

SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT

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¹⁰**SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT (SRHRM): ITS
IMPACT ON INNOVATION OUTPUT IS MEDIATED BY THE ABSORPTIVE CAPACITY
OF CLINICAL STAFF IN INDONESIA**

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Abstract

An environment that supports employees with various ³² human resource management, such as recruitment and training, affects the acceptance and results of innovation in Indonesia. This type of ⁵ research is explanatory causality research with a total population of 726 workers from all Indonesian workers. The exogenous variable is SRHRM. Endogenous variables are the output of innovation (innovation output). Moreover, the intervening variable studied is Absorptive Capacity. The survey tool uses a structured questionnaire on a Likert scale. Data ²⁰ analysis techniques use structural equation models or *Structural Equation Models* (SEM) followed by Partial Least Square (PLS). The results of the study show that SRHRM affects Absorptive Capacity. SRHRM has an impact on innovation output. Absorptive Capacity does not affect innovation output.

Keywords: ⁴ Socially Responsible Human Resource Management (SRHRM), Absorptive Capacity, and Innovation Output

INTRODUCTION

Environmental issues must be a common concern. This concern become common because the number of environmental problems that must be solved is increasing daily. Humans and the environment are inseparable entities, and all parties involved must realize that they want to play an active role. Human survival is threatened if environmental problems are not appropriately handled. Currently, human awareness of the environment is needed because it will affect human survival in the future.

Targeting the wider community and the corporate world is necessary to instill this awareness. This urgency is because people in organizations usually have more knowledge than the public and therefore need to be aware and sensitive to their surroundings. Therefore, the company must participate in increasing public awareness, especially among its employees, and in protecting the

environment. Furthermore, lately, there are a lot of articles about going green, which accuse environmental protection. This accusation could be what companies can do to socialize Go Green together in society.

Going Green is the act of re-greening or saving the earth because it is believed that it is damaged due to over-exploitation and global warming. In addition to being profit-oriented, companies must also consider environmental issues because the environment is a crucial factor in maintaining the sustainability of human life and business. Second, at this time, it is also essential for companies to be able to implement green growth programs as a form of concern and sensitivity to the environment. This program enables companies to carry out economic activities that are not only profit-oriented but also contribute to protecting the environment and society. Conserve and use natural resources continuously for human health.

Environmentally conscious companies have a better image. In particular, the resource dependency theory focuses on the economic benefits and competitive advantage derived from a commitment to sound environmental management practices. In contrast, the legitimacy and stakeholder theory is mainly based on It being concerned with enhancing the reputation and image of companies by adopting environmentally solid management practices. In particular, the theory of resource dependence (Hart, 1995).

Employees are one of the centers and driving forces of an organization that determines a company's future survival. Therefore, every employee in a company must be innovative because employees with high levels of innovation are more competitive, efficient, and effective. Employees can make essential contributions to enable organizations to be innovative (M. Kang & Lee, 2017).

For this reason, it is necessary to convey the concept of innovation output and results. Instead of maximizing available resources, increasing efficiency, or simply capturing potential value, the results of organizational innovation embody the intangibles defined by the organization (Omri, 2015).

Creative output is the results obtained from innovative activities by measuring performance areas that are important to the organization. In this case, the success of an innovation work depends on the degree of public or community acceptance of the innovation. B. Organizational ability to sell innovative ideas (Blind et al., 2017; Smith & Webster, 2018).

In this study, we researched employee performance to innovatively deal with small-scale changes and challenges that only occur within an organization. This result differs from the work (Kusumawardani & Wulansari, 2018). More broadly, the target is clinics throughout Indonesia.

This study shows that employees can innovatively prove their performance. When employees are given constant direction, motivation, and training from the start of their job to keep creating new things, the company will feel the impact—preparing individuals for their problems because the innovative output produced by an organization generally depends on the individual and organizational atmosphere, which serves as a benchmark as a pioneer in the development of suggestions and solutions to innovative results (Ghosh, 2016). Encouraging one of the factors that affect the quality and quantity of work is the internal factor that exists within each employee (Martono et al., 2018).

Based on the description above, which provides a framework for thinking, tested on clinical laboratory workers. It is hoped that laboratory workers involved in medical testing develop innovative ideas in all situations. This study used a quantitative method by distributing questionnaires to

collaborators, analyzing them using SEM-PLS, and then analyzing them to test each variable used in this study.

