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## A COMPREHENSIVE REVIEW ON THE ROLE OF HUMAN RESOURCE MANAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY

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### Abstract

Regardless of a significant research and work on connecting corporate social duty (CSR) and human resource Management (HRM), a thorough assessment of the connection between these two builds presently can't seem to be embraced. Human resource experts have a vital task to carry out to enable an organization to accomplish its CSR objectives. Formulating and interpreting corporate social responsibility (CSR) system into genuine administrative practices. This paper contends that the human resource Management (HRM) conceivably play a significant role in supporting organization to attend its goals. HRM can give an intriguing and dynamic help to CSR system configuration just as implementation and conveyance. Drawing on a deliberate survey of significant strategic CSR and HRM written works, this paper features the significant interfaces among CSR and HRM and builds up an applied model, the CSR-HRM co-creation model, which represents the potential HRM parts in CSR and distinguishes a scope of result esteems coming about because of a more successful integration of the function of HRM inside CSR. Human resource managers have the tools to influence employee responsibility to and commitment in, the organization's CSR methodology. High performing CSR organizations encourage a culture of CSR and completely incorporate CSR all through their actions, fulfilling and boosting CSR choices and operations. Employees would like to work for organizations lined up with their qualities; joining CSR into the employee brand can improve recruitment and retention, especially in turbulence work markets. CSR can be applied to the HR toolbox, bringing about a guide or pathway for human resource professionals to follow who wish to add value for accomplishment of their Organization sustainability and business desires, subsequently improving social and Environmental conditions locally and universally.

**Keywords:** Corporate Social Responsibility (CSR), employee brand, Human Resource Management (HRM), HRM tools, opportunities, sustainability.

### Introduction

Human resource (HR) experts in organizations see effective corporate social obligation (CSR) as a key driver of their financial presentation, can be convincing in concede of organization objective. While there is significant direction to firms who wish to be the best work environment and for firms who look to deal with their employee connections in a socially dependable manner. HR's in order to impart and actualize thoughts, approaches, and social and conduct change in organizations makes it fundamental to satisfying an Organization targets to "coordinate CSR in all that we do." That stated, it is essential to comprehend that employee commitment isn't just the order of HR. In fact individual's administration rests with every single departmental manager. HR can encourage the development of cycles and frameworks; however, employee commitment is eventually a common duty. The more the HR expert can comprehend their influence with regard to CSR, the more noteworthy their capacity to give knowledge to their business assistant towards the organization objective in incorporating CSR all through their tasks and plan of action. As human resources impact a significant number of the key

frameworks and business measures supporting successful conveyance, is to encourage a CSR ethic and achieve a elite CSR culture. HR can be the key authoritative Partner to guarantee that what the organization is stating freely lines up with how individuals are treated inside the organization. It is the just capacity that impacts over the entire undertaking for the complete 'lifecycle' of the employees who work there – in this manner it has significant impact whenever dealt precisely. HR can lead this part as HR is capable at working on all horizontally and vertically across and inside the organization, so significant for effective CSR conveyance

### **Objective of study:**

To understand Human resource management tools and the opportunity to leverage employee commitment to, and engagement in, the firm's CSR strategy.

### **Research methodology:**

Methodology used is conceptual exploration of CSR–HRM by means of a systematic review and conceptual analysis of academic literature available.

### **Literature Review:**

Not asserting that HRM's job is or ought to be the main condition for CSR to work effectively, we expect to investigate how HRM's abilities, resources and Expert, for example, those created and sharpened in the territories of enrollment and determination, correspondence, preparing and improvement, learning and advancement, execution the board, profession advancement and remuneration and advantages might be utilized to help the plan of insightful and key CSR activities and their fruitful usage (Mello 2011)

An apprehension on management research and business practice is the manner by which to upgrade our comprehension diminutive base of CSR (Morgeson et al. 2013)

Adding to this discussion, we contend that the Human Resource Management (HRM) can conceivably give both strategic and operational help to CSR; and a closer coordination of the two can deliver synergistic result as perceived for co-creation measure. Human resource management shows significant interfaces among HRM and CSR that have not been adequately and methodically investigated (Preuss et al. 2009, Greenwood 2012).

