

IMPLICATIONS OF CORPORATE SOCIAL RESPONSIBILITY IN HUMAN RESOURCES MANAGEMENT

Dr. C.L. Sharma*
Tabassum Ahmed**

ABSTRACT

The study explores the CSR and HRM, defines the role engagement of the HR professionals in CSR initiatives. The Literature reviewed reveals that CSR is a triple bottom line like performance and fundamentally a top-management motivated action, devoid of employees' participation. The final characteristic of CSR is traditional and tends to obstruct accomplishment procedure. The article defines the role engagement of the HR professionals vis a CSR activities to comprise along with others, important and educating employees on the value of CSR, developing accountable and sustainable practices, communicating CSR activities to employees and further stakeholders, and provided that direction, control and action plans for implementing the program in the organization As a final point, the study affirms the two concepts and charges management to see the strategic business decisions to unlock the human capital of an organizations.

KEYWORDS: CSR, HRM, Role Engagement, HR Professionals, Organizations, Implications.

Introduction

The HRM essentially emphasizes and incorporates those expectations which are not being fulfilled through the traditional personnel management. It integrates in a meaningful way the various sub-systems like performance appraisal, potentiality appraisal and development, career planning, training and development, organization development, research and systems development, rewards, employee welfare and quality of work life, industrial relations, and human resource information.

Introduction Corporate Social Responsibility (CSR)

Academics have had an interest in the concept of CSR for close to fifty years (Carroll 2009) but the definition of CSR differs from one corporation/ scholar/ practitioner to another. Beside this, the concept and the definition of CSR evolve as a living organism. Friedman's (2007) 'The Social Responsibility of Business is to Increase its Profits' quote is one of the most discussed approaches about the debate. According to Friedman; CSR aims to increase the profit while respecting the rules of the business (Salmones, Crespo& Bosque 2015).It's known that the concept was mostly related with economic aspects, understood as the company's obligation to maximize shareholder value (Zenisek 2009).

The CSR is the activities that corporations undertake to fulfill the society's expectations and business ethics is the analytical tool to understand, conceptualize and legitimize the moral status of corporate policies, strategies and programmes.

* Professor, Department of Management, Mewar University Gangrar, Chittorgarh, Rajasthan, India.

** Research Scholar, Department of Management, Mewar University Gangrar, Chittorgarh, Rajasthan, India.

Table 1: Showing Wood's Model of CSP

<p>Principles of corporate social responsibility:</p> <ul style="list-style-type: none"> • Institutional principle: privacy • Organizational principle: public responsibility • Individual principle: managerial discretion
<p>Processes of corporate social responsiveness:</p> <ul style="list-style-type: none"> • Environmental assessment • Stakeholder management • Issue management
<p>Outcome of corporate behaviour:</p> <ul style="list-style-type: none"> • Social impacts • Social programs • Social policies

Source: Wood, D.J. (2011) Corporate Social Performance Revisited

Corporate Social Responsibility (CSR)

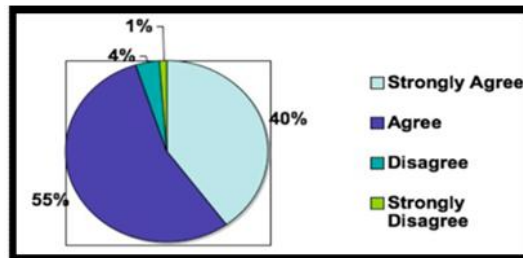
The declaration by Industry Canada (2009), that “CSR is an evolving concept that currently does not have a universally accepted definition” is apt and well supported by many reviews and scholarly writings which attempt to define it and contributing to this definitional the “concept of CSR has had a long and diverse history in the literature”. States that the concept of CSR is fuzzy and is riddled with indistinct boundaries and debatable legitimacy argues that identifying and defining what CSR means is open to contest and this presents some difficulty for theoretical and empirical analysis.

Perspective Ability of Employee

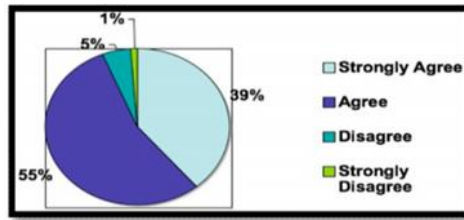
To explore the point, to which, early career employees value CSR and consider it in choosing wherever to work. The survey data aligns with external research in that there are mixed results regarding the impact of CSR initiatives and CSR index rankings on employee recruitment and retention. The CSR is one important factor in an employee appointment strategy, but it should be paired with other factors to build a balanced, total rewards strategy.

