

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

Yusro Hakimah^a, Sutardi^b, Djatmiko Noviantoro^a, Yasmina Martini^a, Hasyunah^a

^aFaculty of Economics, Universitas Tridinanti Palembang, Palembang, Indonesia.

^bFaculty of Economics, STIE Bisnis, Indonesia.

Corresponding email: yusrohakimah@yahoo.co.id

ABSTRACT

The front-line employees in every organization characteristically perceive morality. This study has an important aim to analyze the impact of socially responsible HRM on employee work-life balance while state-based positive effect and perceived morality played a significant mediating role between them. The data has been collected from almost 316 people, these are the front-line employees of the pharmaceutical firms of Indonesia. The data has been mainly analyzed by applying various software such as AMOS and SPSS. Furthermore, the major data analysis techniques that have been used are SEM and CFA. The analysis and discussion have indicated that all hypotheses have accepted. The conclusions have indicated that state-based positive effect and perceived morality have an important and significant mediating role in the relationship between socially responsible HRM and employee work-life balance. Moreover, the given research is novel and original because no previous research has studied about the mediating role of state-based positive effect and perceived morality in the relationship between socially responsible HRM and employee work-life balance. This study is also effective in terms of practical, theoretical and managerial implications. The study has helped individual employees and managers to understand socially responsible HRM and pharmaceutical employees' work-life balance under the company.

Keywords: Socially responsible HRM, state-based positive affect, perceived morality, employee work-life balance.

Correspondance:

Yusro Hakimaha

Faculty of Economics, Universitas Tridinanti Palembang, Palembang, Indonesia.

Email: yusrohakimah@yahoo.co.id

INTRODUCTION

Over the past few decades, social responsibility has arisen as an inevitable priority for organizations and an essential source for achieving long-term sustainability and competitive edge (Hameed, Riaz, Arain, & Farooq, 2016). Socially responsible organizations are able to enjoy a leg up in the competition, moreover, it assists them in cultivating superior brand image, increasing customer loyalty and attracting new customers who are community oriented (Kundu & Gahlawat, 2015). In a nut shell, socially responsible companies tend to deliver more positive images to both consumers and shareholders, which leads to more productivity. Although CSR has no instant financial benefits but it impacts perceptive of its several stakeholders such as employees, society, and

consumers as stated by Glavas and Kelley (2014). Therefore, organizations are progressively building up their focus on social responsibility. It is put forward that employees are fundamental stakeholders of Corporate Social Responsibility: as they are actually responsible for the implementation of social responsible initiatives (Islam, Ali, Niazi, Ramzan, & Yousaf, 2018). Organization cannot achieve its corporate social responsible goals without employees support and acceptance, hence the achievement of those outcomes will depend largely on employee willingness. Sarvaiya, Eweje, and Arrowsmith (2018) pointed that organizations can gain employee support for corporate social responsibility to device and initiate socially responsible human resource management (SRHRM) practices.

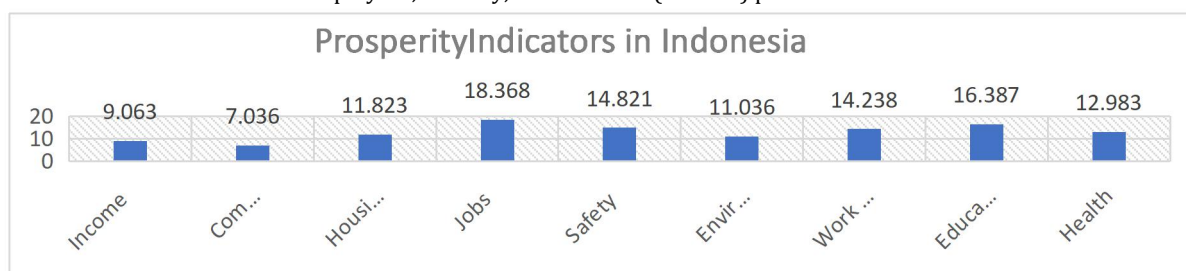


Figure 1: Prosperity Indicators in Indonesia

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

In 2011, concept of socially responsible human resources management (SRHRM) was introduced by Shen and Jiu-hua Zhu (2011). Socially responsible HRM is a set of HR practices adopted by organizations that influence employee behaviors to simplify the implementation of CSR initiatives. According to Shen and Benson (2016) it involves recruitment of socially responsible employees, CSR training, performance appraisal, reward and compensation of employees while bearing their social contributions in mind. These types of practice are favorable to internal stakeholders that are employees. Employee support for CSR actions is dependent on the degree to which they perceive their organization's CSR initiatives are appropriate and aligned with interest of stakeholders. Kundu and Gahlawat (2015) originated that employee perception about organizational morality was positively related with employee support and positive behavior. Employee attitudes and behaviors are affected by perceived morality that is an important tool by which SRHRM may stimulate positive affect (Sarvaiya et al., 2018). Perceived morality refers to the level to which organizations are perceived ethical and socially responsible by various stakeholders to sustain moral values of sincerity, trustworthiness, sustainability and honesty as referred by Mostafa (2017). If employees recognize their business as responsible organization, in turn they will have positive image regarding their organization's morality. When employees take part in CSR initiatives, they tend to feel more satisfied and responsible to society, and experience sense of pride this state is positive affect (Nugraha & Jabeen, 2020). This positive affect enhances employee's commitment and satisfaction. Molina (2016) postulates positive interlink between employee's organizational morality perceptions and employee feelings. Work-life balance is very important factor in gaining employees trust and productivity. Organizations who encourages work-life balance in the organization, have good reputation and attract valuable employees (Chan, Chok, Lae, Lam, & Lee, 2017). These organizations have higher retention rates, which results in training, loyalty and in-house expertise.

