



THE STUDY ON ROLE OF CSR AND HUMAN RESOURCE MANAGEMENT TOWARDS SUSTAINABLE BUSINESS ORGANIZATION

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ABSTRACT

In today's era of globalization the word Competition gain much importance between the institutions and companies for their sustainability over rival companies. Result of this competition is survival and profitability for the organizations. Every organization is focusing on getting excellence on the most important resource-Human Resource to achieve goals and also social responsibility. Corporate Social Responsibility and Human Resource Management become more powerful tools within organizations. As per the Literature there are many case studies developed on Corporate Social Responsibility and Human Resource Management which is directly linked with Environmental, Social and Economic sustainability. The study aims to address the new functionality of Corporate Social Responsibility, Human Resource Management and sustainable business organizations. A total of around 50 research paper and articles from indexed journal were analysed. The contribution of this work sheds lights on some issues, such as green-management, Commitment, satisfaction, performance and sustainability in exploration to the demands that business organization have in this respect.

KEYWORDS:- CSR, HRM, Sustainability, Environment, Green Management

INTRODUCTION

The role of Corporate social responsibility and Human resource management has noticed an extraordinary boom in last decade. The boom is experienced not only from other fields of research but also from Business world.

CSR is defined as a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public. It is a broad concept depending on company and industry. From CSR activities ,

Philanthropy, volunteer efforts, businesses can benefit society while boosting their brands. In current scenario employees is focusing on ethical aspects of Human resource management and Corporate Social Responsibility with a parallel approach. HRM plays a significant role to understand CSR and in what way it is developed and enacted. Though, HRM is having a wide range of definitions but it is differentiate as a function or process from the general management activities of the organization.

In Research paper both the concept is analysed and described with different perspectives. The only factor common is the organization sustainability.

Sustainability in Human resource management still remains underdeveloped area of Research. Whereas numerous papers are overviewed and they indicate managers delegate CSR sustainability issues to other team members of the Organizations. The developed approach of Corporate Sustainability obtains a balance between social and environmental concerns business operations and relationship with all stakeholders.

All the three terminology CSR, HRM and Sustainability are interlinked by series of binding elements. This relationship generates problem within the organization regarding competencies and functionality between Sustainable development and Human Resource Management. Gond & Collaborators identify up to three outlines of how CSR and HRM interact with each other with respect to sustainability.

CSR is mostly concerned with Environmental, economic and social apprehension in business organization (Branco & Rodrigues). Organizations are having broad CSR strategy to understand the moral and ethical concerns of employees. CSR practice is more towards addressing and aligning employees with CSR activities in routine affairs.



Employees related CSR aspects need support of HR department because HRM is “a strategic approach to managing people to achieving sustainable competitive advantage, and this can be achieved through a distinctive set of integrated employment policies, programme and practices” (Bratton and Jeffery). Human resource is a concept of dealing with employees. HR managers can motivate employees by encouraging them for development, commitment, employee engagement and employee well-being.

It is clear that HRM and CSR are playing a role of partners in the current policy of the organizations, where sustainability stands as a moderating component of this relationship. “Technological developments, competition, and globalization have caused drastic changes within and between organizations, modifying, among other things, human resource management strategy” [34]. As Guerci and Pedrini [35] point out, “human resources represent a key element in driving change towards the sustainability of organizations, through the implementation of sustainable practices”, and meeting the needs of all stakeholders.

The document is to provide an overview of research addressing CSR, HRM, and sustainable management, and the interaction between them. This is done in three distinct phases. The first phase is thorough review of the definitions and research on this subject.

METHODOLOGY

The research work is based on bibliometric analysis of the literature using research paper, research articles as base unit. Through this process of analysis the information collected is in two pointers- Relationship and Activity pointers. From the study of the selected research papers, research articles divulge the progress of research to CSR and Human Resource Management. The information pull out from the literature, such as the year of publication of the articles, authors, citations, origin, impact indices, and other characteristics will allow us to make a complete outline of what invention in this field has meant.

Material

The analysis of publication was carried out from different database. The indexed journal database presents the highest quality of inventions. In the analysis of publications using bibliometric techniques, it is usual to select the most cited articles, research paper from the entire sample obtained. Only such articles, research paper are included which met the search parameters.

