

# The role of socially responsible human resource management in improving performance: An analysis of subjective well-being as a mediating variable

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**ABSTRACT:** The study aims to reveal the dynamic interaction between institutions, organizations, and employees in implementing social responsibility HRM (SRHRM) in SOEs as an institutional pressure. This research utilizes the hypothetic deductive method. Data were collected through a survey of SOE employees, and 524 complete and outlier-free responses were collected. Data analysis used structural equation model techniques. SRHRM strengthens institutional mechanisms to ensure sustainability. Employee job satisfaction and engagement optimize SRHRM functions to support green and non-green performance. The integration of CSR into corporate HR governance affects organizational members' behavior and social structure. It has implications for the organization, society, and a sustainable global world while maintaining balance (triple bottom line). This study provides a comprehensive picture of companies' response mechanisms and proactive behavior in the face of pressure. The success of SRHRM lies in its ability to improve well-being (satisfaction and engagement), which develops based on felt obligation. The felt obligation is vital to employees' engagement with sustainability through green work outcomes.

**Keywords:** Social Responsibility HRM, Satisfaction, Engagement, Green Performance, Non-Green Performance, Social Exchange Theory, Micro Foundation.

## I. INTRODUCTION

Demands from various parties on institutional governance practices encourage changes to the rules, and the value of sustainability is increasing [1]. Standards developed by non-governmental organizations (NGOs) increasingly resemble standards promoted by businesses in encouraging market-oriented goals such as adopting sustainable standards [2, 3]. Pressure from the government or regulators encourages organizations to conform to the rules and standards of sustainability values, including in strategic state-owned enterprises (SOEs) in Indonesia [4].

Companies can engage with institutional pressures to adopt, actively influence, or even resist them [5]. The options available are to accept the demands that have implications for corporate governance and then influence the practice to become more widespread and emulated by other companies with various barriers. One response to this pressure is how institutions shape organizational and individual behavior in line with sustainability through integration in HR governance, known as socially responsible human resource management (SRHRM) [6]. SRHRM involves incorporating sustainability and responsibility principles into all HR practices, such as recruitment, performance management, training, and benefits [7-9]. The choice to focus on employees is based on studies that show the importance of employees as a microstructure that ensures the institution's contribution

to sustainability [4]. The focus on sustainability practices for employees is a form of moral responsibility for all stakeholders [10, 11].

However, implementing SRHRM takes work, including in strategic SOEs. Corporate social responsibility (CSR) promotes CSR initiatives for public image but does not significantly change core CSR practices [103]. SRHRM is a relatively new concept in management studies [12, 13]. SRHRM has the potential to cause conflicts of interest. A comprehensive picture of SRHRM needs to be improved and highly fragmented [14]. SRHRM outcomes at the employee level have yet to be widely explored [15]. The optimization of HRM functions towards ethical responsibility is not easily understood, and there are various interests [8]. The integration of CSR and HRM is considered complex and diverse [16]. CSR-HRM integration is complex and mutually influential [17, 18]. SRHRM is a promising concept, but many challenges must be overcome for effective implementation [19]. Implementing such initiatives can create cognitive, normative, and regulatory institutional pressures [20].

One perspective used to understand and test the effectiveness of SRHRM is the institutional theory. Institutional theory has advocated for understanding micro-foundations, but micro-level processes have recently been explored to understand macro-level events and relationships [10]. Institutional theory helps explain how specific patterns of organizational behavior emerge and become "authoritative guidelines," including integrating CSR into institutional governance [21]. Institutional theory is a framework for understanding how institutions influence individual behavior [10]. However, institutional theory also has limitations in providing adequate guidance to respond to institutional pressures, whether coercive isomorphism, mimetic isomorphism, or normative sustainability. More institutional theory studies are needed on SRHRM and its impact on employees. Internal pressures have not been widely discussed [22].

Therefore, further studies are needed to explain companies' framework in responding to institutional pressure. In this study, social exchange theory is used to support institutional theory. Exchange theory can explain the position of SRHRM as a resource for employees who are encouraged to increase positive "felt obligations" to the institution [23, 24]. Empirical evidence is needed on the direct relationship between SRHRM practices and employee behavior [25]. Employees' interactions within the SRHRM system are not only based on cost and benefit considerations. Integrating the two theories increases the availability of a framework for understanding how the institutional environment can shape organizational actions that are ultimately related to employees' work lives based on felt obligations. The research objective is to reveal the dynamic interactions between institutions, organizations, and employees in implementing social responsibility HRM in SOEs as an institutional pressure.