Table 1: Market value of pharmaceutical industry of Indonesia

Years	Market in Billions
India	7522
China	6736
Thailand	4754
Indonesia	7350

However, in recent years, achieving appropriate balance between non-work and career commitments has become a concern for workers in today's complex and dynamic business environment. Maintaining balance between work and personal lives has become a challenge for Indonesian workers. With rapid growth of industries, working schedules are getting hectic busier, which causes conflict between work and life aspects that subsequently impact employees' performance (Pawoko, 2019). Same challenge is faced by Indonesian pharmaceutical industry which has grown by 12% from 2016. Workers in these firms are facing work-life balance problem. Indonesia has experienced a significant increase in female workforce, in 2018 average rate of female labor was 52.5%, females are facing problem in managing work and family because they spend more time in workplaces (Halim, Johnson, & Perova, 2019). The main reason behind this is that there

is no proper system available to access work-life balance in Indonesian pharmaceutical industry. Imbalance of work and personal life effects employee's performance and well-being. Balance between work and life reduce stress and increase motivation. However, work-life balance is a major concern in Indonesia but still there is no proper implementation of SRHRM in order to manage career and non-career roles (Amin, Hakimah, Madjir, & Noviantoro, 2019). One of the reasons behind this is that mostly researches are conducted in Developed countries. To fill this important literature gap, this research explores the relationship between SRHRM and employee support for organizational external CSR and the underlying mechanisms. Previous studies (Kim, Woo, Uysal, & Kwon, 2018) have widely explored the relationship between CSR and employee well-being, however, no study has primarily examined the impact of socially responsible human resource management on work-life balance with relation to organizational perceived morality and State- based positive Affect. Despite the contributions of previous studies, more research is still required to inspect the influence of SRHRM on employee work-life balance. Therefore, this study is aimed to fill these gaps by setting following objectives:

- i. To analyse the impact of Socially Responsible Human Resource Management on work-life balance workers in Indonesian pharmaceutical industry.
- ii. To investigate the effect of SRHRM on state based positive affect of employees. Its check the level to which SHRM influence the perceived morality.
- iii. To anticipate the relationship between state based positive affect and perceived morality on work-life balance in organization.
- iv. To examines the degree to which positive affect of employees and perceived morality mediates the relationship between Socially Responsible Human Resource Management and work-life balance.

Unlike the previous study this paper has combined Corporate social responsibility, human resource and psychology. Our study has utilized advance data collection and analysis techniques. In 1st section we have introduced the put forward variables that is followed by literature review and theory. In third section methodology is outlined. Whereas in section 4 data analysis and results are discussed while section 5 includes a conclusion and future policy implications.

Literature Review and Theoretical Background

The stakeholder theory can be used to study the effect of CSR activities on employees' work-life balance (Schäfer, 2019). The troubling effects of employee work-life balance have been the point of concern for academicians and practitioners, as it creates a psychological and physical strain on employees which in turn harms their work performance and attitudes (Harrison, Freeman, & Abreu, 2015). The stakeholder theory endorses an efficient, ethical and practical method of managing organizations in a highly dynamic and tumultuous environment. The practicality of the theory lies in the fact that all organizations have to manage their stakeholders irrespective of size and operationalization. The efficiency of this perspective can be realized or comprehended from the fact that the stakeholders if treated responsibly, ethically and appropriately tend to reciprocate the actions with positive and

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

generous attitudes aimed towards the organizations. The examples of positive attitudes can be; sharing valuable knowledge and information, purchasing generous amounts of product and services, providing incentives like tax breaks, buying considerable amounts of shares, exhibiting loyalty and commitment towards the organization in tumultuous times. Such practices enable the actualization of organizational goals (Freeman, Harrison, & Zyglidopoulos, 2018). Efficient management of stakeholders gives the company better access to knowledge and information from stakeholders which it can utilize to its advantage (Schäfer, 2019). Therefore, stakeholders can be defined as individuals, teams, groups or organizations that have a direct or indirect contribution in the processes and strategies carried out for the achievement of organizational goals (Harrison et al., 2015). The direct stakeholders are those who have a clear involvement with the organization; employees, managers, stockholders, investors, customers and suppliers. Indirect stakeholders are referred to as the parties whose interests can either be threatened or amplified from the organization's activities; these include; environmental groups, society, communities, media etc (Abdelmotaleb & Saha, 2019; Pinto, 2019; Nugraha & Jabeen, 2020). Stakeholder theory is built on the premise that the wellbeing of stakeholders and interests are to be tended to by all means possible (Ng, Yam, & Aguinis, 2019; Shen & Zhang, 2019). CSR or corporate social responsibility is also used to manage the stakeholders of an organization in an ethical or socially responsive manner (Edwards & Kudret, 2017). The meaning of CSR is quite similar to that of the stakeholder theory and it can be stated that the CSR activities like socially responsible human resource functions are an extension of the stakeholder theory aimed towards the efficient management of employee's affairs in the best possible way (Crane, Matten, Glozer, & Spence, 2019).

