A Review on HR and Corporate Social Responsibility

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ABSTRACT

Business organizations corporate houses have understood and have walked up to the need for being committed towards Corporate Social Responsibility. But still majority have just been taking up some form of charitable activities for its stakeholders. Nurturing a strong corporate customs which emphasizes Corporate Social Responsibility (CSR) values and competencies is required to achieve the synergistic welfare. The employees of an organization occupy a central place in developing such a culture which underlines CSR values and proficiencies. The review is hence fore, an attempt to explore the engagement of human resource management professionals in proposition Corporate Social Responsibility. Human Resource Management to take a most important role in encouraging CSR activities at all levels. The combined impact of CSR and human resource activities, which reinforce desirable behaviour, can make a major contribution in creating long term success in organizations.

Keywords — CSR, HR, Management, Model, Strategy

I. INTRODUCTION

Corporate, right from the origin of human race, have been regarded as constructive partners in the communities in which they manoeuvre. Despite the fact that they have been instrumental in creating employment, wealth, commodities and services, yet the demands on business to play a role in social issues involving employees, stakeholders, society, environment, government etc. is constantly increasing. The social order is questioning the existence of business houses, in particular in the wake of the scandals and scams conducted by the business houses like UTI, Enron, and WorldCom. In rejoinder to it, the organizations around the globe are forced to rouse up to the need for being committed towards Corporate Social Responsibility. Over the years the perception of Corporate Social Responsibility (CSR) has gained unprecedented momentum in Corporate and public debate and has become a premeditated issue crossing the departmental boundaries, and affecting the way company does business.

It has become so important that many organizations have rebranded their core values to take account of social responsibility. Almost all corporate websites/policies/reports talk about their endeavours for CSR which has become a way of ensuring that the organization is fulfilling all the obligations towards society and thus is entitled for the license to operate. It assures that the organization can grow on sustainable basis. Activities of CSR ranging from petite donations to bigger projects for social welfare sustainable practices are at variance from organization to organization depending on the resources available to an organization for undertaking sustainable practices. Business practices of big and booming companies, with plenty of resources at their end, have set the trend for being dedicated to sustainable practices. Such company around the globe show their commitment to social responsibility. The initiatives of Dabur India Limited, for example, which commenced ‘Sundesh’ in 1993, a non-profit organization, with an intention to promote research and welfare activities in rural areas are appreciable. On the similar way to complete its urge to do something for community, Bharat Petroleum Corporation Limited has adopted 37 villages as a part of their CSR to develop them in all walks of life. It has made efforts to make them self-reliant, provided them with clean drinking water, hygiene facilities, medical facilities, vocational training and literacy camps. Around its industrial services, Tata Group has created towns and cities like Jamshedpur, Mithapur, Babrala for the benefit of its employees. Glaxo, Cadbury India and Richardson Hindustan are some of the companies which are helping farmers to grow crops which will in turn serve as raw materials for them (Tripathi & Reddy, 2006). Although the implementation of such actions involves effort, resources and time, yet the business houses have realized that it (CSR) is one of the significant ways in which a group can differentiate itself.
from its competitors. The tangible and intangible benefits linked with for organization are enormous. A powerful tool like CSR not only enhances the brand image and standing of the business but also leads to enhancement in sales and customer loyalty, and increased ability to catch the attention of and retain employees. By capitalizing on it, the organizations can improve their financial performance and catch the attention of more investment with enormous economic value. The word CSR has, as a result, occupied very important place in the strategy and strategies of the organizations in the present era.

II. CSR

CSR is a perception that frequently overlaps by means of similar approaches such as corporate sustainability, corporate sustainable expansion, corporate responsibility, corporate citizenship, answerable business, sustainable responsible business (SRB), or corporate social performance. Ideally, CSR policy would function as a built-in, self-regulating mechanism whereby business would monitor and ensure its observance to law, ethical principles, and international norms. Business would embrace responsibility for the impact of its activities on the environment, customers, employees, communities, stakeholders and all other members of the public sphere.

$$\text{CSR-HR} = \text{PR(Public Relation)}$$

If employees are not engaged, corporate social responsibility becomes an exercise in public relations. The integrity of an organization will become damaged when it becomes evident the company is not “walking the talk” - Adine Mees and Jamie Bonham, Canadian Business for social responsibility.

III. INTERNALIZING CSR: INITIATIVES OF HRM

To embed the values of CSR in the corporate culture the role of HR is immense and has been underlined also. An organization can portray an enhanced image in the minds of individuals by presenting itself as an exceptional employer which cares for its people and they are part of social responsibilities. This association of employees indicates the strategic importance of HRM in the organization’s initiatives of CSR. Policies of Human Resource and forming the framework for the culture in the business management, create knowledge base towards the need to achieve the business goals in the superlative possible and ethical manner (Agrawal, 2007). HR functions can help; the socially responsible values and can be inculcated and sustained in the organizational culture through following ways:

- It should be responsibility of the HR department to develop policies formally, on sustainable practices involving employees. For example employee volunteering used by British gas, as a vehicle to achieve business-driven customs. The accomplishment of the initiative led to the development and improvement of a formal policy on worker volunteering. The company created the ‘Cardiff Cares’ to initiate volunteering initiative with the reason of encouraging employees to raise money and contribute some of their time to the local community (Redington, 2005). Employee fund raising was an approach to demonstrate support for the local community, and to develop positive team spirit within the organization and to create a ‘winning’ atmosphere at the workplace. The MD(managing Director) and the HR team’s strong dedication and commitment enabled the initiative to be a big success improving the employee withholding levels and employee satisfaction.

