



Assignment 2: Blogs

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Blog 1 Overview of SR-HRM

Socially responsible Human resource management is becoming more prevalent in academic and managerial fields(Garavan, T. N., & McGuire, D. 2010). Despite the relevance of human resources management and CSR, confusion and theoretical disorder are still evident in the new developed area (Diaz - Carrion, R., et al, 2018).

1. The differentiation of green HRM, sustainable HRM and SR-HRM

Varieties of terms like green HRM, SR-HRM, sustainable HRM have been originated from the confluence of CSR and HRM which aggravate the confusion of the concepts. Mónica Santana (2020) believed green-HRM, sustainable HRM and SR-HRM are the motor theme in the link between CSR and HRM. In blog 1, a brief differentiation of these concepts will be discussed and SR-HRM, topic of my research, will be introduced in details.

Green HRM

The concept of green HRM was conceptualized to align the practices like recruiting, selection and training of human resource management with the environmental management objectives (Jackson et al, 2011). It is considered as the HRM dimension of environmental management and the concept is developed by recent empirical researches aiming to identify the relationship between green HRM and employee outcomes such as job satisfaction, job retention and employee motivation(Renwick

et al, 2013; Jabbour et al, 2012). Moreover, how green HRM impact the environmental performance (Paillé & Jin, J. 2014) and its moderating effect (Mariappanadar, 2016) needs further exploration.

Sustainable HRM

Sustainable HRM relates to strategies and practices aimed to pursue the long-termed goals at social,economic and environmental levels. [34 70. the concepts of sustainable HRM and SR-HRM are frequently confusing and overlapped (Aust et al, 2018). According to the previous study of Diaz-Carrion (2019), SR-HRM relates to the practice to improve the employees' work and life (Dupont, Ferauge, & Giuliano, 2013) while sustainable HRM emphasize achieving the financial and social targets by employing HRM strategies (Ehnert et al, 2016). SR-HRM will be discussed particularly in blog 1 because my research will focus on the employees outcome.

SR-HRM

The concept of SR-HRM originates from the CSR and HRM literature. Despite of the dynamic concept of CSR, a widely accepted idea of CSR in literature is “actions on the part of the firm that appear to advance, or acquiesce in the promotion of some social good, beyond the immediate interests of the firm and its shareholders and beyond that which is required by law(Waldman et al 2006, p. 1703).” To attain the specific goals, CSR needs to be adopted as an approach in line with the

management practices containing HRM practices (Painter-Morland 2010). As regards to HRM, managing people properly to promote employees commitment and reach business goals are its main points (Henry, 1995). Gradually, attention was shifted to responsibilities and ethical levels in HRM (Jamali et al., 2015; Lämsä et al., 2016) which inherently coincide with the objectives of CSR.

SR-HRM was proposed by Orlitzky and Swanson(2006) as a way to help achieve corporate social responsibility as a “simultaneous pursuit of economic and social goals.” Observing the primary principle of HRM aimed to promote employees welfare SR-HRM strategies are actually customized to employees (Lechuga Sancho et al. 2018).

Traditional HRM focused on maximizing shareholder benefits while SR-HRM suggests to transcend the strategic management of employees to integrate CSR keeping the HRM system sustainable in the long term (Barrick et al., 2015).

2 Extant researches of SR-HRM:

In the past few years, SR- HRM are around two lines of researches:

1. The effect of SR-HRM on firm performances

Many researches seek to describe how developing SR-HRM to help organizations respond to the social expectations and get the competitive

advantages (Aguinis, H., & Glavas, A., 2012; Bučiūnienė, I., & Kazlauskaitė, 2012). For example, Milfelner et al (2015) analysed the effect of social responsibility HRM on firm performance, including growth, developmental and financial aspects.

2. The impact of SR-HRM on employee outcome

HRM for CSR initiatives allows organizations to measure and improve the level of creativity and commitment of its employees, including the attitudes and behaviours (Shen & Jiu Hua Zhu 2011), job satisfaction (Kundu & Gahlawat 2015), job performance (Shen & Benson 2016) and job retention (Neil et al, 2018).