Socially Responsible HRM and Employee Work-Life Balance

The concept of socially responsible human resource activities sprang from the extensive research on CSR activities directed inside the organization. It was put forward by Shen and Jiahua Zhu (2011). The concept was termed as SRHRM, it is a concept that invigorates activities beyond the boundaries of working environment and pay structure and is centered on activities like retention of socially responsible individuals, delivering training of CSR concepts and actions and also considers employees' social attitude and behaviors while considering appraisals, promotions and other rewards (Ng et al., 2019; Shen & Benson, 2016; Shen & Zhang, 2019). This type of human resource orientation is directed towards improving the conditions and environment for internal stakeholders of the organization. Various studies have been carried out to study the impacts of such activities on different employee outcomes; commitment, pride, loyalty, inclusiveness etc. (Abdelmotaleb & Saha, 2019; Celma, Martinez-Garcia, & Raya, 2018; Kundu & Gahlawat, 2015; Newman, Miao, Hofman, & Zhu, 2016; Shao, Zhou, Gao, Long, & Xiong, 2019; Shen & Benson, 2016; Shen & Jiahua Zhu, 2011; Shen & Zhang, 2019). Although a multitude of studies has been carried out by researchers focusing on SRHRM and its vast effects on employee wellbeing and outcomes, some specific details still need refurbishing (Iqbal, Zahid, & Arif, 2019). The most focused domain of the previous research has been on the emotional outcomes and

wellbeing of employees (Edwards & Kudret, 2017; Schäfer, 2019; Shen & Zhang, 2019). It is understood that the emotional state and orientation has a significant overall effect on employee's performance, commitment, intention to quit and also helps inculcate positive feelings in the employees (Ng et al., 2019; Shao, Zhou, & Gao, 2019; Shen & Benson, 2016). Organizations are undoubtedly affected by the emotional state of employees. Nevertheless, these studies aren't enough, as some of important domains of the employee's life aren't being covered. One important facet is the employee's work-life balance. The work-life balance construct hasn't been studied in a direct relationship with SRHRM activities. The changing work environments and employer expectations have changed the landscape of work (Russo, Shteigman, & Carmeli, 2016). Work or jobs are no longer treated as a source of income and survival, the new generation of employees treats work as a source of personal and professional satisfaction (Kelliher, Richardson, & Boiarintseva, 2019). Sometimes employees and requirements from the organization tend to create imbalances in the time and importance delivered to other aspects of life (Long, 2017). These imbalances can be a source of serious discomfort for the emotional and psychological wellbeing of employees (Benito-Osorio, Muñoz-Aguado, & Villar, 2014). The relationships with family and friends become strained and often physical and mental health is ignored to achieve some corporate goal (Morris, 2019; Poulouse & Sudarsan, 2018). The SRHRM activities can be shaped in a way to incorporate the work-life imbalances and introduce some positive way to cope with this construct.

H1: there is a significant relationship between SRHRM and employee work-life balance.

The Mediating Effect of Perceived Morality

Socially responsible human resource management affects employee behaviors and attitudes through the organizational perceived morality of employee (Ellemers, van der Toorn, Paunov, & van Leeuwen, 2019). Perceived morality is defined as the perception of employees regarding their organizations regarding the degree of maintenance of social values of morality like sincerity, trustworthiness, honesty, concern (Ellemers, 2017). Previous research has identified an employee's perceived morality to be recognized as a group's virtue. Employees tend to be impacted and motivated to observe and commit to moral attributes and be loyal towards organizations that demonstrate the same moral obligations in this socially active environment (Abdelmotaleb & Saha, 2019). Organizations have been using moral and social orientation as a way of attracting, retaining and motivating employees who follow the same moral compass (Molina, 2016). A few studies have been delineated to explore the association between organizational cultures and employee's perceived morality. They have been successful in finding a significant association between employee's innovation, growth, formality, stability and employee's ethics and perceptions of morality (Abdelmotaleb & Saha, 2019; Ellemers, 2017; Ellemers, Kingma, van de Burgt, & Barreto, 2011; Molina, 2016). A study carried out by Ellemers et al. (2011) explored the impact of employee perceptions of the organization's CSR activities aimed towards the organization's perceived morality. A connection between ethical behavior demonstrated by the