## II. LITERATURE REVIEW

### 1. INSTITUTIONAL THEORY

Institutional theory is an institutional approach to understanding institutional factors that influence responsible behavior, which are regulative, normative, and cognitive [20]. Institutions exert pressure on organizations through coercive, normative, and mimetic processes, collectively resulting in institutional isomorphism [26-28]. Institutional theory distinguishes three isomorphisms: coercive, normative, and mimetic isomorphisms [29-33]. Isomorphisms encountered are coercive, normative, and mimetic isomorphisms [34].

### 2. SOCIAL EXCHANGE THEORY

Social exchange theory (SET), developed by [35], explains work relationships as an exchange between employees and companies. Social exchange theory views relationships between individuals as mere tools and transactions. This theory focuses on the gains and losses each party gets in a social interaction [36]. The essential recognition of social exchange relationships is that social exchange relationships will develop into trust, loyalty, and mutual commitment over time [37]. SET is based on the assumption that if organizations offer economic and socio-emotional resources to employees, employees will feel obligated to make equal contributions [24]. SET is used to explain how SRHRM practices work [38, 39].

### 3. SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT

Socially responsible human resource management is the incorporation of social responsibility principles and values into HRM practices and policies [40-45]. SRHRM shows the overall actions of the organization in fulfilling its social and environmental responsibilities [17, 46, 47]. The main focus of SRHRM is to promote social responsibility in the workplace through various HR practices [15, 45, 48, 49]. These include diversity and inclusion, fair and ethical treatment of employees, protection of their rights, promoting work-life balance, reducing carbon footprint, and supporting community development initiatives.

### 4. SATISFACTION

Satisfaction is a pleasant condition due to the fulfillment of essential values available at work according to needs [50-56]. Satisfaction indicates the extent to which a person enjoys work as self-actualization [57]. Satisfaction is achieved based on motivational factors such as growth opportunities [58]. Satisfaction stems from basic psychological needs, which are dimensions of psychological health and well-being [59-62]. Available resources generate and influence job satisfaction [63].

### 5. WORK ENGAGEMENT

Work engagement (WE) is positive, satisfying, work-related thoughts [64]. Work engagement is critical in the Job Demands-Resources (JD-R) model [65, 66]. Work engagement shows emotional attachment towards work [67]. The three components of WE, namely vigor, describe a high level of energy and mental endurance while working, dedication is a sense of importance, enthusiasm, inspiration, pride, and challenge, and absorption is entirely concentrated in one's work, time passes quickly and it is difficult to break away from work [65, 68-72].

### 6. EMPLOYEE PERFORMANCE: GREEN AND NON-GREEN PERFORMANCE

Green performance is a specific behavior, namely environmentally friendly work behavior [73-75]. Green behavior involves taking initiative and exceeding organizational expectations, such as promoting the social environment. Green performance is environmentally friendly performance demonstrated by individuals and organizations. This performance can be achieved through various actions, from simple ones such as turning off lights when not in use to more complex ones such as using environmentally friendly technologies.

## III. HYPOTHESIS DEVELOPMENT

### 1. SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT AND NON-GREEN PERFORMANCE

As the main task described by the institution and about the environment, work behavior is influenced by CSR for employees [75]. SRHRM, with benefits and advantages for employees, as well as fair treatment, increases the obligation to show green performance, which attributes value to the message in SRHRM. Adopting SRHRM will likely increase employee organizational identification and positively affect employee work attitudes and behavior [47]. The influence of SRHRM on essential and social performance [42].

**Hypothesis 1:** SRHRM has a positive influence on employees' non-green performance.

### 2. SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT AND GREEN PERFORMANCE

SRHRM emphasizes sustainable values in recruitment, promotes green values in training, and considers sustainable performance during promotion, performance evaluation, and salary calculation based on CSR value attributes that will affect the achievement of green performance [84]. SRHRM forms organizational norms and consensus that ensure green behavior [76, 77]. SRHRM facilitates employee practices for sustainability performance [48, 78]. SRHRM practices improve an employee's life in various ways and fulfill social and personal expectations [79].