### **Corporate social Responsibility (CSR):**

We begin with the Understanding the different definitions of CSR. Corporate social Responsibility the conversations about the CSR and its advancement started to procure extraordinary attention in the late 1980s, with the report Our Common Future, moreover known as the Brundtland Report, created by the World Commission on Environment and Improvement (WCED) (Brundtland, 1991).

We accept CSR as the social duty to control society beyond the aims of pure benefit maximisation (Ero ndu et al., 2004, Jamali & Neville, 2011).

We assume that CSR needs to be discussed as a planned sensitive approach that is institutionalised within the enterprise and translated into and compatible with management processes, including human resource management practises, in order to achieve its intended objectives (Wood 1991, Jenkins 2009 Wood 2009, Gray 2001, Painter-Morland 2010).

An analysis about worldwide environmental issues recommended that monetary development might be integrated with the environmental issue. This new turn of events model, which suggests a harmony between monetary, social and environmental viewpoints, has become far and wide in government, business and common society level.

A few organizations are dreaded about this subject would add more expenses than benefits and convinced them to take on social duties that are obligation of governments and people, since there was no consistency in the idea.

Social and environmental advancements created by organizations, with Non Profit organizations, show inward advantages, yet likewise towards bigger issues of society. Sticks out, the point, the making of shared worth, which as indicated by advantage range as its competitor. To alter its cycles and items to fulfill the lawful needs what's more, respectful society, the organization will create developments that give money related chances and intensity (Doorman and Van der Linde, 1995).

As indicated by Barbieri, Vasconcelos, Andreassi, furthermore, Vasconcelos (2010),

How organisations will actually translate their socially responsible values into effective action and execution is what matters beyond the written and specified CSR intentions. We assume that HRM plays an important role in ensuring the effective deployment and implementation of CSR in this regard (McWilliams & Siegel 2010).

So CSR and corporate citizenship started to coordinate corporate plan, at first engaged in magnanimity, explicit activities and momentary outcomes. Likewise, distributions regarding the matter started to show up in colleges and organizations (Fischer, 2002), showing a developing mindfulness development, age of information and straightforwardness, which would bring about the disguise of these ideas into hierarchical culture. CSR at a point arrives at a strategic level in organizations as it adds to the accomplishment of its strategic goals. Business technique includes viewpoints important for the accomplishment of the organization's CSR results as an entirety. Strategic CSR includes: (i) the foundation of strategic objectives and activities towards manageability in the long haul, (ii) items and cycles that agree to worldwide examples, (iii) the reception of environmental confirmations and responsibility to standards and principles that may fluctuate among locales of activity, just as (iv) the exposure of manageability reports (Augustine, 2012; Chakrabarty and Wang, 2012; Daher, 2006; Dolci et al., 2015).

### **Strategic Linkage of HRM & CSR activities**

From the 1980s, human resources begin to be perceived as strategic resources for organizations, with intensity development in the business climate needs further hypothetical developments. Global investigations show a more profound progression with qualitative as well as quantitative research. Brazilian distributions, are centered around an exploratory and subjective methodology of the connection among CSR and SHRM, which underlines the requirement for more quantitative investigations to combine the information in this field (Parente & Fischer, 2014)

Corporate social obligation (CSR) turns out to be essential for strategic arranging of numerous organizations, and is extensively spread through strategies and works on including its different partners, exceptionally their own labor force (Sharma and Henriques, 2005)

Burke and Logsdon (1996) conceptualized five 'dimensions of strategic CSR' representing possible features, results, outcomes from the strategic CSR actions.