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

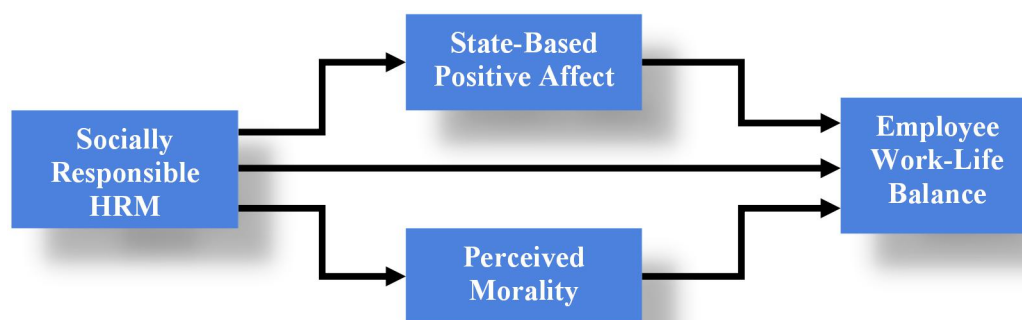
organization and its social and environmental concern towards the society was found to positively correlate with the perceived morality (Ellemers, 2017). However, previous studies have had a strong focus on external activities of the organization's CSR practices and have neglected the impact and effects of CSR on internal organization's practices (Abdelmotaleb & Saha, 2019). A study carried out by Abdelmotaleb and Saha (2019) focused on the mediation effects of an organization's perceived morality on SRHRM and employee wellbeing. A positive association was found between these two constructs. Similarly, we can argue that a positive mediation effect can be found between the relationship of the organization's SRHRM policies and employee work-life balance (Abdelmotaleb & Saha, 2019; Ellemers, 2017). Positive internal organizations practices can be viewed as a factor of decreasing the tension of employee's work and family, work and rest conflicts. Therefore, we propose the theory;

H2: There is a significant mediating effect of perceived organizational morality on the association between SRHRM activities and employee work-life balance.

The Mediating Effect of State-Based Positive Affect

State based positive affect is a situation or condition of pleasantness that can be induced by events of everyday life (Abdelmotaleb, Mohamed Metwally, & Saha, 2018). It is considered to be an aspect of positive associations, experiences and pleasurable feelings (Molina, 2016).

Research Model



RESEARCH METHODOLOGY

Participants and Procedures

The data were gathered from the employees of pharmaceutical firms in Indonesia. To collect the data purposive sampling technique was employed that is based on non-probability sampling methodology. No incentives and perks were offered to the respondents to participate in survey. The survey was conducted in Indonesia so in order to avoid language biasness, the questionnaire is translated in to local language. Moreover, the responses are getting by self-administered survey through personally contacting the participants. In the first section of questionnaire the respondents were asked to provide the demographic characteristics that includes age, gender, and education. The next sections based on the measures and their relevant items. Initially 540 questionnaires distributed among the employees, among which few quitted the survey and some abandoned the survey. After discarding the invalid responses, the 319 responses made the actual data size to conduct analysis.

Researches focusing on perceived morality (Ellemers, 2017; Ellemers et al., 2011; Ellemers et al., 2019; Molina, 2016) have found a positive association between perceived morality and employee's feelings of positivity and constructive emotions at work. An experimental research study carried out by Molina (2016) found the existence of a positive relationship between perceived organizational morality, SRHRM activities and employee feelings towards the organization. State based positive affect can also be used to explain the absence of negative feelings towards the organization (Ellemers et al., 2011). Organizations are aiming to create an employee-oriented environment in this knowledge-based construct that envelops employee needs and aims to develop positive attitudes (Edwards & Kudret, 2017; Peñalver, Salanova, Martínez, & Schaufeli, 2019). The CSR activities aimed at the internal stakeholders can be a source of creating positive employee orientation. These activities instill attitudes of positivity through policies and strategies oriented towards enhancing the work environment for employees and making it possible for employees to voice their opinions (Molina, 2016; Peñalver et al., 2019; Russo et al., 2016). This orientation and environment can be used to counter the employee work-life balance (Ng et al., 2019; Poulouse & Sudarsan, 2018). Therefore, we propose the following theory;

H3: There is a significant mediating effect of state based positive affect on the association between SRHRM activities and employee work-life balance.

Therefore, the effective response rate of questionnaire is 59 percent. In terms of demographic characteristics of respondents, the share of male and female are 52.2 and 47.8 percent, respectively. In terms of ages of respondents about 30.7% were 41-50 years of age, 29.4% were aged 31-40, 24.4% were aged 21-30 and rest were older than 50 years. It indicates that participation of respondents are fairly distributed on the basis of demographic factors.

Measures

The research measured the variable by using the items from the past studies and research. The study includes one dependent, two mediating and one independent variable. Each measure's data is collected through conducting survey. The independent variable socially responsible HRM is measured by adopting the scale of (Shen & Benson, 2016). The measures are based on six survey items that asked the questions on company's focused on social performance of employee in their

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

performance appraisals. The items recorded the response on five-point Likert scale. The dependent variable work life balance is measured by adopting the eight items of ten Brummelhuis and Van Der Lippe (2010). The eight items of work life balance based on the family and work-related causes, that cover the broader dimensions of work life balance. As far as mediating variables are concerned, the state based positive measures are based on the scale of Warr (1990). The measures comprised on six survey items that elicits the responses on three state of emotion due to social responsibility of employers such as enthusiasm, cheerfulness, and optimism. Another mediating variable perceived morality is measured by adopting three-item scale of Ellemers and van den Bos (2012), which asked respondents to illustrate the extent of sincerity, trustworthiness, and honesty they perceived that employer should hold. The responses of both mediating variables are recorded on five-point Likert scale from never to always.

