work baehavior is also 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]. In addition, 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]. Some authors believe that 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]. It has been argued that IWB is necessarily aimed at creating some kind of benefit and has a clear applied component [De Jong, Den Hartog, 2010], namely, the transformation of ideas into a concrete innovation [Devloo, et al., 2015].

To measure IWB, modern research proposes subjective assessment methods, in which questions are statements about one's own perception of one's work results, corresponding to the stages of innovative work behavior. Most often, the authors find it appropriate to measure IWB with questions on a Likert scale, with the number of questions and measurements proposed. The question of whether IWB is a one-dimensional or multidimensional concept is still debatable.

Earlier studies have used only one dimension and evaluated it with a different number of questions—four [Reuvers et al., 2008; Scott, Bruce, 1998; Basu, Green, 1997; Spreitzer, 1995], five [Bunce, West, 1995], six [Scott, Bruce, 1994], nine [Janssen, 2000], and 14 [Kleysen, Street, 2001]. The authors then begin to take an integrated approach and divide the questions into two or more dimensions.

At present, there is a lack of a comprehensive view of how IWB is actually perceived by other stakeholders, as IWB encourages employees in the organization to deviate from the routine and routine procedures adopted in the company [Frese, Fay, 2001], which is also facilitated by HRM practices applied in the organization. Some authors point out that employees who demonstrate IWB, which leads to improved organizational performance, benefit because they can receive public recognition and positive evaluation from management [Schuh et al., 2018], which also has a positive effect on their well-being.

The relationship between socially responsible HRM practices and employee well-being and innovative work behavior

Initially, the researchers aimed to identify the impact of HRM practices on the well-being and innovative work behavior of employees. At the same time, it was not about the practices themselves, but about their perception by employees, i.e. the perceived practices of HRM. In particular, [Alfes, Shantz, Truss, 2012] identified a positive relationship between HRM practices and employee well-being. Such practices included careful selection, vocational training, safe working conditions, performance-based pay, career management, performance assessment to understand strengths and weaknesses, and valuable performance feedback at

least once a year. Similarly, the relationship between HRM practices and IWB has been studied: for example, the results of a study [Alfes et al., 2013] confirmed that perceived HRM practices, along with the perceived behavior of a line manager, are positively associated with self-esteem of HRM. At the same time, employee engagement was an intermediate mechanism that explained this relationship. The lists of selected HRM practices in this study and those given in [Alfes, Shantz, Truss, 2012] are similar. In addition, attempts have been made to study the impact of perceived high-performance work organization practices on IWB: for example, [Sanders and Yang, 2016] show that high-commitment human resource management is positively correlated with both IWB and emotional commitment to the organization. The authors also note the significant impact of HRM on employee innovation [Dekoulou, Trivellas, 2017] and point out that human resources and innovation processes are interrelated and act as a factor to increase innovation in the workplace [Barba-Aragón, Jiménez-Jiménez, 2020]. In general, it can be argued that most of the research was conducted within the framework of functional or strategic HRM.

Socially responsible HRM has been shown to have a positive impact on employee innovation behavior [Li, Zhang, Liu, 2021; Revuelto-Taboada, Canet-Giner, Balbastre-Benavent, 2021]. Companies' participation in socially responsible activities leads to the formation of innovative behavior due to employees' perception of support from the organization, identification with it, and entrepreneurial orientation [Singh, El-Kassar, Abdul Khalek, 2020]. The authors of one of the most recent studies on the impact of socially responsible HRM on innovation and reputation in small businesses [Ramos-González, Rubio-Andrés, Sastre-Castillo, 2022] confirmed the direct positive and meaningful relationship between socially responsible HRM and reputation, as well as the causal relationship that occurs when innovation acts as a mediator. Subjective well-being has a significant positive impact on individual innovative behavior [Wang, Yang, Xue, 2017].

Empirical results in recent years demonstrate that: first, innovative work behavior is directly and positively associated with well-being in the workplace; secondly, IWB is indirectly and positively linked to employee well-being through the leader's support for innovation [Wang, Chen, Xie, 2022].

Consideration of the triad of elements (SHRM-employee well being -IWB) seems to be a more promising task: the practices of socially responsible HRM, by influencing the well-being, can indirectly stimulate the growth of IWB.

Conceptual model

The proposed conceptual model is based on the understanding of socially responsible HRM from the standpoint of management, its connection with the practices of maintaining the well-being and IWB. It is based on the idea that the main stakeholder groups in the implementation of socially responsible HRM are the company as an employer and its employees.

HRM practices that focus on the company's employees in order to improve their well-being will be defined as socially responsible HRM practices.

Operationalization of socially responsible HRM is carried out on the basis of the questionnaire [Barrena-Martínez et al., 2017] through the assessment of several semantic blocks. Operationalization of employee well-being practices will be implemented taking into account the approach of [Salas-Vallina, Pozo, Fernandez-Guerrero, 2020]. Operationalization of innovative work behavior will be carried out according to the approach of [De Jong, Den Hartog, 2010].

CONCLUSION

Taking into account the analytical review of the literature the following conclusions can be formulated.

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 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.