In summary, the extant empirical studies emphasized the strategic value of SRHRM through the improvement of firm performance or the analysis of how to promote positive employee outcome.

3 SR-HRM practice

HRM practice

Armstrong & Taylor (2017) regard HRM as a conceptual system with values and principles guiding practice of managing employees. HRM practice, HRM strategies and HRM policies incorporates the HRM system. HRM practice is all the HRM activities to achieve business goals by

managing people and impact both on employees' behaviors and firm performance (Juhdi et al, 2013).

SR-HRM practice

McWilliams & Siegel (2011) believed one important way to approach social responsibility in HRM is through SR-HRM practices. the SR-HRM practice was originally analyzed by Orlitzky and Swanson (1986): recruitment and selection, performance appraisal, compensation, and training and development. Based on this model, many new models of practice appeared and facilitate the subsequent research. Table 1 below summarize the SR-HRM practice models in the past 10 years.

Original Article	Dimensions/Practices	Used By
Cooke & He (2010) [8]	Four CSR practices: employee activities environmental activities, marketplace activities, community activities	
Shen & Zhu (2011) [53]	Three-component model: legal compliance-HRM, employee oriented-HRM, general CSR facilitation-HRM.	Newman et al., (2016) [52]
Bučinienė & Kazlauskaitė (2012) [59]	CRANET survey	
Shen & Benson (2016) [66]	HR practices adapted from Orlitzky and Swanson (2006) [51]: recruitment and selection, performance appraisal, compensation, training and development	Shen & Zhang (2019) [82] Shao et al., (2019) [84] Shao et al., (2019) [83]
Barrena-Martínez et al., (2017) [2]	Eight HR policies (and 32 practices): Attraction and retention of employees, Training and continuous development, Management of employment relations, Communication, transparency and social dialogue, Diversity and equal opportunities, Fair remuneration and social benefits, Prevention, health and security at work, Work-family balance	Lopez-Fernandez et al., (2018) [23]
Obrad & Gherhes (2018) [103]	Five dimensions (and 23 indicators): Working conditions, Health and workplace safety, Professional development and training, Employees' rights, Internal communication	
Lechuga Sancho et al., (2018) [99]	Five dimensions (and 16 items): Training and continuous development, Work-life balance, Attention to diversity, Communication, Professional career	
Nie et al., (2018) [104]	Two dimensions (and 11 items): Equal career opportunity practices, Work-family integration practices	
Barrena-Martínez et al., (2018) [105]	It indicates the extent to which the company incorporates CSR (ethical, social, human, and labour concerns) into HRM	
Bombiak & Marciniuk-Kluska (2018) [106]	35 practices identified pursuant to the analysis of source literature	

Figure 1 SR-HRM practice and policy models (Mónica Santana et al, 2020)

In order to identify the relationship between SR-HRM practice and employees' turnover intention, my research in blog 3 will adopt the SR-HRM practice model developed by Nie et al (2018) whose research model is similar to mine but with different moderators. In my research, SR-HRM practice refers to work-family integration practice.

Blog 2 A literature review of gender research in HRM practice

The recent gender researches in the HRM are mainly around two themes: gender equality and moderating role of gender.

1 Gender equality

Gender equality research in HRM can be categorized into two groups: the gender discrimination in the HRM practices and the gender discrimination from the gender role. The former one is noticeable while the latter one is easily ignored.

1.1 Gender discrimination in HRM practices

This type of research focuses on discussing the inequalities women confronted in all the HRM practice including recruiting (Kaplan et al., 2016), performance appraisal and evaluation (Woodhams et al., 2015), training and development (Rahman, M. F., 2019; Sharma, 2016) process in the firms.

1.2 Gender discrimination from the constraints of the social roles

The social role theory (Booyesen, L. A., & Nkomo, S. M, 2010) told us female has a stereotyped image which lead to bias and discrimination such as prejudice experienced by women in the workplace and work-family stress (Adya, 2008).

Work- life pressure for women is regarded as a marked feature of gender discrimination. Previous research has proved the family responsibilities is the primary reasons for women to leave their jobs (Ely, Stone, & Ammerman, 2014). Social expectations and traditional role push women to top their family which increase their stress and work-family intense.