Data Analytical Strategy

The theoretical framework of study aims to investigate the mediating impact of organizational positive affect and organizational morality on the linkages between socially responsible HRM and employee's work life balance. For this type of analysis that includes latent variable the structural equation model is recommended Byrne (2012). To estimate the SEM model AMOS is used, also

confirmatory factor analysis and model fitness test are conducted on AMOS to check the strength of theoretical framework. Besides, SPSS is also used in study to estimate the frequency distribution of demographic characteristics of respondents and descriptive analysis of measures' data to observe outlier, normality, mean, median, and standard deviation of data. Also, reliability of measure is tested on SPSS.

Data analysis and interpretation

Demographic details

The main purpose behind this study was to estimate the effect that is casted by socially responsible HRM on employee work-life balance. The state based positive affect and perceived morality was taken as mediators between socially responsible HRM and employee work-life balance. The study took a total sample of 316 individuals, out of which 165 were males and 151 were females. The percentage of males was higher than the females in sample. Out of 316 individuals, 38 were under graduation, 137 were graduates, 105 had master's degree and 36 had some other degree. Out of 316 individuals, 77 were between 21 to 30 years of age, 93 were between 31 to 40 years of age, 97 were between 41 to 50 years of age and 49 were above 50 years of age.

Descriptive statistics

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
EmpWLB	316	1.00	5.00	3.5597	1.08537	-.851	.137
StBasPA	316	1.00	5.00	3.5055	1.15426	-.687	.137
PerMoral	316	1.00	5.00	3.5622	1.15592	-.784	.137
SoResHRM	316	1.00	5.00	3.4581	1.10766	-.561	.137
Valid N (listwise)	316						

From the above table, it can be observed that the values for skewness for the data of present study lies between -1 and +1, moreover this shows that the minimum values and the maximum values also lie within the limit of the five-point Likert scale. The data has no outlier and also the data represents whole sample of the population. It can be observed clearly, that the data has the advantage of being in the limits of normality, this makes the data valid and authentic and shows that the data can be proceeded for further testing and analysis.

Factor Loading and Convergent Validity

Table 2: Factor Loading and Convergent Validity

	1	2	3	4	CR	AVE
WB1	.696				0.958	0.74
WB2	.781					
WB3	.839					
WB4	.862					
WB5	.841					
WB6	.841					
WB7	.847					
WB8	.850					
SB1			.814		0.928	0.81

Table 3: Discriminant Validity

	SB	WB	PM	SH
SB	0.901			

SB2			.858		
SB3			.849		
PM1			.834	0.928	0.81
PM2			.862		
PM3			.885		
SH1	.826			0.921	0.80
SH2	.868				
SH3	.901				
SH4	.899				
SH5	.909				
SH6	.906				

From the data given above, it can be observed that the factor loading of all of the variables is greater than the value of 0.7, the reliability of the data can be confirmed based on this fact, moreover, the values of the factor loading also confirm that the data is reliable and the data can go on for any analysis tool or technique. The limits are defined as the data is in the threshold level. The factors present in the data present a very aligned sequence and so makes the data reliable and valid as well.

Discriminant validity

WB	0.589	0.862		
PM	0.583	0.503	0.900	
SH	0.361	0.479	0.407	0.898

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

The above table has a sequence of data consisting of discriminant and convergent validity results, the values of discriminant validity are showing the level to which the variables discriminate with each other, also these values show the validity of the data. The value for convergent validity was measured with the help of CR and AVE, the results have shown that the value for the convergence for each one of the variables is more than seventy percent whereas, the value for AVE is more than fifty percent for all of the variables. This represents that, loading of each variable is maximum in comparison with the opposite variables as well.

Confirmatory Factors Analysis and KMO

Table 4: Confirmatory Factors Analysis and KMO

CFA	CMIN/	GFI	IFI	CFI	RMS	KM
-----	-------	-----	-----	-----	-----	----

Indicators	DF				EA	O
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 - 1.0
Observed Value	2.340	0.889	0.969	0.969	0.065	0.929

The table above is a description of CFA and KMO, the table is showing that the data for the present study is following all of the standards and is valid as well. As, it can be seen that all of the values of the results from the data match the values that are required for the data to be called as normal. Figure number one below represents the CFA:

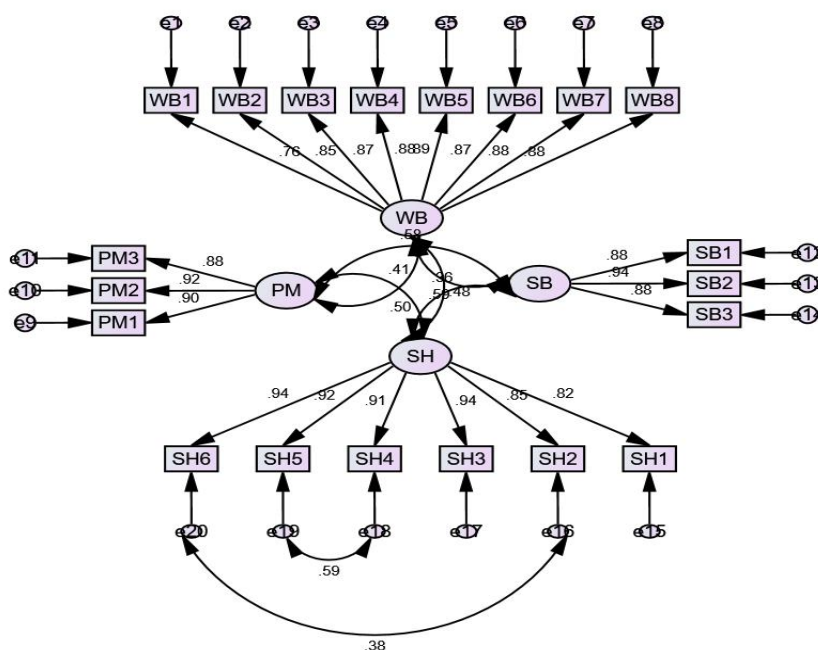


Figure 1: CFA

SEM

Table 5: Structural Equation Modeling

Theory	B-Value	SE	P-Value	Decision
SH→WB	.209	.050	.000	Accepted
SH→SB→WB	.407	.044	.000	Accepted
SH→PM→WB	.186	.045	.000	Accepted

The results of SEM table are showing that the effect of SH on WB is 20.9%, the mediation of SB causes 40.7% of increase in the effectiveness of the relationship, and Mediation of PM causes 18.6% of the change in the

HRM and employee work-life balance. The first theory put forward by the study was that, "The impact casted on SH by WB is significant." This theory is accepted by the study as the P value was less than .05 and also according to the study of (Sohn, 2015), it is accepted. Moreover, the second theory put forward by the study was that, "Then mediating impact of SB casted between SH and WB is significant." This theory is accepted by the study as the P value was less than .05 and also according to the study of (Sidharta & Affandi, 2016) it is accepted. The third theory put forward by the study was that, "Then mediating

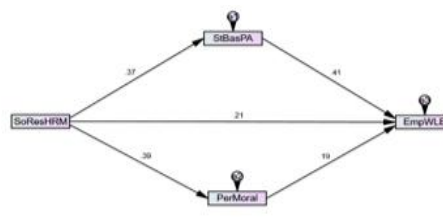
relationship of SH and WB in a positive and increasing manner. All of the p values are also less than .05 representing effective relationships.

Figure 2: SEM

DISCUSSION AND CONCLUSION

Discussion

The main purpose behind this study was to estimate the effect that is casted by socially responsible HRM on employee work-life balance. The state based positive affect and perceived morality was taken as mediators between socially responsible impact of PM casted between SH and WB is significant." This theory is accepted by the study as the P value was less than .05 and also according to the study of (Kis-Katos



Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

& Sparrow, 2015), it is accepted.

Conclusion

The following study is based on identifying the role of socially responsible HRM on employee work-life balance in a positive way, while the perceived morality, as well as state bared, are act as a mediating role in the relationship between socially responsible HRM and employee work-life balance in pharmaceutical firms of Indonesia. The data mainly has been collected from almost 316 individuals regarding socially responsible HRM and their work-life balance. The study has fully concluded that from the results and findings that socially responsible HRM has a significant and positive impact on the work-life balance schedule of the employees. It has indicated that the practices and processes performed by the HR managers directly affect the work-life balance of the individual employees working within the organization. Besides, the study results and findings have also concluded that the perceived morality, as well as state bared, has a fundamental positive mediating role in enhancing the relationship of HRM and employee work-life balance. This is due to HRM affects organizational performance and productivity through its influence on employee attitudes and work behaviors. That is why the socially responsible HRM has positively affect employee performance as well as firm efficiency in a well-defined way. The theory has also supported the facts of HRM theory and CSR theory.

Policy Implications

The role of HRM is very crucial and significant for efficiency and creating a work-life balance for employees. The findings of the currents study have helped to form a positive relationship between socially HRM and the work-life balance of employees. The study results have significantly contributed to enhancing the role of CSR as well as social HRM for the well-being of employees. It has provided various benefits to the employees to understand the role of HRM and its impact on organizational morality. The study does not provide benefits to the employees and workers of the organization, but the results of the study have also offered various suggestions to the HR managers of the pharmaceutical firms. It has suggested that the manager can easily enhance the role of socially responsible HRM to increase the level of an individual's level of vitality at work. It also offers a lot of CSR initiatives to address a significant interest and favorable relationship with external stakeholders. The HR managers of the company take also benefits from this study to organize and rewards the employees.