RESULTS

As we reviewed different articles and research papers CSR and HRM has been Classified into three phases. Early maturation phase was retrieved from

1993 to 2009, second phase was incremental growth and lastly, Rapid growth was the third phase which was observed in recent years.

Different reviewed research paper, journals and articles highlights the changes in understanding of CSR-HRM over a period of time. But earlier this relationship was barely observed in terms of social responsibility. “social responsibility of business [being] a totally new phenomenon” (Bergmann, p. 61), with an increase in the relevance of the CSR topic both in research and practise and the broadening scope of HRM's responsibilities over time, the relationship between the two constructs has broadened to become an interesting and fruitful area of research. From the second phase- Incremental growth-Constant increase is observed between CSR and HRM.

The data is analysed from the literature review of three phases-Maturation phase, Incremental phase and Rapid growth phase. While analysing Rapid growth phase certain key terms has been appeared-impact of CSR and HRM practices on employees and other stakeholders. From such analysis balance will generate between economics, social environment, green management of human resources and also to measure the impact of CSR, HRM and sustainability on business practices and the company's image.

During this period of 2010 to 2014 CSR takes the lead and new topics are incorporated into CSR and HRM-Employees or business, stakeholders. The focus was on the issues related to sustainability, performance and methods.

In addition to CSR, certain terms -Green management like environment strategy research is linked to performance and sustainability strategies and behaviour.

Other important terms like” Green Human resource management, Knowledge management or change management in sustainability are linked with this periods where the concept Corporate, social performance are related to framework. Last period of Rapid growth refers to emerging issues such as equality, Socialization, Trust, satisfaction has been investigated among others.

“Social integrative approaches to CSR suggest that social demands should be integrated with businesses demands, as businesses and society are dependent on each other for continuity and growth (Garriga & Melé, 2004). Similarly, the “soft” or relational view of HRM is based on integration of worker needs with organizational purposes.” Therefore, from an integrative CSR-HRM perspective, participation of employees in CSR practises and/or delivery of responsible employment is undertaken for the benefit of employees, the organization and other stakeholders.

Within this perspective, it is observed, research that treats HR practises as antecedents to



improved CSR or CSR affecting worker commitment and motivation, but also research arguing for wider stakeholder engagement as part of CSR–HRM (see e.g. Brammer et al., 2007; Cortini, 2009; Davies & Crane, 2010; Lehmann, Toh, Christensen, & Rufe, 2010).

From the literature reviewed research find that “all HR practises suggested by integrative CSR–HRM research focus on the co-design of HRM and CSR practises (Gond et al., 2011)”; defining, socially responsible HR practises, like standard development for quality work and on the other hand “HR practises to support CSR activities, including for example practises that encourage employee involvement in CSR. Selection, motivation, and compensation practises reward success towards long-term, sustainable economic and social success (Becker et al., 2010; Garavan & McGuire, 2010).”

Many empirical papers in integrative CSR–HRM use qualitative methods (e.g. Davies & Crane, 2010; Mankelov, 2008). Some of the suggestions came out that integrative CSR–HRM processes, practises or strategies can really contribute to such value creation, given certain favourable conditions.

CONCLUSION

The systematic review of the relationship between the term CSR and HRM are described and analysed from different perspective through this research. The study shows that CSR–HRM holds promises for both theoretical and practise developments. The aim of the work is to shed light on two concepts in a related way and try to explain from all possible perspectives and approaches by the implementation of CSR policies and their integration into HRM.

CSR and HRM can now fully develop notions of workers as stakeholders-their relation and engagement with the business organizations. After reviewing and analysing number of publications the relationship is identified into three phases. Early Maturation phase shows this relationship was barely observed in terms of social responsibility. “social responsibility of business [being] a totally new phenomenon. Second phase was incremental growth which emphasize on sensitivity towards organizational commitment of employees, the promotion of CSR and sustainable development through HR development. Performance, employees or stakeholder issues are closely related with CSR and HRM in this phase. The third phase was the Rapid growth which covers the most important topics-Green management, Stakeholders, Jobs which reflects CSR maintain Centrality. To summarize, the study highlights that the interest for CSR and HRM has increased in recent years.

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