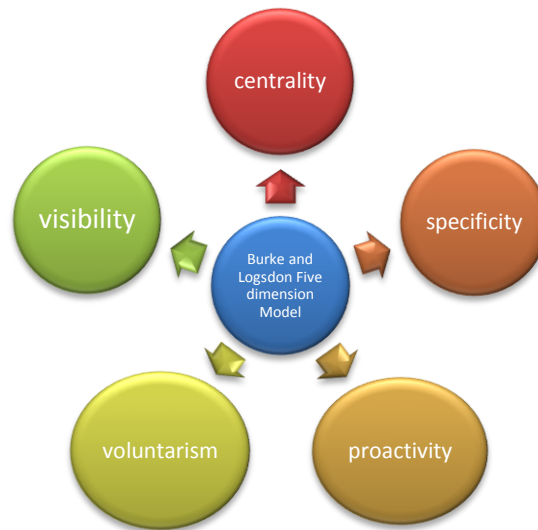


Figure 1: Burke and Logsdon Five dimension Model

**Source: Theory Burke and Logsdon 1996.**

1. Centrality or the plan of CSR activities that have fit to the organization's main goal and objectives.
2. Specificity or the capacity to catch or disguise the advantages of CSR programs. While the initial three ascribes center around CSR arranging and situating, the last two credits accord thoughtfulness regarding the idea of results created or produced. This structure gives pragmatic rules or measurements to plan CSR activities that pay off in the short or longer term.
3. Proactively or the effective expectation of arising monetary, innovative, social or political patterns without emergency.
4. Voluntarism or optional dynamic without remotely forced consistence prerequisites.
5. Visibility or the picking up of unique credit by inward as well as outside partners.

In a more conventional model, Waddock et al. (2002) caught the whole strategic CSR lifecycle in their Total Responsibility Model (TRM) system. TRM includes three significant segments, to be specific: integration, motivation, and advancement/improvement.

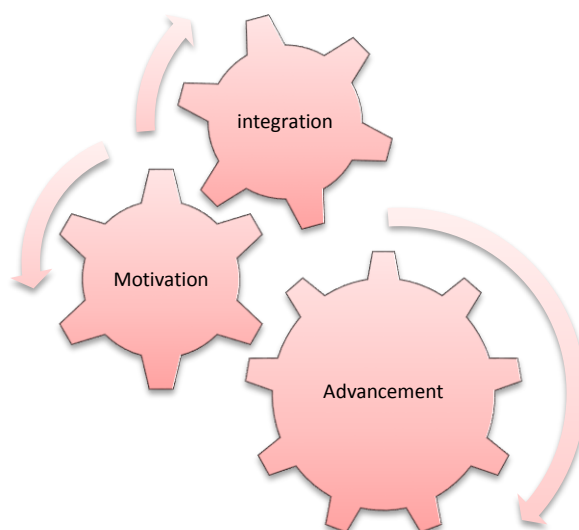


Figure 2: Waddock et al. (2002)

1. Integration alludes to how this responsibility & vision is incorporated or regulated into methodologies, employee connections and working practices and the executives frameworks.
2. Motivation includes the vision setting and making of strategic CSR purpose with regards to the board duty and authority measures.
3. The advancement part is about the making of a consistent improvement in direction and the foundation of proper measurements for checking such improvement.

Strategic CSR structure or instrument in the conventional sense, the TRM Model is helpful in featuring the principle achievements in a strategic CSR lifecycle, comprising of beginning or motivation, integration or regulation and consistent improvement and advancement.

### CSR Implementation and the Role of HRM

The most significant role of HRM in CSR is to relate the space of CSR implementation. This comprises the center activity measurement in our recommended CSR-HRM Co-Creation Model whereby we expand on Ulrich's (1997) system, utilizing the functions of strategic Partner, change Agent, Employee champion and administrative Expert and their particular applications to CSR. All of these four HRM jobs can be utilized effectively with regards to CSR implementation, to guarantee that CSR implementation is all around upheld, reverberate with representatives, and is incorporated with inner working frameworks and approaches.

The four HRM jobs relating to strategic Partner, representative boss, change specialist and administrative Expert are especially important in the implementation stage. the spaces of HRM's additional incentive according to different parts of CSR implementation and possibly relating HRM jobs (Buyens and De Vos 2001, Strandberg 2009, Ehnert and Harry 2011, Greenwood 2012). HRM can possibly assume a significant function corresponding to CSR by aiding in characterizing and executing a few parts of the CSR system, utilizing Employees' commitment into CSR, helping the organization in encouraging the CSR change and supporting in the endeavors to convey CSR all the more productively.