**Hypothesis 2:** SRHRM has a positive influence on employees' green performance.

### 3. SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT AND JOB SATISFACTION

Job satisfaction balances job demands, control, and social support [80]. Job satisfaction is essential to successful HR practices [53, 57, 81, 82]. Satisfaction can be obtained through SRHRM. SRHRM is a factor that drives employee satisfaction [13, 44, 46, 79, 83]. SRHRM can potentially drive employee satisfaction broadly, leading to well-being [7]. Engagement as an outcome of SRHRM practices comprising four critical domains: recruitment and selection, working conditions, employee involvement, and appraisal and rewards [14].

**Hypothesis 3:** SRHRM has a positive influence on employee satisfaction.

### 4. SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT AND WORK ENGAGEMENT

Employee-focused SRHRM governance design affects employee engagement as an output [14]. Employees identify ethical responsibility values in employees and are the basis for increased engagement [39, 83, 85].

**Hypothesis 4:** SRHRM has a positive influence on employees' employee engagement.

### 5. EMPLOYEE SATISFACTION MEDIATES THE EFFECT OF SRHRM ON EMPLOYEES' GREEN AND NON-GREEN PERFORMANCE.

Employee satisfaction can drive green performance [46]. SRHRM encourages ethical behavior beyond the primary task by CSR values through perceived satisfaction based on the benefits of SRHRM.

**Hypothesis 5:** Employee satisfaction mediates the effect of SRHRM on employees' green and non-green performance.

### 6. EMPLOYEE ENGAGEMENT MEDIATES THE EFFECT OF SRHRM ON EMPLOYEES' GREEN AND NON-GREEN PERFORMANCE.

Work engagement can trigger a cycle of acquiring proactive work behaviors, resources (work and personal), and optimal job demands [86-89]. Work engagement significantly impacts their motivation to participate actively and excel in the work environment [67]. Employee engagement shaped by personal and work resources affects productivity and sustainability [90]. SR-HRM practices as the provision of resources trigger motivation and subsequently lead to higher positive outcomes, such as higher levels of energy, absorption, and dedication in the workplace, including responsibility for the environment [39, 84, 91]. The social identity perspective, SRHRM (legal compliance, employee-oriented HRM, corporate social) is related to higher involvement in extra-employee roles corresponding to CSR initiatives that drive green performance [46]. There is an increased social obligation as employees derive benefits from SRHRM. These benefits drive the obligation to engage in green initiatives. Figure 1 shows the proposed model developed for this study.

**Hypothesis 6:** Employee engagement mediates the effect of SRHRM on employees' green and non-green performance.

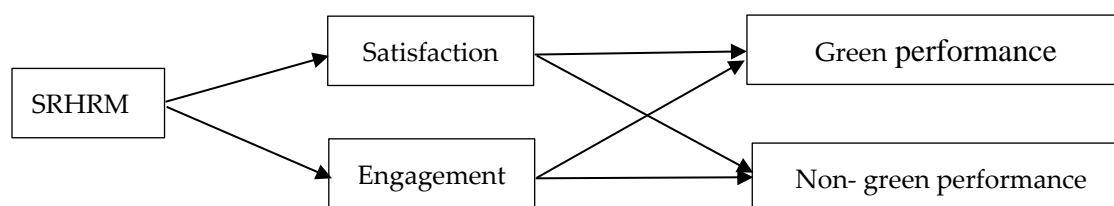


FIGURE 1. Proposed model in this study, source: own work (2023)

## IV. MATERIAL AND METHODS

This research uses the hypothetic deductive method to obtain an explanation of the variation of green and non-green performance changes either directly or indirectly by SRHRM. Data was collected through a survey of strategic SOE employees selected based on the number of stages in each company (proportional), then simple randomization, as many as 627 non-structural employees were collected. Before data collection, the researcher and the team communicated with company management to obtain support and permission to collect data. After approval was given, the researcher created a detailed schedule for data collection, including planned

dates, locations, and times. The researcher ensured that respondent employees had the opportunity to participate. The questionnaire was distributed offline for one month and was filled in when employees were on vacation by first seeking the employees' consent. The company assisted in data collection.

