

Socially Responsible Human Resource Management Practices from Employees' Perspective: A Study in a Malaysian GLC

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ABSTRACT--Socially responsible human resource management (SRHRM) is a corporate social responsibility *directed* towards employees in the organization. Increasing awareness on the concept of SRHRM has led to a proliferation of studies documenting the positive effect of SRHRM on employee performance. However, empirical work on SRHRM in emerging economies is still limited. This article aims to fill this knowledge gap by showing the extent to which SRHRM practices are being implemented in the context of Malaysia. Most studies on socially responsible practices of organizations in Malaysia focused on external social responsibilities and the environment. Few organizations focused on socially responsible practices towards their employees. This research utilizes a Likert-type self-administered instrument to capture employees' perception of SRHRM practices in a government-linked company in Malaysia. SRHRM practices in this study include eight dimensions: staffing, training, employee relations, communication, diversity and equal opportunities, compensation, occupational safety and health, as well as work-family balance. A total of 3,928 participants were included in the study. The instrument was validated using Andrich Rating Scale Model. Overfit and underfit items were subsequently removed. As a result, the unidimensionality of SRHRM subscales is established. Linear Scale Transformation and Rasch Person Plot were adapted to illustrate the extent of Employees' perception of SRHRM subscales. Results show high subscales' scores for each of the eight dimensions, indicating a positive perception of SRHRM practices in the organization. The results illustrate that socially responsible policies are being implemented in a Malaysian organization. More importantly, employee perception, and the interpretation of the policies into practices by human resources are vital for organization performance. This study also contributes to further validation of SRHRM measures used in previous literature.

Keywords-- *Socially Responsible Human Resource Management; Employees' Perception; Human Resource Management, Andrich Rating Scale Model, Linear Scale Transformation*

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I. INTRODUCTION

The employee is viewed as an important determinant for organization performance. Apart from participating in daily organization activities, employees contribute to competitive advantage of an organization (Wright & McMahan, 2011) through their knowledge, creativity and social network. Consequently, the traditional role of human resource management has always been directed to employees' performance with the aim of achieving financial benefits for the organization. In this perspective, employees are viewed as enablers to achieve organization objectives, while less priority is given to employee well-being (Guest, 2017).

More recently, with the interest of organizations in areas of sustainability and corporate social responsibility, the role of HRM has also evolved. Corporate social responsibility (CSR) is generally understood to cover various activities and stakeholders. Celma, Martínez-Garcia, & Coenders (2012) described CSR as "treating the stakeholder of the firm ethically, creating higher standards of living for people both inside and outside the corporation" (p.83). A socially responsible organization aims to gain legitimacy with both its external and internal stakeholders (Diaz-Carrion et al., 2017). However, in order to have this positive external effect, socially responsible practices and policies have to start with the employees in the organization (Lechuga Sancho, Martínez-Martínez, Larran Jorge, & Herrera Madueño, 2018; Newman, Miao, Hofman, & Zhu, 2015). From a CSR perspective, employees are important stakeholders to generate organization value for other external stakeholders.

There is growing evidence that socially responsible human resource management is viewed as an important factor for organizational performance. Some studies have shown the influence of socially responsible HRM practices and policies on employee commitment (López-Fernández, Romero-Fernández, & Aust, 2018; Shen & Zhu, 2011) and employee well-being (Celma, Martinez-Garcia, & Raya, 2018).

Although the general functions of SRHRM may be similar for organizations, the context of the organization may influence the SRHRM activities, policies and implementation (Diaz-Carrion et al., 2017). Therefore, different organizations located in different countries and industries may adopt different SRHRM activities, policies and implementation. Despite the increasing attention to SRHRM by academicians and practitioners, there is still no consensus on what constitutes SRHRM (Barrena-Martínez, López-Fernández, & Romero-Fernández, 2017; Celma et al., 2018). Furthermore, there is still limited information available on the extent of SRHRM implementation in organizations (Celma et al., 2018).