Regarding the existing problems, this study aims to develop a conceptual framework model resulting from revisions to research journals conducted by (Martínez-Morales et al., 2020; H Zhao & Zhou, 2021).

THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Social Cognitive Theory

According to (Wood & Bandura, 1989), social cognition analyzes psychosocial functions in which behavior, cognitive, other personal factors, and environmental events act as interaction determinants and influence each other in two directions. This condition suggests that social cognition is a socio-psychological study influenced by behavioral factors and environmental events. Behavior is a reaction to environmental influences that interact and ultimately shape an individual's ideological and emotional responses.

Socially Responsible Human Resource Management (SRHRM)

The definition of Corporate Social Responsibility (CSR)

(Dupont et al., 2013) CSR is the voluntary integration of corporate social and environmental concerns into business operations and stakeholder relations. CSR must comply with legal obligations and invest in human capital and the environment.

Definition of Socially Responsible Human Resource Management (SRHRM)

SRHRM is a concept from corporate social responsibility (CSR) and HRM literature. SRHRM aims to create an environment that supports employees through various HR management activities such as recruitment and training (Shen & Benson, 2016).

SRHRM is an employee-centered resource from the concept of CSR (H Zhao & Zhou, 2021). (T. Zhao & Xiao, 2019) shows that SRHRM is a comprehensive academic structure connecting the CSR and HRM fields.

According to (H Zhao & Zhou, 2021), SRHRM has three main components: (1) Human resources comply with labor laws. (2) Employee-oriented HR. (3) HR that prioritizes CSR in general

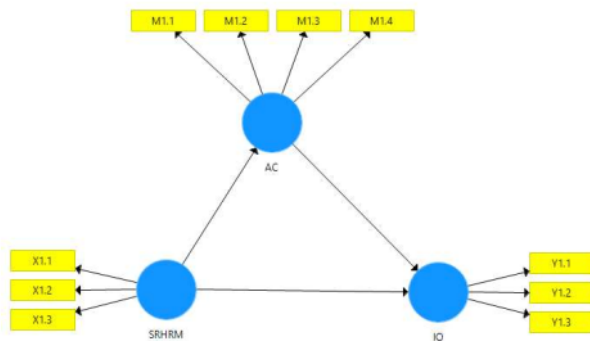
Absorptive Capacity

Absorptive Capacity refers to an organization's ability to absorb intangible resources (knowledge and skills) and turn them into dynamic capabilities (Daghfous, 2004; Fichman, 2004). *Absorptive Capacity* is the organizational Capacity to receive, absorb, and apply new value and valuable information (Noblet et al., 2011). According to (Zahra & George, 2002), the absorptive concept has four dimensions: (1) acquisition dimension. (2) the assimilation dimension. (3) transformation dimension, (4) exploitation dimension.

Innovation Output ¹ Innovative

work behavior is a series of actions related to various aspects of creative activity, starting with exploring ideas and their implementation, and distinguished from innovative results, which refers to the results of the process (Hurmelinna-Laukkanen et al., 2016). Innovative work behavior is to bring up new and valuable ideas deliberately. Innovative work behavior is defined in the literature as using components that lead to innovative and beneficial outcomes (Jong & Hartog, 2008). (Roper & Love, 2006) indicators of innovation output are 1) innovative sales, 2) a measure of innovation success 3) the proportions of innovative manufacturing & services businesses.

conceptual framework



Conceptual Framework

Hypothetical

According to the background, problem formulation, research objectives, and literature review as previously described, the research hypothesis is:

- H1: ³⁷ Socially Responsible Human Resource Management (SRHRM) Has an Effect on Absorptive Capacity in Indonesia
- H2: Socially Responsible Human Resource Management (SRHRM) affects Innovation Output in Indonesia.
- ² H3: Absorptive Capacity Affects Innovation Output in Indonesia.
- H4: Absorptive Capacity mediates the relationship between the influence of SRHRM on Innovation Output

RESEARCH METHODS

Quantitative research methods confirm the hypotheses made. This type of research is causal descriptive research, which explains ²⁶ the causal relationship between the dependent, independent, and

intervening variables. More than 726 Indonesian employees are used for the sample population. The sampling method uses a complete sample. Field researchers collected this data obtained through a survey of Indonesian employees. The data is collected using a questionnaire. The tool used to analyze the data is the Structural Equation Model (SEM) tool, then the Partial Least Square (PLS).