Measurement of SRHRM variables was developed based on [92], which consists of 6 positive statement items. These six items refer to the practices and policies of a company related to corporate social responsibility (CSR) and how it affects the recruitment and selection process, employee training and development, performance appraisal, and compensation. They suggest that the company values the alignment of individual and organizational values for CSR, provides training for employees to understand and engage in CSR activities, and considers an employee's social performance in various HR processes.

Based on [93], job satisfaction measurement was developed with as many as ten indicators. Intrinsic satisfaction refers to the pleasure and sense of fulfillment employees feel from the job itself, such as the nature of the job, opportunities for growth and development, and the level of autonomy. Extrinsic satisfaction refers to external factors related to the job, such as salary, benefits, working conditions, and relationships with coworkers and superiors.

The measurement of work engagement was developed based on the Engagement Measurement referring to UWES-9 (Utrecht Work Engagement Scale) developed by [94]. Research by [95] shows that the dedication element has the strongest factor weight, followed by the vigor and absorption elements. The instrument has gone through an extensive validation process on numerous occasions. The scale demonstrated factorial validity through a first-order approach in this study.

Non-green performance was measured based on [96], focusing on task and contextual performance. Green performance is measured based on [97, 98], including learning more about environmental issues and sustainability and finding better ways of working for the environment. They offer ideas to reduce the impact of office activities on the environment.

Respondents' answers for positive statements are 1 (very low), low (2), less (3), good enough (4) and high (5). The questionnaires were distributed for one month at the end of 2023, and 524 completed and outlier-free questionnaires were collected. The researcher exercised strict control based on age or work experience. The respondents who became respondents were employees over 25 with a minimum service period of 5 years and were not entering the retirement preparation period aged  $\leq 50$ . Age affects the level of satisfaction of employees where ages  $\geq 50$  are more satisfied than younger ages [99-101]. Data were analyzed using the Structural Equation Model (SEM) with SPSS 25 AMOS Graphic software.

The steps in analyzing the research data refer to [102], namely defining individual constructs, developing and specifying the measurement mode, designing a study to produce empirical results, assessing measurement model validity, specifying the structural model, and the structural model validity. The procedures used in this study adhere to the tenets of the Declaration of Helsinki. Ethics approval was obtained from the Directorate of Research and Community Service Telkom University. In addition, the participants in this study were informed in detail about the study's purpose, procedures, potential risks, and benefits. Each participant provided written consent before participating in the study. Participant data's Privacy and confidentiality are fully guaranteed per applicable regulations.

## V. RESULTS AND DISCUSSION

Description of research results regarding research variables shown in Table 1.

**Table 1.** Description statistic

Variable	Mean	Standard Deviation	Category
SRHRM	2.6	0.63	low
Job satisfaction	3.5	0.52	medium
Employee engagement	3.9	0.62	medium
Non Green Performance	4.2	0.32	high
Green Performance	3.6	0.93	medium

Source: Data processing (2023)



The results of the descriptive analysis show that the non-green performance variable has the highest mean (4.2) and low standard deviation (0.32), so it falls into the "High" category. While employee engagement, green performance, and job satisfaction have a lower mean but are still relatively high, so they fall into the "Medium" category. SRHRM has a lower mean (2.6) than the other variables, so it falls into the "Low" category. The large standard deviation indicates that there is significant variation in the data. SRHRM reflects companies' complexities and challenges in balancing business interests and social responsibility.

#### 1. DEFINING INDIVIDUAL CONSTRUCTS

Before being used on the predetermined sample, the researcher pre-tested the variable constructs by involving 30 non-sample participants similar to the population. Each variable construct in the study was adopted from the relevant theory stated in the research methods sub-section. The validity test results show that each instrument has a validity score > 0.30, with reliability test results > 0.7.

#### 2. DEVELOPING AND SPECIFYING THE MEASUREMENT MODEL

The relationship between indicator or item measurements and constructs is acceptable. All estimates between indicators or items and latent variable constructs are appropriate. This indicates that the indicator or item measurements used in the study have a significant relationship with the latent variable constructs. All reported factor weight values (0.502 - 0.997) indicate that the observed variables reflect the latent variables. The causality test results are as follows (see Table 2).