On the subject of 90% of respondents said they would be more likely to join or stay with a company with strong reputation for CSR that supports charitable initiatives and promotes sustainability efforts. On the other hand, only 65% of respondents said they would take a pay cut to work for such a company. Furthermore, when asked to select the top factors prioritized in evaluating a job opportunity, the three most popular choices were compensation, opportunities for promotion and advancement, and passion for profession. The Survey Data Snapshot Results:

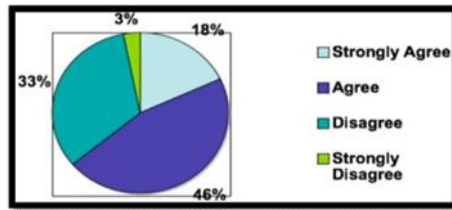
I would like my perfect employer to balance financial achievement with social and environmental objectives:



I am further likely to connect and stay with a company that has a standing of strong corporate social responsibility and supports generous initiatives:



I am ready to take a pay cut to work for a company with a strong, mission-driven approach regarding corporate social responsibility and sustainability issues:



Inside CSR, data indicated that an important concern for students and early career employees is the scope and depth of CSR within organizations. The Employees respected the availability of appealing CSR practices such as volunteer opportunities, but they would have a preference a stronger link between social responsibility and the organization’s overall culture, mission, and operations.

Research Methodology

In the direction of supplement the data obtained from the student and employee survey, partner companies to explore the role of HR in shaping CSR’s impact on capacity appointment. The research participants consisted of senior leaders in the human resources or corporate social responsibility functions working in a range of industries. These sectors included consumer products, manufacturing, healthcare and pharmaceuticals, retail, technology, and financial services among others.

Scope of CSR Study

Topics of focus fall under the following main categories: social and community development, environment and sustainability, labor standards and supply chain issues, and workplace programs (such as employee engagement and L&D opportunities). Most of the research participants adopt a balanced approach of developing programs within each umbrella and heightening emphasis on key areas that are most relevant to their business operations.

Integration of CSR Function

The CSR function operates under another independent department. The HR embraces a stronger leadership role in the former case while adopting consultation responsibilities in the latter set-up. The CSR accountability across teams or functions with a multi-departmental, leadership panel. Alternatively, organizations could also establish a separate foundation or CSR team to oversee this strategic implementation across various departments Again, HR tends to play a heavier leadership role in the first form of this shared accountability structure.



Showing CSR Integration Models for HRM

Role of HR and CSR in Shaping Employee Value Intention

The first area of engagement consists of advanced HR practices reported as CSR. As part of the companies' social responsibility commitment to their communities, these employee programs promote health and safety, learning and development, diversity and ethics training, and wellness.

Secondly, many CSR initiatives in the community development and partnerships realm utilize employee participation. This involvement may manifest itself through volunteer efforts, fiscal or material donations, and capacity-building projects incorporating employee expertise and consulting skills.

Lastly, organizations can integrate CSR into the job design for exact positions as suitable, based on business mission. Performance evaluation and reimbursement standards can similarly serve to reinforce achieving organizational CSR goals on an individual employee level.

Challenges and Recommendations

In terms of devising CSR goals and programs, an inherent challenge exists in avoiding impressions of green-washing or adopting CSR for the sake of enhancing public relations

In implementing such CSR programs, companies also struggle with balance between standardization and customization. To some degree, both are necessary to appropriately address the needs of stakeholder communities. A more nuanced effort to move away from uniform implementation to tailored initiatives for employee segments and local communities may be necessary and more feasible as a company's CSR organizational capacity further develops. The HR could also develop avenues for proactive CSR mentoring, in which managers could reinforce a culture of responsible leadership and CSR-related expectations among new or early career employees.

Conclusion

This research study has got rid of light on concerns adjoining CSR in the context of a company's employee value proposition. It has in addition specified insight into what current practices seem like in today's organizations as well as upcoming areas of opportunity. It's important to preserve a sharp focus on the broader picture of how CSR impacts society and markets. The Organizations need to allow HR to serve as a steward of human assets within their operational frameworks. To enact real change within global communities, organizations will need to make stronger HR's capacity to help employees become more proactive and incorporated into their cultures of responsible leadership.

References

- ❖ Ardichvili, A. (2011). Sustainability of nations, communities, organizations, and individuals: The role of HRD. *Human Resource Development International*, 14(4), 371-374.
- ❖ Carroll, A. B. (2016). Corporate social responsibility: Evolution and definitional construct. *Business and Society*, 38(3):268-295
- ❖ Cramer, J. (2015). Company learning about corporate social responsibility. *Business Strategy and the Environment*, 14(4), pp.255-266.
- ❖ Friedman, B. A. (2009). Human resource management role implications for corporate reputation. *Corporate Reputation Review*, 12 (3): 229-244.
- ❖ Inyang, B. J., Awa, H. O. & Enuoh. R.O. (2011). CSR-HRM nexus: defining the role engagement of the human resources professionals. *International Journal of Business and Social Science*. 2(5).
- ❖ Lockwood, N. (2014). Corporate social responsibility: HR's leadership role. *HR Magazine*. 49(2).