Limitations

The first primary limitation of the current study is the time frame of the study, the data has been collected and analyzed under the cross-sectional approach. While it is 11. Ellemers, N., Kingma, L., van de Burgt, J., & Barreto, M. (2011). Corporate social responsibility as a source of organizational morality, employee commitment and satisfaction. *Journal of Organizational Moral Psychology*, 1(2), 97-124.

12. Ellemers, N., & van den Bos, K. (2012). Morality in groups: On the social-regulatory functions of right and wrong. *Social and Personality Psychology Compass*, 6(12), 878-889.

13. Ellemers, N., van der Toorn, J., Paunov, Y., & van Leeuwen, T. (2019). The psychology of morality: A review and analysis of empirical studies published

recommended that the researcher may conduct a future study under a longitudinal research approach and set a time frame. Secondly, there are another number of variables that can include in the given study but does not include. Future researchers can include different variables to make research more significant and interesting. The future researcher may add variables such as the mediating role of employee well-being, employee satisfaction, etc.

REFERENCES

1. Abdelmotaleb, M., Mohamed Metwally, A. B. E., & Saha, S. K. (2018). Exploring the impact of being perceived as a socially responsible organization on employee creativity. *Management Decision*, 56(11), 2325-2340.
2. Abdelmotaleb, M., & Saha, S. K. (2019). Socially Responsible Human Resources Management, Perceived Organizational Morality, and Employee Well-being. *Public Organization Review*, 1-15.
3. Amin, B., Hakimah, Y., Madjir, S., & Noviantoro, D. (2019). The role of transformation leadership in enhancing corporate sustainability capabilities and sustainable supply chain management. *Polish Journal of Management Studies*, 20(2), pp.83-92
4. Benito-Osorio, D., Muñoz-Aguado, L., & Villar, C. (2014). The Impact of Family and Work-Life Balance Policies on the Performance of Spanish Listed Companies. *M@n@gement*, 17(4), 214-236. doi:10.3917/mana.174.0214
5. Byrne, B. M. (2010). *Structural equation modeling with AMOS: Basic concepts, applications and programming*. Routledge, New York.
6. Celma, D., Martinez-Garcia, E., & Raya, J. M. (2018). Socially responsible HR practices and their effects on employees' wellbeing: Empirical evidence from Catalonia, Spain. *European Research on Management and Business Economics*, 24(2), 82-89.
7. Chan, S. H., Chok, S. Y., Lae, S. Y., Lam, A. C., & Lee, C. Y. (2017). *The Impact of Perceived Organizational Support, Job Satisfaction, Leader-Member Exchange (LMX) and Work-Life Balance On Employee's Turnover Intention in Manufacturing Industry, Malaysia* (Doctoral dissertation, UTAR).
8. Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. Oxford University Press, USA.
9. Edwards, M. R., & Kudret, S. (2017). Multi-foci CSR perceptions, procedural justice and in-role employee performance: the mediating role of commitment and pride. *Human Resource Management Journal*, 27(1), 169-188.
10. Ellemers, N. (2017). *Morality and the regulation of social behavior: Groups as moral anchors*. Psychology Press.
11. Ellemers, N., Kingma, L., van de Burgt, J., & Barreto, M. (2011). Corporate social responsibility as a source of organizational morality, employee commitment and satisfaction. *Journal of Organizational Moral Psychology*, 1(2), 97-124.
12. Ellemers, N., & van den Bos, K. (2012). Morality in groups: On the social-regulatory functions of right and wrong. *Social and Personality Psychology Compass*, 6(12), 878-889.
13. Ellemers, N., van der Toorn, J., Paunov, Y., & van Leeuwen, T. (2019). The psychology of morality: A review and analysis of empirical studies published from 1940 through 2017. *Personality and Social Psychology Review*, 1088868318811759.
14. Freeman, R. E., Harrison, J. S., & Zyglidopoulos, S. (2018). *Stakeholder Theory: Concepts and Strategies*. Cambridge University Press.
15. Glavas, A., & Kelley, K. (2014). The effects of perceived corporate social responsibility on employee attitudes. *Business Ethics Quarterly*, 24(2), 165-202.
16. Halim, D., Johnson, H. C., & Perova, E. (2019). *Preschool Availability and Female Labor Force Participation: Evidence from Indonesia*. The World Bank.