We choose to fill this gap by looking at the extent SRHRM practices and policies are implemented in Malaysia. To the best knowledge of the researchers, there are a few studies available that capture information on SRHRM practices and implementation in the Malaysian context. Furthermore, the general understanding of CSR in Malaysia has to do with CSR activities targeting external and environmental socially responsible practices (Abdul Halim, Abdul Halim, & Amran, 2017; Mansor, Baba, & Marzuki, 2016). There is less focus on internal corporate social responsibilities in the organization. Since employees provide the competitive advantage for the organization, it is important to identify their perceptions of SRHRM policies and practices that influence their performance. Subsequently, there is still no consensus on the instrument for SRHRM, therefore, this study adopts previous literature in establishing SRHRM items that will be validated for use in the Malaysian context. Hence, this study may be one of the first attempts to understanding SRHRM from the employee perspective in Malaysia. The paper proceeds with the literature review section which discusses the components of socially responsible HRM,

as well as recent records on its empirical evidence. The instrument and its validation method are described in the methodology section. Next, the paper deliberates the results of the study. The last section includes a discussion of the study and conclusion, including some suggestions for future research in SRHRM.

II. LITERATURE REVIEW

The HRM function has been substantial in ensuring good practices and policies for employee satisfaction and well-being. However, recent works have focused on expanding the role of HRM in business, society and environment (Barrena-Martínez et al., 2017; Dupont, Ferauge, & Giuliano, 2013). SRHRM is a concept that integrates the values and principles of CSR in the HRM function (Barrena-Martínez, López-Fernández, & Romero-Fernández, 2018; Shen & Benson, 2016). SRHRM could be described as practices and policies that fit both the CSR and human resource strategies of the organization (Barrena-Martínez et al., 2017).

CSR is a business approach to ensure success and sustainability in organizations. CSR initiatives encompass both external stakeholders (i.e. suppliers, customers, community) and internal stakeholders (i.e. employees). Often, organizations focus on general CSR issues such as environmental protection, poverty reduction, and education support (Amran, Zain, Sulaiman, Sarker, & Ooi, 2013; Mansor et al., 2016; Shen & Zhu, 2011), which in turn, provide external legitimacy and reputation for these organizations. More recently, there is a growing understanding that if an organization is to have external legitimacy and sustainability, they have to take into consideration the well-being, satisfaction and performance of their employees, thus, being “socially responsible” for their employees. Since employees provide the competitive advantage for the organization, it is important to address the needs and expectations of employees, who in turn, will provide for the needs and expectations of external stakeholders (Lechuga Sancho et al., 2018). Therefore, a socially responsible organization is concerned with its employees’ working environment, development and quality of life, which is aligned with the principles of CSR (Barrena-Martínez et al., 2018; Obrad & Gherheș, 2018) and the practices of HRM, focusing on employee well-being (Lechuga Sancho et al., 2018).

One of the challenges in conducting research in SRHRM is the lack of consensus in what constitutes a “socially responsible” HRM. Several scholars have attempted to provide for the definition of SRHRM. According to Shen and Zhu (2011), there are three major components of SRHRM: legal compliance HRM, employee-oriented HRM and general CSR facilitation HRM. Legal compliance HRM refers to compliance with labor laws, for example, abiding with local labor laws regarding working hours and minimum wage. Employee-oriented HRM focuses on ensuring justice and organizational support for employee development, growth and needs while general CSR facilitation HRM is the application of HRM policies and practices to achieve organization sustainability. Their findings indicated a generally positive association between SRHRM and organizational commitment. Barrena-Martínez et al. (2017) define SRHRM according to specific policies and practices in the organization:

“those policies that companies integrate into their human resource management area in a voluntary way and with a dual purpose: (1) to meet the ethical, social, labor and human concerns of their employees, promoting their employees’ satisfaction and proper development in the company; and (2) to confer added value to the businesses in regard to their human capital.” (p.8).

Based on a content analysis approach on previous literature, sustainability reports and expert panels, Barrena-Martínez and colleagues proposed eight dimensions related to (i) attraction and retention of employees, (ii) training and continuous development, (iii) management of employment relations, (iv) communication, transparency and social dialogue, (v) diversity and equal opportunity, (vi) fair remuneration and social benefits, (vii) prevention, health and safety and (viii) work-family balance.