- Orientation programme of newly recruited candidates must be designed in such a manner that corporate philosophy with reference to CSR gets highlighted. The commitment towards CSR of top management is very important which must be expressed in tangible terms to reinforce the precise kind of behaviour in the organization. For example, Wipro, inculcates the basics of CSR values amongst its workforce right at the beginning during the process of induction. Corporate presentations, keeping employees updated through regular newsletters and mails are the mode used to keep employees thrilled about the organization’s social responsible initiatives.

- Performance Management System design should be done in such a manner that it measures the initiative of the employees for socially responsible. It becomes important for the internalization of CSR in an organizational culture requires that appropriate behaviours get appraised, rewarded and appreciated. Otherwise, the organization might fail to implant it amongst all employees due to lack of positive reinforcement.

- Code of ethics of an organization can inspire social responsibility to a great level reinforcing amongst its employees the underlying values. Organisations should undertake training on code of ethics. A fortune 100 company Best Buy which is also the largest specialty retailer of consumer electronics in the America and Canada, has initiated ethics training for its employees. a global CSR strategy is part of Electronic Data Systems (EDS) and is well supported by functions of HR and the employees (Redington, 2005). The HR
IV. INTEGRATION MODELS OF THE CSR FUNCTION

Given that CSR is fundamentally linked to a variety of organizational functions; the research participants verified the pervasiveness of four models of CSR incorporation into an organizational structure. In few organizations, the CSR function operates under an independent department. For case in point, CSR can reside within the human resources department and report directly to the Chief or as independent committee can be formed by representing different employee of different departments. HR Officer, an added regular permutation of this structure consists of CSR being taken care within a non-HR function, like communications or public affairs. HR embraces a stronger leadership responsibility in the former case while adopting consultation responsibilities in the latter set-up. Meanwhile, other organizations feature CSR as a pooled function instead of a group within an independent department. One version of this approach entails dispersing CSR answerability across teams or functions with a multi-departmental, leadership panel. Alternatively, organizations could also institute a separate foundation or CSR team to supervise this strategic implementation through various departments. Again, HR tends to play a heavier headship role in the first form of this shared accountability structure.

![CSR Integration Models](image)

V. SHAPING EMPLOYEE VALUE PROPOSITION; THE ROLE OF HR AND CSR

In line with the broad scope of the organizations’ CSR strategy, indicates a wide diversity of vehicles in which employees can participate in driving CSR-related activity. The first region of engagement consists of advanced HR practices reported as CSR. Towards Communities social responsibilities and commitment of the companies’ (specifically their workforce), these employee programs promote safety and health, development through learning, training in diversity and ethics, and wellness. Secondly, numerous CSR initiatives in the community development and partnerships realm utilize employee contribution. This involvement can manifest itself through volunteer efforts, material donations or fiscal, and projects for capacity-building with incorporation of employee expertise and consulting skills. Lastly, integrate CSR into organizations and the job design for specific positions as appropriate, based on business mission. Evaluation of Performance and compensation standards can be capable of similarly serve to reinforce achieving organizational goals of CSR for level of individual employee. Explicit organizational cultures establish the level to which model become enablers or constraints on HR’s profound involvement with CSR strategy. As a result of the interplay between organizational model and culture, HR can adopt a efficient and proactive role within this space, though both are not mutually exclusive. HR acting in a functional capacity emerges all the way through the implementation and management of programs for CSR within the talent population. Such a role also includes the assessment of feedback from employee and offer consultation to strategy devisers based on such data. A hands-on stance features HR for the role of co-developing company’s strategic direction for CSR matters. It also reflects a strong HR precedence on building a culture of responsible guidance through nurturing and coaching CSR champions amongst its client groups.

VI. COMMUNICATING AND ASSESSING CSR STRATEGY

A majority of the challenges lies in the post-execution stages of CSR initiative, communication to employees and assess their impact on the targeted population. Regarding communication, organizations will like to build up their outreach to employees in terms of promoting awareness of the companies’ CSR values and programs. Beyond the fundamental level of informing such initiatives to employees and the opportunities to participate, HR need to align design of job, staffing, performance management and compensation with the organization’s CSR values. Avenues for proactive CSR mentoring may be developed by HR through which managers could reinforce a culture of responsible management and CSR-related expectations amongst new or early career employees. This close integration of CSR values into HR functions will lend a hand to build and promote a workforce culture strongly aligned with the organization’s CSR strategy. The evaluation of CSR...
efforts’ impact on the talent populace, among other business metrics of performance, proves to be an in progress area of opportunity for most of the organizations. As a foundation, organizations have to develop and make stronger reporting and auditing systems for CSR, which reinforce consistency and transparency. With such policies in place, HR can set off to design more effective metrics in the region of impact of CSR strategy on employee outcomes. Such criteria to evaluate comprise internally focused measurements of employee attitude, engagement, fulfilment, embeddedness and commitment. External factors comprise productivity, retention and absenteeism. CSR is without a doubt a driver of employee engagement, but organizations protract to experience difficulty in precisely capturing this link to specific talent outcomes.

![Fig.2: Design for CSR Model](image)

### VII. CONCLUSION

This paper tries to shed light why talent’s concerns towards CSR in the context of a company’s employee value proposition. It has also given insight into what current practices seem to be in today’s organizations and also upcoming areas of opportunity. Moving forward, it is significant to maintain a sharp focus on the broader picture of how CSR impacts people and markets. Organizations need to enable HR to serve as a custodian of human assets within their operational frameworks. To enact genuine change within global communities, organizations will need to make stronger HR’s capacity to help employees turn out to be more proactive and integrated into their cultures of responsible leadership.

### REFERENCES