### Dave Ulrich Model of HR Roles



Figure 3: Ulrich CSR-HRM Co-Creation Model (1997)

Source: Dave Ulrich Theory 1997

In their part as strategic Partners, HR directors can possibly add to characterizing the CSR vision, incorporating CSR inside HRM's central goal and capacities, delineating the significant CSR objectives and measurements, and for recognizing applicable partners to which the CSR system ought to be fundamentally custom fitted. A strategic Partner part as examined above expects that HR directors can assume a significant function in liaising with top authority to drive advance and fortify the CSR plan. As an expansion of this job, HRM can likewise give close and methodical thought to how to conceivably

adjust individuals the executives practice in such a manner to profit both HRM and CSR procedures in intensifying worth added and possible results for the two Partners and for the business in general.

The change Agent job is additionally essential in the CSR implementation stage and a significant territory where HRM could contribute straightforwardly. In this sense, HRM can possibly assume a strategic function in raising representatives' mindfulness and availability for any administrative and social changes related with actualizing CSR inside the organization. Drawing in Employees and raising their affectability and information about the strategic CSR vision of the organization is critical to empower them to adjust and add to the CSR change. Moreover, installing CSR into the way of life of the organization is at last a case of an unpredictable change the executives cycle including impressive aptitude at understanding the change in question, expanding Employee preparation, and instructing representatives and directors.

The representative boss job is likewise significant from a CSR viewpoint. Here, we recommend that HRM can conceivably assume an instrumental part in expanding Employees' inspiration, commitment and responsibility to CSR. Employee commitment in CSR exercises could be all the more methodically utilized through tuning in to their perspectives about the CSR system of the organization and connecting with them as Partners in the CSR change measure. HR chiefs can likewise reinforce the connection between the organization and its Employees by giving occasions to representatives to communicate their perspectives according to CSR. At the point when Employees feel that their commitment is perceived, esteemed and compensated, their readiness and pledge to accomplish CSR objectives is probably going to increment.

In their part as administrative specialists, HR supervisors can likewise conceivably help the organization to characterize the necessary HRM framework and abilities for driving productive CSR system conveyance. For instance, HR directors can get ready to manage any social and legitimate issues related with CSR and screen and report on center inner CSR measurements, for example, variety, equivalent chance and word related wellbeing and security issues. HR directors can likewise set a few guidelines for desires and screen and gather criticism on results. Filling in as administrative specialists, HR administrators can accordingly help deal with the foundation of CSR arranging and execution to convey viable and productive help for CSR objectives with the necessary HRM capacities and jobs.

We further contend that HRM can add to CSR through its capacities and skill in HRM capacities, including preparing and advancement, enlistment and determination, execution examination and pay (Orlitzky and Swanson, 2006). HRM can add an motivation through taking care of labor force variety and recruiting representatives who have explicit character characteristics. Inside the presentation examination area, HRM can utilize its information and capacities and add to CSR and add an incentive through planning rules dependent on both financial and social execution targets.

Remuneration, HRM can add an incentive through planning a compensation framework that rewards and perceives both financial and social execution, just as remunerating representatives for their interest in social fragment in exercises. Inside the preparation and advancement space, HRM can add an incentive through building up representatives' aptitudes in successful partner commitment and correspondence. These mediations, which fall inside the area of HRM, can guarantee the arrangement of motivators and cycles with upheld CSR objectives/goals.

### **CSR Evaluation and the Role of HRM:**

It is important to give systematic attention to the expected results from the integration of the two functions in an environment where both CSR and HRM are increasingly value-driven and responsible for results. Evaluating potential results also helps to complete the process of learning and improvement discussed by Waddock et al. (2002) by evaluating not only potential results, but evaluating and rectifying the main points of the process. Promise to the organization and to a typical

social character that we contend HRM can conceivably support and develop can surely be build up an internally standardized CSR plan. In their examination, Aguilera et al. (2007) exhibit how the social duty activities that organizations establish influence workers' discernment about the equity and decency of the organization. Consequently, this can affect representatives' perspectives, practices, fulfillment and efficiency. We contend here that HRM's function in CSR might be of high centrality on the individual-level of CSR as clarified by Aguilera et al. (2007). Socially mindful HRM rehearses and the integration of CSR principles with HRM practices and frameworks (as clarified prior) react to representatives' CSR desires and could in this manner conceivably add to building positive worker practices and disposition. Subsequently, this may influence organizationally important results, for example, representative duty, work execution and citizenship conduct. HRM advances and conveys CSR activities and principles with workers so to expand their CSR awareness and engagement and along these lines their discernments about how their organization is as a rule socially dependable both internally and externally.