**Table 2.** Causality test results

	Path		Estimate	S.E.	C.R.	P	Standardized regression weight
Satisfaction	<--	SRHRM	0.322	0.04	8.065	0.000	0.532
Engagement	<--	SRHRM	0.673	0.064	10.530	0.000	0.588
Non-green Performance	<--	SRHRM	0.304	0.041	7.329	0.000	0.424
Non-green Performance	<--	Engagement	0.159	0.029	5.547	0.000	0.254
Green performance	<--	Satisfaction	0.147	0.065	2.255	0.024	0.108
Green performance	<--	Engagement	0.182	0.037	4.944	0.000	0.254
Green performance	<--	SRHRM	0.203	0.046	4.445	0.000	0.248
Non-green Performance	<--	Satisfaction	0.142	0.050	2.811	0.005	0.12

Source: Unstandardized regression weight data processing (2023)

The test results found that each beta coefficient shows the relationship between the variables constructed in the study. The relationship is significant based on the Critical ratio value of > 1.96 and the p-value of < 0.05. The SRHRM path to Green performance, both through satisfaction and employee engagement, is significant at 0.207 with a Z score of > 2.004. The path of SRHRM to Non-green performance through satisfaction and employee engagement is significant at 0.213 with a Z score value > 2.004, as in Table 3.

**Tabel 3.** Mediation test result

	Path				Estimate	Z-Score
Green Performance	<--	Satisfaction	<--	SRHRM	0.082	2.177
Non-green Performance	<--	Satisfaction	<--	SRHRM	0.061	2.678
Green Performance	<--	Engagement	<--	SRHRM	0.125	4.455
Non-green Performance	<--	Engagement	<--	SRHRM	0.151	4.438

Source: The data processing results using SEM indicate a Z-table value of 2.004.

Satisfaction and engagement variables mediate the influence of SRHRM on green performance and non-green performance. According to the high Z-Score value ( $> 2.004$ ), the mediation has a statistically significant impact.

### 3. DESIGNING A STUDY TO PRODUCE EMPIRICAL RESULTS

The construction of the research model in the form of a path diagram is as follows (see Figure 2).