RESULTS AND DISCUSSION

Analysis Partial Least Square

Model analysis with *Partial Least Square* (PLS) is explained as follows:

Evaluation Outer Model

the outer model specifies the relationship between the variables studied and their indicators.

1) Convergent Validity

According to (Latan & Ghozali, 2016), the convergent validity of the reflection model is related to the principle that constructors must be highly correlated when the loading factor value is more significant than 0.70. However, the loading factor value is 0.5-0.6 is still considered sufficient. The first validity test uses the PLS Algorithm feature with the following results:

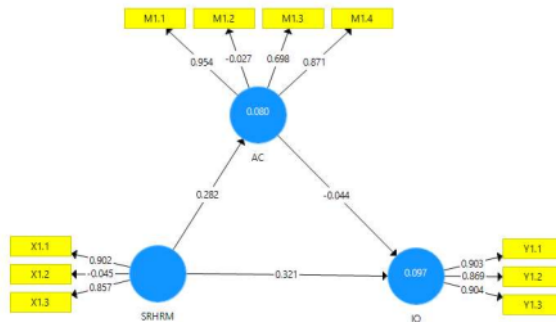


Table 1 Cronbach Alpha

	CA
SRHRM (X)	0,403 (No Valid)
Absorptive Capacity (M)	0.693 (Valid Enough)
Innovation Output (Y)	0.796 (Valid)

2) Discriminant Validity

Discriminant validity is related to the principle that different constructs should not be highly

correlated. The test method is carried out by seeing that the cross-loading value of each variable must be more correlated with other variables (Latan & Ghozali, 2016). Composite reliability is an acceptable limit. An excellent composite reliability value is > 0.7 . The following is the composite reliability of each research variable:

Table 2 Composite Reliability

	CR
SRHRM (X)	0,670 (Cukup Valid)
Absorptive Capacity (M)	0.772 (Valid)
Innovation Output (Y)	0.921 (Valid)

Table 3 Value of AVE

	AVE
SRHRM (X)	0.539 (Valid)
Absorptive Capacity (M)	0.796 (Valid)
Innovation Output (Y)	0.517 (Valid)

Because there is a validity test of the SRHRM variable which is not valid less than the standard, a model feasibility test must be carried out with the following results:

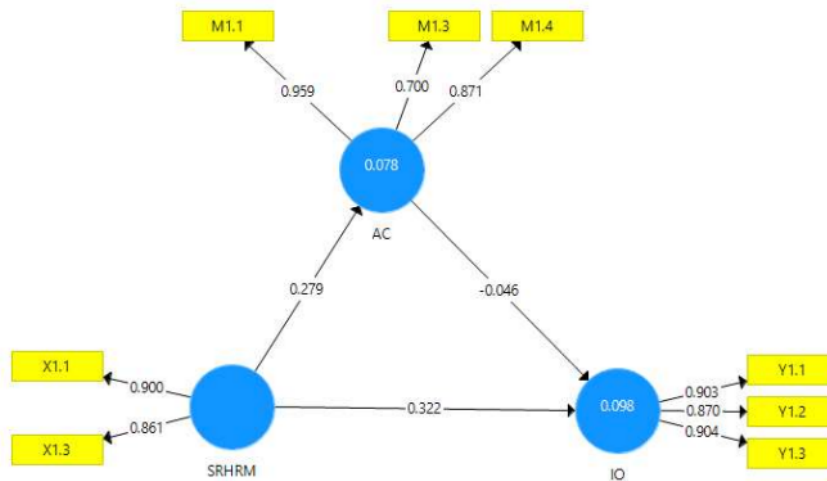


Figure 2 Model Feasibility Test (Fit Model)

Table 4 Cronbach Alpha (After Fit Model)

	CA
SRHRM (X)	0,712 (Valid)
Absorptive Capacity (M)	0.859 (Valid)
Innovation Output (Y)	0.873 (Valid)

Table 5 Composite Reliability (After Fit Model)

	CR
SRHRM (X)	0,874 (Valid)
Absorptive Capacity (M)	0.885 (Valid)
Innovation Output (Y)	0.921 (Valid)

Table 6 Value of AVE (After Fit Model)

	AVE
SRHRM (X)	0.776 (Valid)
Absorptive Capacity (M)	0.723 (Valid)
Innovation Output (Y)	0.796 (Valid)

As can be seen from the table above, each indicator in the research variable has the most significant cross-load value than the other variables. Based on these results, the indicators in this study have good discriminant validity in the arrangement of the variables. Discriminative validity can also be studied by another method, namely, using AVE. AVE is designed to identify variables with discriminant validity values. AVE value must be >0.5. The results of the AVE test are shown in Table 6.