In a qualitative study of 32 human resource specialists from the multinational automotive companies in Western Romania, Obrad & Gherheş (2018) identified five dimensions and 23 indicators of socially responsible HRM as their measures. The five dimensions were (i) working condition, (ii) health and workplace safety, (iii) professional development and training, (iv) employees' rights and (v) internal communication. Although their study highlighted the companies' awareness of the positive effect of internal CSR practices on employees, emphasis was still on external CSR activities. In another study of a Spanish naval sector, the authors found SRHRM practices influence employee behavior at the workplace (López-Fernández et al., 2018). Moreover, the authors asserted that employees' perception of SRHRM was related to their work commitment, further providing evidence to the importance of SRHRM at work. The SRHRM measures included (i) flexibility in the job, (ii) egalitarian opportunities, (iii) collaboration, (iv) developmental policy, (v) work-family balance, and (vi) occupational health. Furthermore, the implementation of SRHRM policies and practices is suggested to influence employee wellbeing (Celma et al., 2018). The study was conducted based on 1,647 participants in Catalonia, Spain. The socially responsible measures were (i) remuneration, (ii) staffing, (iii) training, (iv) teamwork, (v) occupational safety and health, (vi) work environment, (vii) security, (viii) maternity benefits, and (ix) working hours. The authors delineated that several practices positively influenced all domains of employee wellbeing at the workplace.

Although there are efforts to homogenize general policies and practices related to SRHRM, there are still differences in CSR principles and values adopted in different context due to differing standards and institutional pressures (Diaz-Carrion et al., 2017), especially across countries. International, national and local policies will affect HRM practices differently. Therefore, CSR focus, priorities, practices, and implementation will vary based on the context the organization operates in. Despite the lack of agreement on the configurations of a socially responsible human resource management, there is a growing consensus that SRHRM practices and policies affect the employees and the organization positively (Celma et al., 2018; Lechuga Sancho et al., 2018; Shen & Zhu, 2011). However, research in SRHRM is still relatively new and more needs to be done to understand its contextual configuration and the extent of its implementation in organizations.

In the Malaysian context, CSR research is gaining momentum. In 2006, Bursa Malaysia introduced a CSR framework for public listed companies as a guideline for their reporting. The framework covered four main areas including marketplace, workplace, community and environment (Bursa Malaysia, 2009). The workplace component aligned with socially responsible practices for employees and underlined workplace diversity and inclusiveness, learning and development, health and safety, quality of life and gender issues (Chan & Mohd Hasan, 2016). Although research in CSR is increasing, findings suggested that CSR awareness in Malaysia is still generally low (Abdul Halim et al., 2017; Amran et al., 2013; Mansor et al., 2016). Most CSR efforts were centered around corporate philanthropic activities and seasonal activities, done on an ad hoc basis. Researchers also noted that reporting of human resources, community involvement and environment were more common (Abdul Halim et al., 2017; Amran et al., 2013). Although corporations in Malaysia practice human resource reporting, the number of

reports produced were still relatively low (Sahari, Nichol, & Yusof, 2018). In addition, while there were attempts to study the link between CSR-HR in the local context (Chan & Mohd Hasan, 2016; Mansor et al., 2016), further investigations are vital to provide a contextual perspective of socially responsible practices on employees. Therefore, this study will contribute to a further understanding of employees' perception of a socially responsible human resource management practice and the extent of its implementation in Malaysia.

III. METHODOLOGY

1.1 Data and Sample

The data consisted of 3,928 employees working in a government-linked company in Malaysia (77% male, 23% female; 71.2% non-executives, 28.8% executives; 61.7% technical, 38.3% non-technical; 70.2% under the age of 40, 29.8% above the age of 40). Respondents were briefed prior to the distribution of questionnaires. Participating respondents were assured of their anonymity and confidentiality.

1.2 Measures

A ten-point Likert-type scale, ranging from 1 = strongly disagree to 10 = strongly agree was used. The questionnaire was developed in dual language (English and Malay), and made available in printed and online version. This study adopted the definition of socially responsible HRM suggested by Barrena-Martínez et al. (2017) which included staffing, training, employee relations, communication, diversity and equal opportunity, compensation, occupational health and safety, and work-family balance. The authors proceeded to develop items for each of the eight HR practices and statistically validated the instrument using *Andrich Rating Scale Model*. Table 1 shows the SRHRM dimensions, definitions, number of items and sample items used in the study.