Some researchers advised to address these bias by the HRM practice like job planning (Rosen et al., 1989; Veiga, 1976) , conducting work-family practice (Raynolds, 1987) which includes flextime, telecommuting, part time employment, and childcare opportunities (Cayer, 2003). Many empirical studies were conducted to test the benefits brought by these HRM practices such as higher productivity, profits and sales (Perry-Smith & Blum, 2000).

Another discrimination from gender value is demonstrated in the fact

that females are less represented in the leadership positions (Catalyst, 2020). Many researches related women's representation in leadership to positive organizational outcomes like enhancing creativity (Huse, Nielsen, & Hagen, 2009), a better financial performance (Hoobler, Masterson, Nkomo, & Michel, 2018), and effective implementation of CSR (Cook & Glass, 2018). Many scholars claimed that gender-oriented HRM practice can improve female's representation (Baker, Ali, & French, 2019).

1.3 Future research direction : integration SR-HRM practice into gender equality research

The previous study has explained focusing on gender equality in HRM practice can help female employees committed in their career (Daly, Ashbourne, & Hawkins, 2008; Gilbert, Stead, & Ivancevich, 1999), which is consistent with the features of SR-HRM (Jamali, El Dirani, & Harwood, 2015) which lay emphasis on equal chances for all employees.

It's easy to find that work-family balance of SR-HRM practice inherently connect with the gender discrimination from gender role like work-family conflicts. In blog 1 we have mentioned SR-HRM practices are proved to promote employees' outcome like job satisfaction and reduced turnover intention. Consequently, connecting SR-HRM practice

with employees' outcome from a gender role perspective is a potential research direction contributing to extend CSR research from strategic macro level to micro-level like HRM practice

2 The moderating role of gender in HRM

The moderating role of gender is mainly identified as a reason of the organizational or employees outcomes.

In the early research conducted by Russ and McNeilly (1995), the moderating role of gender was identified in the relationships among job satisfaction, organizational commitment and turnover intentions. Bui Nhat Vuonga and Suntrayuth Sida (2019) tested the moderating role of gender and marital status on the relationship between HRM practice and employee engagement in Vietnam bank sectors. Kim et al (2009) tested the relationship between job stress and job satisfaction moderated by gender. Blomme et al (2010) shed light on the relationship between psychological contract and turnover intention moderated by gender.

However, Dan Nie et al (2017) investigated the moderating role of the supervisor's gender between female employees' turnover intention and SR-HRM practice which creatively transfer gender factor from reasons

into individual outcome.

Future research direction:

Christian Voegtlin & Michelle Greenwood (2016) proposed future study should place emphasis on exploring the new moderating and mediating roles in a systematic review of SCR and HRM. From the perspective of gender equality, previous researches focus on the moderating effect of employees' gender and Dan Nie et al (2017) believed mutual gender relationship between the supervisor and employees should be considered to avoid observing the issue only from employee's perspective.

Some other moderators should be explored like gender composition which is an important variables in some gender equality research in HRM (Ali, M., Grabarski, M. K., & Konrad, A. M., 2021).

Blog 3 My research model

Based on the contents of blog 1 & 2, my final research title is *Effects of SR-HRM practice on the turnover intention of female employees and moderating roles of supervisor gender, gender composition and industry characteristics: an evidence from Chinese industries*