Based on the results of the fit of the model and discussions with several respondents, we can conclude that in order for the model to be fit, it must eliminate x1.2 because there are several conditions in order to support the realization of SRHRM, namely that it must go through different social and psychological processes (Hu, X., & Jiang, 2018), while the AC variable must eliminate the assimilation indicator because it still cannot understand the information obtained from external sources as conveyed (Kim, 1997).

Test Inner Model

1) Structural Equation

In this study, it was used for *Partial Least Square* (PLS) to test the research hypothesis. After going through the outer model test, it will proceed to the inner model test using the SmartPLS feature, namely bootstrapping, with the following results:

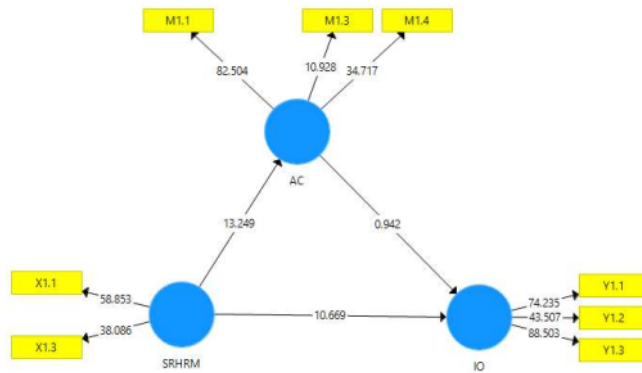


Figure 3 Significance Test

Hypothesis Testing

The result of hypothesis testing can be seen from the t-statistics that shown in Table 7 below:

Table 7 Hypothesis Testing

	T Statistics	P-value
SRHRM (X) -> Absorptive Capacity (M)	13,249	0,000
Absorptive Capacity (M) -> Innovation Output (Y)	0,942	0,347
SRHRM (X) -> Innovation Output (Y)	10,649	0,000

Based on the results of hypothesis testing, it can be seen that (a) SRHRM has a significant effect on *Absorptive Capacity* because the T-statistic value of 13,249 is greater than 1.96. (b) *Absorptive Capacity* does not significantly affect *Innovation Output* because the T-statistic is 0.942, meaning it is smaller than 1.96. (c) SRHRM significantly affects *Innovation Output* because the T-statistic is 10.649, which means it is greater than 1.96.

4.3 Indirect effect evaluation

Smart PLS contains the results of indirect effect calculations, which help analyze the strength of the relationship between the mediator variable and other variables. Mediation occurs when a variable affects the relationship between the independent and dependent variables. Changes in the essential variables cause changes in the mediator variables, and conclusions also cause changes in the dependent variable. The authors use a simple mediation model in this paper because there is one mediating variable. To analyze this simple mediation model, the writer adopts the flow made by (Curll

& Brown, n.d.; Erebak & Turgut, n.d.; Kelcey et al., n.d.; Ramoz et al., n.d.; Toka et al., n.d.; X. Zhao et al., 2010) The figure above is a simple mediator model. Analysis of mediating effects uses the following values: c is the direct effect, multiplication $a \times b$ equals the indirect effect, and $c + (a \times b)$ is the total effect.

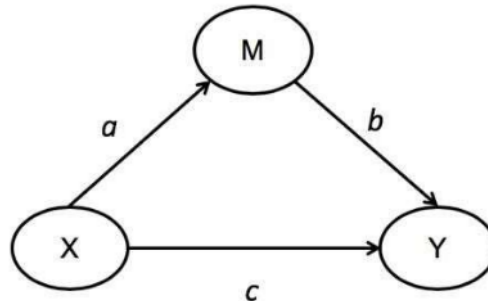


Figure 4: Simple Mediation Model

(H. J. Kang et al., n.d.; McCallaghan et al., n.d.; Mühlhauser et al., n.d.; Spagnoli et al., n.d.; Wu et al., n.d.; Yuan et al., n.d.; X. Zhao et al., 2010) explains that the impact of mediation is divided into five groups: 1) Complementary (partial mediation) if axb is significant, c is significant, and $axbxc$ is significant. 2) Competitive (partial mediation) if axb is significant, c is significant, but $axbxc$ is not significant. 3) Only indirectly (complete mediation) if axb is significant, but c is not. 4) Immediate (mediation number) if axb is not significant, but c is significant, 5) effect number (mediation number) if axb is not significant and c is not significant.