Table 1: Socially responsible HRM practices

SRHRM policies and practices	Definition	No of items	Sample items
Staffing	Set of activities that aim to facilitate the recruitment process, adaptation and integration and retention of new candidates as well as those most qualified for the organization	7	Practices recruitment of the right people Promotion of the right people
Training	Activities that help employees to acquire knowledge, skills and competencies they really need to perform their tasks appropriately within the company	5	Provides opportunities for learning and development Provides a conducive environment for personal learning and development
Employee Relations	Establishment of a series of activities to help to improve the relationship between the company and workers	5	Considers team's views when making decisions Empowers employee to accomplish work
Communication	Set of activities that facilitate the	5	Encourages communication across

	transmission, exchange and feedback between the company and employees		departments when and where necessary Encourages sharing of work-related knowledge with superiors
Diversity and equal opportunities	Set of action that implement the principles of fairness and non-discrimination and promote richness and diversity of the workforce in managing the workforce	5	Creates an environment of respect among employees Opportunities to express views
Compensation	Set of economic rewards and social supplements received by employees fairly for their work.	5	Fair compensation for the work Competitive remuneration compared with other organizations
Occupational safety and health	Set of activities that seek to establish an appropriate level of welfare for employees and a culture of prevention that minimizes risks, physical and emotional injuries from work	6	Promotes a healthy lifestyle Provides necessary personal protection equipment
Work-family balance	Set of actions to facilitate an appropriate balance between professional and personal life of employees, according to their needs as well as the needs of the company	4	Provides family-friendly policies Provides employee assistance program

1.3 SRHRM Instrument Validation

Andrich's Rating Scale Model will improve the accuracy of threshold estimates, and therefore is suitable for polytomous items (Mayer, 2014). All items in the study share standardized response anchors. A common threshold is set based on the SRHRM constructs. These attributes make it appropriate to adapt Andrich's Rating Scale Model (Andrich, 1978). The analysis is conducted using JMetrik developed by Patrick Meyer (Mayer, 2014). For a Likert-type item j with $h=1, \dots, m_j$ response categories, with θ , b_j , and τ_v represent ability estimate, item difficulty, and threshold parameter respectively, the probability of the response k can be computed with the following formula:

$$P_{jk}(\theta) = \frac{\exp \sum_{v=1}^k (\theta - b_j - \tau_v)}{\sum_{h=1}^{m_j} \exp \sum_{v=1}^h (\theta - b_j - \tau_v)}$$

There are different guidelines for acceptable range of Mean squares value. In psychological measurement, the range of 0.50-1.50 is considered productive for measurement (Linacre, 2002). Standardized mean squares are not useful in this study because it can be fluctuated by the large sample size. Unidimensionality of the measurement can be assumed if all items adhere to acceptable range for sit statistics (Kendel et al., 2010; Teo, 2011).

Linear transformation converts Likert scales into a scale ranges from 0 (lowest) to 100 (highest). This scaling method has already been practiced by researchers to present their findings, as it is a better way to handle Likert scales data. In this study, the score for each SRHRM constructs were calculated using GNU PSPP.

IV. RESULTS

1.4 Reliability and measurement quality

Table 2 shows the Rasch Item Reliability (RIR), Mean Square Error (MSE), Separation Index (SI), Number of Strata (Strata) of SRHRM constructs: Staffing (STF), Training (TRN), Employee Relations (ER), Communication (COM), Diversity and Equal Opportunity (DEO), Compensation (CP), Organizational Safety and Health (OSH), and Work-family Balance (WFB). In terms of item reliability estimates, SRHRM constructs generally scored high Rasch item reliability and item separation index. However, Communication (COM) recorded slightly lower item reliability and separation index, indicating more items or samples are needed to establish the hierarchy of item difficulty (RIR=0.663, SI= 1.31).

Rasch person reliability is analogous to the traditional "test" reliability. The results show acceptable value for all constructs, although Diversity and Equal Opportunity (DEO) (RPR=0.6983, SI=1.46), and Organizational Safety and Health (OSH) (RPR=0.6804, SI=1.52) recorded slightly lower reliability and separation index. Although marginally lower values are observed, there is not enough reason to indicate that these constructs are detrimental to the measure of SRHRM.

Table 2: Reliability Analysis of SRHRM Constructs

	Statistics	STF	TRN	ER	COM	DEO	CP	OSH	WFB
Items	RIR	0.9977	0.9355	0.9926	0.6330	0.9620	0.9971	0.9985	0.9982
	MSE	0.0008	0.0015	0.0014	0.0012	0.0010	0.0008	0.0008	0.0008
	SI	20.7004	3.8069	11.5684	1.3134	5.0317	18.3954	25.6975	23.8698
	Strata	27.9339	5.4092	15.757	2.0845	7.0423	24.8605	34.5967	32.1597
Persons	RPR	0.7960	0.8067	0.8232	0.7738	0.6983	0.8063	0.6804	0.7687
	MSE	0.6182	1.2723	1.1371	1.0418	0.8968	0.7803	0.6435	0.7181
	SI	1.9752	2.0428	2.1576	1.8493	1.5214	2.0403	1.4590	1.8231
	Strata	2.9670	3.0571	3.2101	2.7991	2.3618	3.0537	2.2787	2.7642

Table 3 shows the Weighted Mean Squares (WMS), Unweighted Mean Squares (UMS), Rasch difficulty using Joint Maximum Likelihood Estimation (JMLE), and Rasch Person Ability in Theta. All constructs are in the range of 0.5 to 1.5 (WMS= 0.71-1.38; UMS= 0.70-1.37). These fit statistics indicate that all items fit to their respective latent construct as a unidimensional construct.