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

17. Hameed, I., Riaz, Z., Arain, G. A., & Farooq, O. (2016). How do internal and external CSR affect employees' organizational identification? A perspective from the group engagement model. *Frontiers in psychology, 7*, 788.
18. Harrison, J. S., Freeman, R. E., & Abreu, M. C. S. d. (2015). Stakeholder theory as an ethical approach to effective management: Applying the theory to multiple contexts. *Revista brasileira de gestão de negócios, 17*(55), 858-869.
19. Iqbal, K., Zahid, M. S., & Arif, M. (2019). How Does Socially Responsible Human Resource Management Influence Employee Well-Being?. In *Responsible Business in Uncertain Times and for a Sustainable Future* (pp. 207-218). Springer, Cham.
20. Islam, T., Ali, G., Niazi, A. A. K., Ramzan, M., & Yousaf, U. (2018). Employees' Response to CSR: Role of Organizational Identification and Organizational Trust. *Pakistan Journal of Commerce & Social Sciences, 12*(1).
21. Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human Resource Management Journal, 29*(2), 97-112.
22. Kim, H., Woo, E., Uysal, M., & Kwon, N. (2018). The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management, 30*(3), 1584-1600.
23. Kis-Katos, K., & Sparrow, R. (2015). Poverty, labor markets and trade liberalization in Indonesia. *Journal of Development Economics, 117*, 94-106.
24. Kundu, S. C., & Gahlawat, N. (2015). Socially responsible HR practices and employees' intention to quit: The mediating role of job satisfaction. *Human Resource Development International, 18*(4), 387-406.
25. Long, C. S. (2017). The Relationship Between Work-Life Balance (WLB) and Firm Performance. In *Handbook of Research on Organizational Culture and Diversity in the Modern Workforce* (pp. 402-411). IGI Global.
26. Molina, L. (2016). *Morality and competence of organizations: Effects on perceived organizational prestige, positive worth-of-mouth behaviour and organizational citizenship behaviour of employees, and the role of moral disengagement* (Doctoral dissertation). The Netherlands: Leiden University.
27. Morris, L. V. (2019). The Conundrum of Work-Life Balance. *Innovative Higher Education, 1*-2.
28. Mostafa, A. M. S. (2017). High-performance HR practices, positive affect and employee outcomes. *Journal of Managerial Psychology, 32*(2), 163-176.
29. Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2016). The impact of socially responsible human resource organizational citizenship behavior: Mediating by role ambiguity and moderating by prosocial motivation. *Sustainability, 11*(8), 2271.
41. Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of Management, 42*(6), 1723-1746.
42. Shen, J., & Jiuhua Zhu, C. (2011). Effects of socially responsible human resource management on employee organizational commitment. *The International Journal of Human Resource Management, 22*(15), 3020-3035.
43. Shen, J., & Zhang, H. (2019). Socially Responsible Human Resource Management and Employee Support for External CSR: Roles of Organizational CSR Climate management on employees' organizational citizenship behaviour: the mediating role of organizational identification. *The International Journal of Human Resource Management, 27*(4), 440-455.
30. Ng, T. W. H., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover. *Personnel Psychology, 72*(1), 107-137.
31. Nugraha, A. T., & Jabeen, R. (2020). Education Quality Management by Encouraging Wellbeing and Discouraging Inequality among Society. *International Journal of Innovation, Creativity and Change, 10*(10), 444-458.
32. Pawoko, G. (2019). The Role of Work-Life Balance, Achievement Motivation on Organizational Commitment through Satisfaction Athletes in Indonesia. *Academy of Strategic Management Journal, 18*(5), 1-11.
33. Peñalver, J., Salanova, M., Martínez, I. M., & Schaufeli, W. B. (2019). Happy-productive groups: How positive affect links to performance through social resources. *The Journal of Positive Psychology, 14*(3), 377-392.
34. Pinto, J. (2019). Key to Effective Organizational Performance Management Lies at the Intersection of Paradox Theory and Stakeholder Theory. *International Journal of Management Reviews, 21*(2), 185-208.
35. Poulouse, S., & Sudarsan, N. (2018). Work life balance: A conceptual review. *IJAME*.
36. Russo, M., Shteigman, A., & Carmeli, A. (2016). Workplace and family support and work-life balance: Implications for individual psychological availability and energy at work. *The Journal of Positive Psychology, 11*(2), 173-188.
37. Sarvaiya, H., Eweje, G., & Arrowsmith, J. (2018). The roles of HRM in CSR: strategic partnership or operational support? *Journal of Business Ethics, 153*(3), 825-837.
38. Schäfer, H. (2019). Key Points of Sustainability and CSR: Stakeholder Theory and the Theory of External Effects. In *On Values in Finance and Ethics: Forgotten Trails and Promising Pathways* (pp. 43-59). Springer, Cham.
39. Shao, D., Zhou, E., & Gao, P. (2019). Influence of Perceived Socially Responsible Human Resource Management on Task Performance and Social Performance. *Sustainability, 11*(11), 3195.
40. Shao, D., Zhou, E., Gao, P., Long, L., & Xiong, J. (2019). Double-edged effects of socially responsible human resource management on employee task performance and and Perceived CSR Directed Toward Employees. *Journal of Business Ethics, 156*(3), 875-888.
44. Sidharta, I., & Affandi, A. (2016). The empirical study on intellectual capital approach toward financial performance on rural banking sectors in Indonesia. *International Journal of Economics and Financial Issues, 6*(3), 1247-1253.
45. Sohn, K. (2015). Gender discrimination in earnings in Indonesia: A fuller picture. *Bulletin of Indonesian Economic Studies, 51*(1), 95-121.
46. ten Brummelhuis, L. L., & Van Der Lippe, T. (2010). Effective work-life balance support for various household structures. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in*

Socially Responsible HRM and Pharmaceutical Employees' Work-Life Balance: Can Positive Affect and Perceived Morality Significantly Mediate in the Indonesian Context?

alliance with the Society of Human Resources Management, 49(2), 173-193.

47. Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of occupational Psychology, 63(3), 193-210.*