### Green Human Resource Management: (GHRM)

Green Human Resource management is upcoming research and significant part of CSR activities. The Management of Green Human Capital is a Method of ensuring that the structure of management is Eco -Green practice can lead the consumers to buy those product or service which are safe and not harmful to the environment and society (Yusoff et al., 2015). Organization should organize several seminar and symposiums to make their clients aware of Green practice as well as to introduce their Green Products or services and advantages therein. This can lead the clients to be habituated to the Green organizational activities (Rahman, Ahsan, Hossain, & Hoq).

Balanced activity in an organisation is environmentally friendly and affable (Kapil, 2015). It takes care of Policies for human resource management as a factor of making sustainable use of resources (Deshwal, 2015). Green production and disposal systems, teleconferencing and virtual interviews, online training, are some environmentally sustainable practises to remain green. Electronic filing, Green payroll, Transport Business Flexi work and Recycling (Bangwal & Tiwari, 2015). Green practice can lead the consumers to buy those product or service which are safe and not harmful to the environment and society (Yusoff et al., 2015). Organization should organize several seminar and symposiums to make their clients aware of Green practice as well as to introduce their Green Products or services and advantages therein. This can lead the clients to be habituated to the Green organizational activities (Rahman, Ahsan, Hossain, & Hoq). This is the emerging concet towards the environmental sustainability and contribution of HRM towards the CSR Activities of the Organization.

### Conclusion:



Source: Theory based model: Figure: 4

Our paper adds to both HRM and CSR literary works. Corresponding to the HRM writing, the paper gives numerous instances of how the strategic HRM cooperating model can be operationalized and incorporated taking the model and use of CSR as a valid example. In this regard, while the Ulrich (1997) model has been placed as a fruitful development, there have been not many instances of how it tends to be applied by and by. Corresponding to the CSR writing, our paper causes to notice the inside measurements and the small establishments of CSR that have heretofore not been concurred adequate consideration in the writing. Our paper puts forth a solid defense that an essential or select spotlight on the outside indications of CSR isn't adequate, and that the outer direction should be moored in a solid inner establishment. It is unequivocally this establishment and its inward elements that can transform CSR into a serious ability and a manageable wellspring of upper hand.

The CSR-HRM Co-Creation Model establishes a powerful, unique commitment that features the connections among CSR and HRM and underlines the manageable result benefits that can result from their compelling integration. HRM is contended to have a strategic function in reinforcing the CSR plan and adjusting it to the strategic vision and goal of the organization. The job, voice and skill of HRM are significant in both establishing the pace and encouraging the implementation of the CSR plan. The genuine test for some, organizations going ahead is to additionally include HRM in CSR and record deliberately for the result benefits created. HRM as such has a genuine occasion to assume a part in implanting a socially dependable methodology in the organization, serving to operationalize CSR into approaches, cycles and rehearses and make an interpretation of it into concrete and commonly strengthening results.

The CSR-HRM Co-Creation Model expands on the cooperative energies among CSR and HRM and is mostly concerned about introducing a reasoning and organized methodology for their cross treatment and integration. This is reliable, as we contend, with the thought of co-creation which expands open doors for esteem creation by giving space to the consideration of different partners in the worth creation measure. We show in this paper that co-creation has pertinence in the particular setting of CSR and HRM integration. By utilizing better connections and engagement between those two customarily compartmentalized capacities and giving straightforward admittance to data, co-creation can help produce a scope of considerable results that have pertinence and significance to CSR, HRM and the business in general.

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