1. My research model

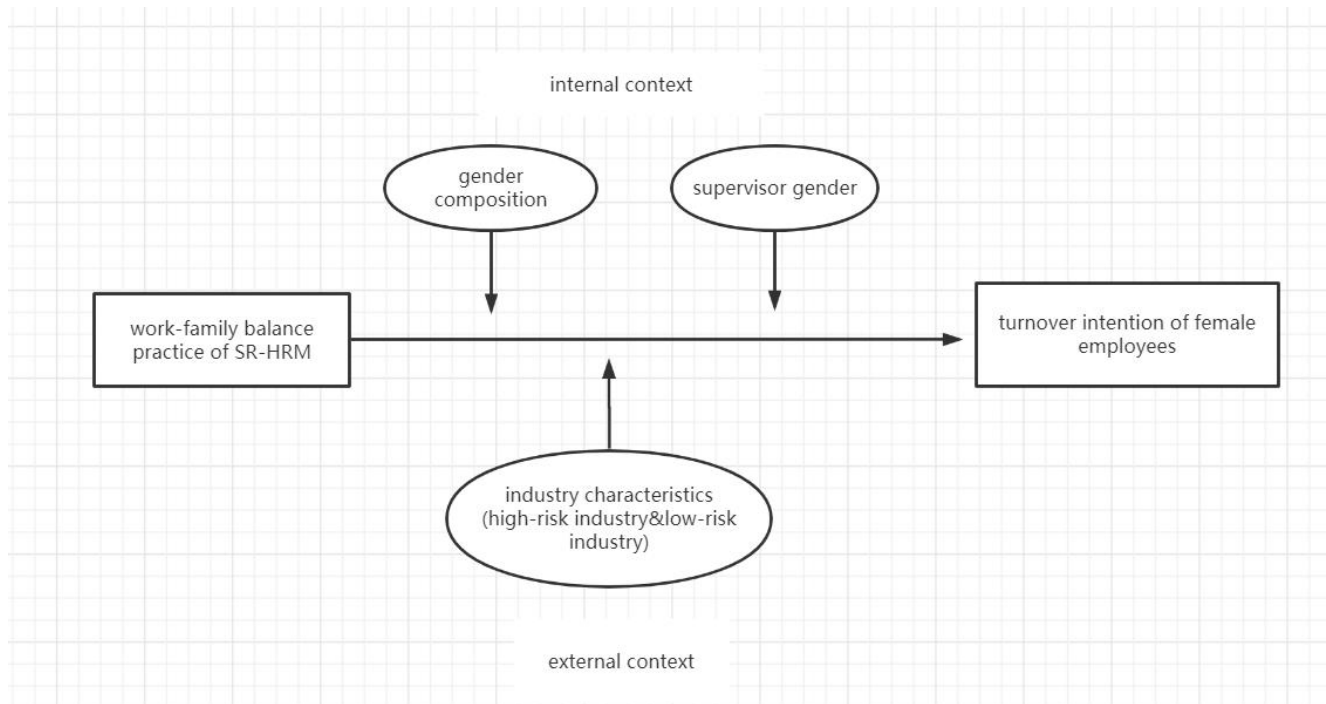


Figure 2 my research model

2. Contributions:

2.1 The empirical study will be conducted in the context of the Chinese industries, where females were believed active in the workplace. However China listed 106 in 153 countries for The Global Gender Gap Index in 2020. As the figure below shows, the index of economic participation and opportunity of female declined dramatically from 53 in 2006 to 91 in 2020 (The Global Gender Gap Report, 2020). The deterioration of female employees' working and life quality make it practically meaningful to conduct workplace gender role study in China, which is less explored in the HRM research.



Figure 3 Global gender gap index of China in 2020

2.2 Christian Voegtlin & Michelle Greenwood (2016) proposed future study should place emphasis on exploring the new moderating and mediating roles in a systematic review of SCR and HRM. Besides identifying the

moderating role of supervisor gender which followed a previous study of Nie et al (2018), my research seek to advance the gender roles knowledge in organizations by testing a new internal moderator, gender composition, and an external moderator, industry characteristics.

2.3. This study seek to integrate both the internal (supervisor gender and gender composition) and external factors (industry characteristics) into one model to shed light on the gender equality practice in workplace

and help further understand the implementation of SR-HRM practice aimed to decrease female employees turnover intention in complex internal and external contexts.

3. Theoretical framework and hypothesis

3.1 SR-HRM practices and turnover intention

Women have higher turnover intention than men because of unequally distributed responsibilities at home (Jiang et al., 2012). Family-work integration is regarded as a way to improve the goodness of fit between female employees' life and working experience (Newman & Mathews, 1999, p.35) which has been proved important for the employees' outcome (Lämsä & Piilola, 2015; Lee & Hong, 2011). Based on these researches, I believe SR-HRM practice, referring to work-family integration in this research (Grzywacz & Carlson, 2007; Lämsä, Heikkinen, Smith, and Tornikoski, 2016;), have a negative impact on turnover intention of women.