Based on Rasch item difficulty, low level of satisfaction required for agreement with the item *OSH2 – Requires reporting of all HSE issues* (Difficulty = -1.01), *OSH1 – Promotes a healthy lifestyle* (Difficulty = -0.76), *STF 4 – provides direction of what is expected of employees at work* (Difficulty = -0.56), as well as for item *OSH 4 – Workplace environment fulfils HSE requirements* (Difficulty = -0.47).

Table 3: Rasch Analysis of items based on constructs

		STF	TRN	ER	COM	DEO	CP	OSH	WFB
WMS	Min	0.83	0.87	0.73	0.86	0.71	0.87	0.84	0.89
	Max	1.22	1.20	1.38	1.05	1.32	1.08	1.27	1.12
UMS	Min	0.83	0.83	0.71	0.82	0.70	0.84	0.76	0.91
	Max	1.14	1.11	1.37	1.05	1.36	0.12	1.27	1.09
JLME	Min	-1.03	-0.25	-0.69	-0.07	-0.18	-0.47	-0.79	-0.95
	Max	0.54	0.14	0.46	0.09	0.25	0.87	1.32	0.76
Theta	Min	-4.9093	-5.6940	-5.7987	-5.0204	-4.5793	-5.0289	-4.3364	-4.7004
	Max	6.2954	7.9618	7.7615	7.0634	6.2684	6.4412	5.7134	6.0342

1.5 SRHRM practices

Table 4 shows the score for each SRHRM construct as well as overall score for the measure. Relevant statistics are included to ease interpretation of the scores. Results indicate a healthy organizational climate apropos of SRHRM practices (low=69.67, high=78.51, SD=13.70-19.96). This claim is also supported by relatively high scores for the first quantile of the linear scale (58.33-68.89).

Table 4 : Descriptive Statistics

	All	STF	TRN	ER	COM	DEO	CP	OSH	WFB
Score	74.93	71.50	77.33	76.41	76.90	78.51	69.67	78.15	70.98
Median	76.46	73.33	77.78	77.78	77.78	80.56	72.22	80.00	72.22
Std. Deviation	14.05	16.24	16.94	17.95	15.69	14.28	19.96	13.70	18.48
Variance	197.3	263.9	286.9	322.1	246.3	203.8	398.4	187.6	341.4
Minimum	35.49	0.000	0.000	0.000	16.67	8.333	0.000	24.44	0.000
Maximum	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
25th percentile	66.46	62.22	69.44	66.67	69.44	69.44	58.33	68.89	58.33
50th percentile	76.46	73.33	77.78	77.78	77.78	80.56	72.22	80.00	72.22
75th	85.28	82.22	88.89	88.89	88.89	88.89	83.33	88.89	86.11

percentile									
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V. DISCUSSIONS AND CONCLUSION

The purpose of this study is to identify the extent to which SRHRM practices are being implemented in Malaysia. Since there is a growing interest in the potential of SRHRM to inculcate positive employee relations and the promotion of sustainable organizations, it is apt to conduct this initial inquiry in Malaysia. Furthermore, there is still limited records of empirical evidence on the practices and implementation of SRHRM especially from an emerging economy perspective. As such, this study looks at the perception of employees in a GLC located in Malaysia. As discussed earlier, there is still a lack of agreement on the measures for SRHRM. For this study, the researchers adopted a measurement of SRHRM policies and practices adapted from literature. A version of SRHRM instrument was validated for use in the Malaysian context. The tests conducted provided for indicators of reliability for the items used in the study.