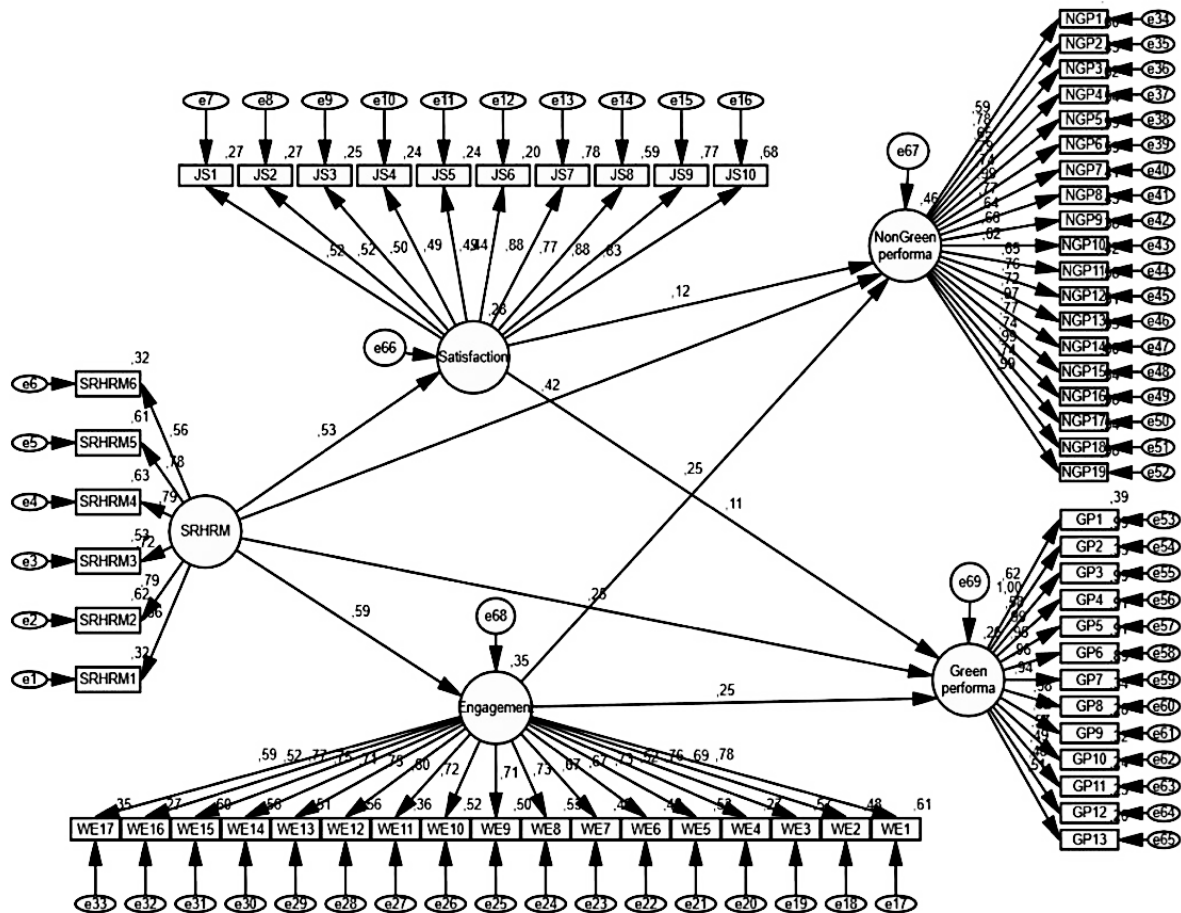


FIGURE 2. Model test results of the first stage of research, source: own research (2023)

The results of the discriminant validity test are as follows (see Table 4).

Table 4. Discriminant validity test results

Variables	1	2	3	4	5
SRHRM	0.502				
Satisfaction	0.159	0.430			
Engagement	0.333	0.209	0.478		
Green performance	0.179	0.097	0.218	0.545	
Non-Green performance	0.266	0.273	0.273	0.200	0.603

Source: own research (2023)

The results of testing discriminant validity show that the observed variables correlate more with their respective latent variables. For example, the observed SRHRM variable can explain 50.2% of the variation in changes in the SRHRM latent variable compared to the variation in changes in other latent variables, such as Satisfaction, which is 15.9%. This means that the observed variable "SRHRM" can distinguish between the SRHRM construct and other constructs in the model constructed in this study. Indicators of each latent variable can distinguish between different constructs, and there is no mixing between indicators of different constructs in the measurement of observed variables.

Next, we check whether our data fulfills the assumptions of the ML (Maximum Likelihood) estimation technique. This is done by looking at the skewness and kurtosis of the observed data. The result of the normality test using the Kolmogorov-Smirnov method with a 95% confidence level shows that our data has a normal distribution. This is indicated by the P-value of 0.625, more significant than 0.05. Furthermore, when testing the model, we were OK with model identification according to the tools used. The assumptions about multicollinearity (strong relationship between predictors) and singularity (linear dependence problem) have been met.

The evaluation results show that univariately and multivariately, there is no extreme or highly influential data with a significance level of p less than 0.001. The results show that the Mahalanobis D-squared value in AMOS calculation is lower than the chi-square value at a significance level 0.001. This indicates the absence of multivariate outliers in our data.

#### 4. ASSESSING MEASUREMENT MODEL VALIDITY

The results of testing the model individually show that the measurement model for each exogenous and endogenous construct is acceptable. Data in accordance with variable construction. We can estimate a value for exploitative green innovation and exploratory green innovation using the following equation:

$$\begin{aligned}\hat{y} \text{ Job satisfaction} &= 0.36 (\text{GHC}) + 0.13 (\text{GSC}) + 0.16 (\text{GRC}) \\ \hat{y} \text{ Work engagement} &= 0.36 (\text{GHC}) + 0.13 (\text{GSC}) + 0.16 (\text{GRC}) \\ \hat{y} \text{ Non green Performance} &= 0.36 (\text{GHC}) + 0.13 (\text{GSC}) + 0.16 (\text{GRC}) \\ \hat{y} \text{ green performance} &= 0.28 (\text{GHC}) + 0.09 (\text{GSC}) + 0.14 (\text{GRC})\end{aligned}$$

#### 5. ASSESSING THE STRUCTURAL MODEL VALIDITY

The improvement results show that the criteria in each assessment are represented, so the model is said to fulfill the requirements, as seen as follows (see Table 5).