H1 work-family integration practice of SR-HRM negatively relates to female employees' turnover intention.

3.2 Moderating role of supervisor gender, gender composition and industry characteristics

Supervisor gender

Social role theory (Eagly, 2006) support the argument that supervisor gender moderates the relationship between SR-HRM practice and women's turnover intention. Based on the theory, the "agentic" characteristic of women like sympathy and caring are often expressed by female supervisor in workplace which can help decrease the turnover intention which was motivated by feeling that their values and aims are not adequately respected or addressed in workplace(Lämsä & Piilola, 2015; Lee & Hong, 2011). The feminine personality like care, warm and empathy of female supervisor and their stronger passion in keep intimate personal relationship than male (Carli & Eagly, 2011) make them more willing to adopt and implement SR-HRM.

H2a Supervisor gender have a moderating effect on the relationship between work-family practice and female employee TI.

H2b For female supervisor the effect is stronger.

Gender composition

Four types of proportional representation, uniform groups, skewed groups, tilted groups and balanced groups, were defined by Kanter (1977). tilted groups show a distribution with a ratio of 65-35% while

balanced groups with a ratio of 60:40 to 50:50. How the gender composition of workplace affect the business has been studied in the past. For example, in a male-tilted industry women felt more bias and inequality, organizational cultures are less fitting to females, work -life flexibility is less financially rewarding compared with in female-tilted sectors(Konrad & Mangel, 2000).

Gender-role congruency (Heilman, 2012) support the moderating role played by gender composition. According to the theory, anti-female tendency is stronger in a man-tilted context like mining and construction. Koch et al (2015) found gender-role congruency is strongest in male-tilted industry such that a male leader is preferred and pro-male bias was shown in some positions. Many researches (Dreher, 2003) has proved that leaders win respect in female-tilted industry to initiate work-life balance measures to advance women's career. There are many reasons to believe that in female- tilted industry, more support to balance work and family will be needed and given to increase female employees' feeling of value and decrease their turnover intention. Consequently, work-life balance practice of SR-HRM is more likely to be initiated and implemented in female-tilted industry.

H3a Gender composition moderates the relationship between work-life

balance practice of SR-HRM and female employees' turnover intention.

H3b In female-tilted industry the moderating effect is stronger.

Industry characteristic

The willingness to implement SR-HRM comes not only from the internal strategic factors but also the external factors like the characteristic of the specific industry which can be explained by institutional theory (Wright & McMahan, 1992).

DiMaggio&Powell (1983) claimed that organizations tend to adapt there managerial practice to institutional factors and this theory was adopted by researchers to identify the impact of institutional factors on organization behaviour. Following the theory, the term "isomorphism" was developed to refer to the process transferring the external context into the internal strategies and practice. Scott (1987) believed organizations in the same industry will follow the similar institutional, regulatory, normative pressure and produce the similar "isomorphism", which will lead to the same level of commitment to CSR.

Young& Marais (2012) found CSR commitment is stronger in high-risk sectors defined as organizations in which has negative effect on the environment because they confront more regulations from government,

pressures from professional associations, and supervision from public (Campbell, 2007). From literature review, mining, oil, and chemical companies usually in industries like energy, forestry, and manufacturing are high-risk.

Due to the intense coercive and normative pressure, the high-risk industry are more willing to adopt SR-HRM practice to meet the strong calls for transparency, justice and objectivity and decrease the turnover intention.

H4a the industrial characteristics moderates the negative relationship between work-family balance practice of SR-HRM and turnover intention of female employees.

H4b the relationship is stronger in high-risk industry.

4. Future research:

Comparative study in different countries to identify external factors like the effect of institutional pressure, especially the Asian countries which is less explored could be conducted. For example, due to the strong controlling of business from the authorities, the institutional pressure is particularly strong and dynamic in China. A comparative study between

China and other countries with less controlling institutions can further the gender role study in the SR-HRM practice.

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