Table 8 Evaluation of indirect

Axb notation	Indirect Effect (Tstatistic axb)	Direct Effect (value c)	Mediation effect status
(X -> M) (M -> Y)	12,4805 (Significant)	(X-> Y) 10,649 (Significant)	Complementary (Partial Mediation)

Discussion of the

Effect of Socially Responsible Human Resource Management (SRHRM) on Absorptive Capacity

Socially Responsible Human Resource Management (SRHRM) focuses on employees from CSR clinics in Indonesia. Based on the t-test results indicate that SRHRM has a significant positive effect on Absorptive Capacity because it has a value of Sig. of 0.000 ($p < 0.05$). Then the hypothesis "Socially

Responsible Resource Management (SRHRM) has an effect on *Absorptive Capacity* in Indonesia" is accepted. The research results prove that the Effectiveness of *Absorptive Capacity* can be formed through the presence of SRHRM. The results of this study have similarities with research (Shao et al., 2019; Sobhani et al., 2021; Hongdan Zhao et al., 2020). stated that SRHRM had a positive impact on OCBE. (Shen & Zhu, 2011) also concluded that SRHRM had a positive relationship with employee organizational commitment.

The Effect of Socially Responsible Human Resource Management (SRHRM) on Innovation Output

Socially Responsible Human Resource Management (SRHRM) will affect *Innovation Output*. Based on the t-test results indicate that SRHRM has a significant positive effect on *Innovation Output* because it has a Sig value. Of 0.019 ($p < 0.05$). Then the hypothesis "*Socially Responsible Resource Management* (SRHRM) has an effect on *Innovation Output* in Indonesia" is accepted. The analysis results prove that the Effectiveness of *Innovation Output* can be formed through the presence of SRHRM. The research results are supported by research results (Ahmed et al., 2020), which prove that the prospects for Go Green Human Resource Management, Go Green capabilities, and motivation are significantly related to innovation output.

Effect of Absorptive Capacity on Innovation Output

Absorptive Capacity is an organization's ability to absorb and transform intangible resources (knowledge, resources) into unique dynamic capabilities. Based on the results of the t-test shows that *Absorptive Capacity* does not affect *Innovation Output* because it has a Sig value. Of 0.000 ($p > 0.05$). So the hypothesis "*Absorptive Capacity* affects *Innovation Output* in Indonesia" was rejected, similar to the research results (Yuwono, 2021). The analysis description proves that the Effectiveness of *Innovation Output* cannot be formed with *Absorptive Capacity*, even though this conclusion is contradictory. According to (Kusumawardani & Wulansari, 2018), humor triggers increased work behavior and innovative results.

Based on the indirect effect evaluation table 8, the indirect effect through the absorption capacity mediation variable has a T-statistic value greater than 12.485 compared to the value of the direct influence of organizational communication climate on employee performance 10.649. This ensures that absorptive Capacity can increase innovation output because the positives are greater.

Conclusion

Based on the results of the analysis, the following conclusions can be drawn:

SRHRM has a significant positive effect on the *Absorptive Capacity* in Indonesia. So the research hypothesis, "*Socially Responsible Resource Management* (SRHRM) has an effect on *Absorptive Capacity* in Indonesia," is proven. The higher the SRHRM, the higher the *Absorptive*

Capacity, and vice versa

SRHRM has a significant positive effect on the Innovation Output in Indonesia. Then the research hypothesis, which states that "Socially Responsible Resource Management (SRHRM) influences Innovation Output in Indonesia," is proven. The higher the SRHRM, the higher the Innovation Output, and vice versa

Absorptive Capacity does not affect the Innovation Output in Indonesia. So the research hypothesis, which states "Absorptive Capacity affects Innovation Output in Indonesia," is not proven.

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