**Table 5.** Model test results

Parameters	Norm	Stage 1	Respecification	Conclusion
<i>Absolute fit measure:</i>				
p-value (Sig.)	>0.05	0.000	0.071	Moderate Fit
CMIN	≤ 2	6.252	0.172	Fit
GFI	>0.90	0.696	0.921	Fit
RMSEA	≥ 0.08	0.092	0.402	Fit
<i>Incremental fit measure:</i>				
AGFI	>0.95	0.676	0.973	Fit
CFI	≥ 0.95	0.894	0.961	Fit
IFI	≥ 0.90	0.850	0.944	Fit
RFI	≥ 0.90	0.840	0.917	Fit
<i>Parsimonious fit measure:</i>				
PNFI	≥ 0.60	0.733	0.787	Fit
PGFI	≥ 0.90	0.600	0.650	Moderate Fit

Source: Data processing (2023)

According to the test results, the goodness of fit criteria such as absolute fit indices, incremental fit indices, and parsimony indices are included in the assessment and have been represented based on the improvement



results. The data in the field is obtained through the construction of the proposed research model. The next step is to test the Hypothesis (see Table 6).

**Table 6.** The hypothesis test results Standardized regression weight

Hypothesis	Estimate	Conclusions
<i>Hypothesis 1:</i> SRHRM has a positive influence on employees' non-green performance.	0.532	Supported
<i>Hypothesis 2:</i> SRHRM has a positive influence on employees' green performance.	0.588	Supported
<i>Hypothesis 3:</i> SRHRM has a positive influence on employee satisfaction.	0.082	Supported
<i>Hypothesis 4:</i> SRHRM has a positive influence on employees' employee engagement.	0.061	Supported
<i>Hypothesis 5:</i> Employee satisfaction mediates the effect of SRHRM on employees' green and non-green performance	0.125	Supported
<i>Hypothesis 6:</i> Employee engagement mediates the effect of SRHRM on employees' green and non-green performance.	0.151	Supported

Source: Data processing (2023)

The test results show that SRHRM significantly positively affects job satisfaction (0.532) and employee engagement (0.588). Job satisfaction was shown to mediate the effect of SRHRM on non-green performance (0.082) and green performance (0.061), indicating that job satisfaction plays a vital role in the relationship between SRHRM and organizational performance, whether in the context of sustainable performance or not. In addition, employee engagement was also shown to mediate the effect of SRHRM on non-green performance (0.125) and green performance (0.151), confirming that employee engagement also plays a significant role in linking socially responsible human resource management practices with organizational performance.

The pressures that SOEs face in implementing SRHRM are not only external. Pressures encourage companies to adopt SRHRM practices to improve environmental performance. Coercive pressure from the government or environmental regulations is offset by resource support for employees through SRHRM design. Mimetic pressure can also influence companies. SRHRM is the company's response to encourage employees to emulate the practices of successful competitors in environmental performance. Normative pressure from policymakers and society for companies can be implemented through SRHRM to encourage employees to pay attention to environmental issues. Through SRHRM, institutions shape employee norms and perceptions of employee and corporate responsibility for the environment. The pressure is within the institution, namely the need to improve employee well-being, which is one of the demands to support increased environmental performance.

The study results show the vital role of SRHRM. SRHRM strengthens institutional mechanisms to ensure sustainability. In line with [4]. Companies can influence employee behavior both directly and through SRHRM. Employee job satisfaction and engagement optimize the function of SRHRM to support green and non-green performance. By integrating CSR into HRM, the company is not only demonstrating that the institution influences organizational members' behavior and social structure. SRHRM has implications for the organization, society, and a sustainable global world while maintaining the triple bottom line.

SRHRM is an institutional strategy to overcome isomorphism while ensuring that employees are satisfied and engaged and contribute positively. In line with [20], SRHRM creates institutional pressure, which is "social, legal, and cultural forces," on employee actors at work. Managing SRHRM is the proper mechanism to respond to either mimetic, normative, or coercive pressure.

In line with [4], the microstructure is a priority scale for realizing the CSR idea. The focus on providing employee benefits is the company's effort to ensure balance in implementing CSR in HRM practices. As [6] stated, ensuring well-being through SRHRM is realizing moral responsibility for all stakeholders [10, 11].