The results of the current study showed a generally high agreement on the eight SRHRM policies and practices (score ranging from 69.67 to 78.51). High scores of SRHRM constructs indicate employees' positive perception of the organization's efforts to create a socially responsible working atmosphere for its employees. The top two highest scores were for policies and practices related to Diversity and Equal Opportunity (78.51) as well as Occupational Safety and Health (78.15). It seemed that principles of fairness, non-discriminatory, and diversity were apparent in the studied organization. Malaysia is a country with diverse culture, ethnicity and religion. Although there is currently no specific act on workplace discrimination, the Industrial Relations Act, 1967 and Employment Act, 1955 prohibits discrimination in very specific instances. However, organizations in Malaysia are increasingly aware that positive practices in the workplace lead to positive outcomes. As such, corporations establish their own sets of policies and practices to adhere to changes in the employment relationship. Provisions are generally made to ensure non-discriminatory practices are implemented. Similarly, aspects of safety and health were visible in the studied workplace. Policies and practices that create awareness, commitment, and a prevention culture related to OSH contribute to positive perception of a socially responsible employer. According to national statistics, the number of occupational accident rates in Malaysia is decreasing (5.16/1,000 workers in 2005 and 2.93/1,000 workers in 2017) (Department of Occupational Safety and Health Malaysia, 2018). Therefore, issues related to health and safety at the workplace are a continuous concern for organizations as the safety and well-being of employees relate to job performance. In Malaysia, the OSH Act 1994 governs practices related to protecting employees against risks to health and safety in the workplace.

The next highly scored practices were related to Training (77.33). An investment in training for employees is important not only to ensure a competent workforce for the present, but also to ensure the availability of employee capacities in the future (Stankevičiūtė & Savanevičienė, 2018). Thus, positive employee perception of a supportive training and learning environment, access to a variety of training and development methods as well as evaluation of training and development show employer commitment to the employees' long-term professional development. Next is practices related to Communication (76.90) and Employee Relations (76.41). The results indicated

employees' agreement with the employers' initiatives in improving the overall employer-employee relations. According to Barrena-Martínez et al.,(2017) policies and practices that show concern for employees' work environment, labor rights, and human rights ensure that the employees feel protected and thus, able to contribute to the organization. Furthermore, active communication with employees on changes to their work or organizational direction, for example, promotes transparency and trust in the employer-employee relationship.

Staffing, Work-family Balance and Compensation scored the lowest, showing less agreement that practices and policies were socially responsible towards employees. Staffing relates to policies and practices concerning human resource planning, selection, promotion and retention of employees. Work-family balance includes policies that are family-friendly and support the requirement of employees for a balance work and family life. Compensation includes financial rewards and employee benefits, which may be seen as strategies to attract and retain employees. From the perspective of the organization, there may be efforts to implement socially responsible policies and practices related to the three HRM dimensions. However, the employees' point of view revealed that there may be some features of staffing, work-family balance and compensation that might not be sufficiently addressed to meet the employees' requirements.

The results illustrate the implementation of SRHRM in the studied organization. It highlights the importance of visible SRHRM policies and practices that are embedded in daily tasks so that they may be easily perceived and experienced by employees. Positive experiences create positive behaviors and attitudes. As such, employees who feel that they are appreciated and taken care of may reciprocate the action by being more engaged in the workplace (López-Fernández et al., 2018). This behavior could further enhance the organization's reputation and long-term success.

Consequently, this study points to several implications for research and practice. The findings reinforce the importance of employee perception of SRHRM implementation in a local context. Since this study is an initial attempt to identify employee perception, the results provide a catalyst to further exploration of SRHRM in Malaysia. Several opportunities for future research may be conducted to expand our understanding, for example, the role of socially responsible HRM in employee performance, employee well-being, and organization sustainability. It may also be valuable to investigate the extent of SRHRM implementation in other types industries (i.e. public and private). Since the present study adopted measurements from a western perspective, it may be worthwhile to examine further contextual factors that may influence SRHRM implementation and outcomes. In practice, the findings highlight the responsibility of HR practitioners as developers and facilitators of socially responsible HRM policies and practices. Employees need to understand the policies that affect them; it is not sufficient to make them available without communicating the policies to employees. Hence, HR practitioners and managers need to be able to communicate and translate these policies and practices in the workplace. This points to further training required for HR practitioners and managers, if they are to represent a socially responsible organization image to their employees.

As with most research, this study has its limitations. The study was conducted in one organization, as such, limited to the perceptions of employees in the studied organization. Furthermore, this study was carried out in Malaysia which is a developing country. The understanding of CSR and HRM, governing rules, regulations and culture may from other countries, thus, may provide a limited view from one country's perspective.

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