This focus makes it easier for companies to promote CSR initiatives while maintaining their public image [103]. SRHRM is a framework that integrates the principles of balance (people, profit, and planet), making it easier for companies to sustainably develop mechanisms to influence individual behavior. This focus does not have the potential to cause conflicts of interest. Successfully implementing SRHRM as a response to pressure

will positively impact the well-being of employees, which drives environmental performance and ensures sustainability, including safeguarding the interests of stakeholders.

Employees feel a moral obligation to positively impact the interests of the company by obtaining SRHRM benefits in line with SET theory. However, in the study, the exchange concerns costs and benefits. There is moral awareness in line with [37] that reciprocity can be seen as a whole as a continuous pattern of exchange, reciprocity as the trust of individuals involved, reciprocity as a moral symbol in the implementation of SRHRM as well as a sense of obligation for employees to involve themselves for the benefit of the institution and society, more broadly in line with the moral framework in social exchange [35]. There are principles in exchange that encourage changes in performance to be greener. There are principles of rationality, altruism, collective benefits, and principles of identity consistency that influence employee behavior to be more environmentally friendly at work. The social exchange that occurs also involves the role of justice in encouraging employee behavior.

This study provides a comprehensive picture of companies' response mechanisms and proactive behavior in the face of pressure. Knowledge at the level, as stated [15], becomes more open. Optimization of HRM functions is easy to understand. The implementation of SRHRM by the studies conducted did not have the potential to cause cognitive, normative, or regulatory institutional pressure, as stated by [20]. The success of SRHRM lies in its ability to improve well-being (satisfaction and engagement), which develops based on felt obligation [23, 24]. The felt obligation is vital to employees' engagement with sustainability through green work outcomes.

Overall, our review contributes to the literature by explaining the function of SRHRM in demonstrating business responsibility towards employees and maintaining the balance of people, profit, and the planet. We show the importance of resource support for employee satisfaction and engagement in CSR initiatives. This helps to summarise the understanding of the proper place of SRHRM. SRHRM has implications for organizations, society, and the world. Second, by outlining SRHRM mechanisms to improve green and non-green performance through resource assurance and motivational and health impairment processes, our research shows that SRHRM focuses on individual business organizations and is distinct from sustainability. However, SRHRM is an essential strategy for realizing sustainability at the micro level, with a focus on employees recognizing the vital role of employees in building the foundation of the company to ensure performance and contribute to sustainability. Findings underscore the importance of internal factors such as job satisfaction and employee engagement in amplifying the positive impact of social responsibility-oriented human resource management initiatives on overall organizational performance. Employees "read" the moral messages in SRHRM, understand them, and respond accordingly. Interpretation of actions and understanding based on these values are factors that influence how employees contribute positively to the organization in the form of green and non-green performance.

## VI. CONCLUSION

Both internal and external institutional pressures drive companies to implement effective SRHRM initiatives. SRHRM, designed with employees as the main focus, increases employee satisfaction and engagement, improving green and non-green performance. Through SRHRM, the company contributes to sustainability efforts while strengthening the company's microstructure. Receiving benefits by employees through SRHRM encourages employees' obligation to contribute to the company.

### 1. THEORETICAL IMPLICATIONS

Institutional theory provides a valuable framework for understanding how institutions should respond to isomorphism. Institutional theory provides a framework for balancing institutional demands and employee contributions through SRHRM. The integration of SRHRM and SETs offers an effective way to improve employee engagement and green performance.

### 2. PRACTICAL IMPLICATIONS

SRHRM focuses on developing HR policies and practices that support socially responsible and sustainable values and can improve both green and non-green employee engagement, satisfaction, and performance. A focus on balance and social responsibility can strengthen employee interactions and improve efficiency in

executing organizational tasks. Integrating social responsibility principles in HR practices, such as continuous training, continuous development, and rewards based on sustainable performance, can help organizations achieve sustainable goals and strengthen stakeholder relationships.

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### Author contributions

All authors made an equal contribution to the development and planning of the study.

### Conflict of Interest

The authors have no potential conflicts of interest, or such divergences linked with this research study.

### Data Availability Statement

Data are available from the authors upon request.

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