HR Aspects of Corporate Social Responsibility: A Comprehensive Review

Aspectos de RRHH de la Responsabilidad Social Corporativa: Una revisión exhaustiva

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ABSTRACT

Introduction: the paper emphasizes the growing significance of Corporate Social Responsibility (CSR) in the business world, particularly how it intersects with Human Resources (HR) practices. It highlights the necessity for organizations to align their CSR initiatives with HR functions to achieve better outcomes.
Objective: the review explores how CSR initiatives influence various HR functions, including employee engagement, recruitment, training and development, and overall employee well-being. This indicates that CSR is not just a peripheral concern but is integral to HR strategies. The research synthesizes and analyzes relevant literature on the topic, providing insights into the relationship between CSR and HR. This comprehensive approach aims to clarify the role of HR in embedding CSR values within the organizational culture.
Method: the methods used in this paper combine quantitative analysis of a comprehensive HR dataset with qualitative literature review and theoretical frameworks to explore the critical relationship between HR practices and CSR initiatives.
Result: by applying these data-driven findings, the organization can better align its workforce planning and development strategies, ultimately enhancing organizational performance and employee satisfaction.
Conclusion: this multifaceted approach allows for a deeper understanding of how organizations can effectively integrate CSR into their HR strategies for sustainable success.

Keywords: Corporate Social Responsibility (CSR); Employee Brand; Human Resource Management (HRM); HRM Tools; Opportunities; Sustainability.

RESUMEN

Introducción: este artículo pone de relieve la creciente importancia de la responsabilidad social de las empresas (RSE) en el mundo de los negocios y, en particular, su relación con las prácticas de recursos humanos (RRHH). Destaca la necesidad de que las organizaciones alineen sus iniciativas de RSC con las funciones de RRHH para lograr mejores resultados.
Objetivo: la revisión explora cómo las iniciativas de RSC influyen en varias funciones de RRHH, incluyendo el compromiso de los empleados, la contratación, la formación y el desarrollo, y el bienestar general de los empleados. Esto indica que la RSC no es sólo una preocupación periférica, sino que forma parte integral de las estrategias de RRHH. La investigación sintetiza y analiza la bibliografía pertinente sobre el tema, aportando ideas sobre la relación entre la RSE y los RRHH. Este enfoque global pretende aclarar el papel de los RRHH en la integración de los valores de la RSC en la cultura organizativa.
Método: los métodos utilizados en este trabajo combinan el análisis cuantitativo de un amplio conjunto de datos sobre RRHH con la revisión cualitativa de la literatura y los marcos teóricos para explorar la relación crítica entre las prácticas de RRHH y las iniciativas de RSC.

Resultados: mediante la aplicación de estos hallazgos basados en datos, la organización puede alinear mejor sus estrategias de planificación y desarrollo de la fuerza de trabajo, mejorando en última instancia el rendimiento organizativo y la satisfacción de los empleados.
Conclusiones: este enfoque multifacético permite una comprensión más profunda de cómo las organizaciones pueden integrar eficazmente la RSC en sus estrategias de RRHH para lograr un éxito sostenible.

Palabras clave: Responsabilidad Social Corporativa (RSC); Marca del Empleado; Gestión de Recursos Humanos (GRH); Herramientas de GRH; Oportunidades; Sostenibilidad.

INTRODUCTION

Despite substantial research and work on combining corporate social responsibility (CSR) and human resource Management (HRM), a complete examination of the connection between these two structures does not appear to be accepted at this time. Scholars that link CSR and HRM rarely explain their knowledge of the relationship or the assumptions they use when researching this relationship. As a result, we propose that a comprehensive evaluation of the literature on the CSR-HRM nexus is both relevant and required. Such a review would enable scholars to gain more explicit and thorough understandings of CSR-HRM, as well as improve research both theoretically and empirically. Human resource professionals play an important role in helping an organisation achieve its CSR goals. Converting a corporate social responsibility (CSR) system into genuine administrative practises. This study proposes that human resource management (HRM) can potentially play a key role in assisting organisations to achieve their objectives. HRM can provide an interesting and dynamic aid to CSR system design, implementation, and conveyance. This article highlights the major interfaces between CSR and HRM based on a thorough survey of significant strategic CSR and HRM written works.

Corporate Social Responsibility (CSR) has received a lot of attention in recent management research. Due to the presence of various stakeholders and the limitation of organisational resources, prioritising a specific stakeholder and implementing CSR activities remains a difficulty. The study of CSR is increasingly transitioning from an aggregate of numerous social factors to a single dimension. Individual and organisational motivations for corporate social responsibility varies. [1] The majority of CSR research has been conducted at the macro level.[2,3] Micro-CSR, or the psychological study of how individual traits affect CSR adoption and implementation/how corporate social responsibility (CSR) affects individuals, is receiving a lot of attention these days. It is critical to understand how individual factors influence the adoption and implementation of CSR activities. These elements can occasionally operate as impediments to CSR implementation. Understanding these elements will shed light on the potential role of human resource (HR) theories in their abolition. To do so, researchers must include HR/OB theories and empirical techniques, which Aguinis and Glavas[2] referred to as the micro foundations of CSR. Morgeson et al. have called for CSR research to be expanded into the HRM and OB domains. According to Gully et al.[4], by incorporating HR/OB theories into CSR research, we can better comprehend the impact of CSR policies and practises.

The introduction outlines the increasing importance of CSR in contemporary business landscapes and highlights the need for organizations to align their CSR initiatives with HR practices. It establishes the context and significance of exploring the HR dimensions of CSR. Human resource (HR) specialists in organisations regard successful corporate social responsibility (CSR) as a vital driver of their financial presentation, which can be convincing in concede of organisation goal. While there is much guidance for organisations that want to be the best workplace and for firms that want to deal with their employee connections in a socially responsible manner. In order to transmit and actualize thoughts, attitudes, and social and behavioural change in organisations, it is critical for HR to "coordinate CSR in all that we do." That said, it's critical to understand that employee commitment isn't merely an HR mandate. Individual administration is, in fact, the responsibility of each and every departmental manager.

Objectives of the Study

- The aim of this study is to enhance comprehension of human resource management instruments and explore the potential for harnessing employee dedication and involvement in the company's CSR strategy.
- The main objective of this HR dataset is to provide a comprehensive view of the organization's workforce, enabling data-driven decision-making in human resource management. The dataset aims to capture various aspects of employee information, performance, and engagement, allowing for in-depth analysis and strategic planning.

Literature review

Without asserting that HRM holds the sole responsibility for effective CSR implementation, our intention is to explore how HRM's capabilities and resources, particularly those refined in areas such as recruitment, communication, training, performance management, career development, and compensation, can be leveraged to support the development of thoughtful and strategic CSR initiatives.[5] Addressing concerns within management research and business practice offers a pathway to deepen our grasp of CSR.[6] In pursuit of this goal, we posit that Human Resource Management (HRM) can offer both strategic and operational support to CSR endeavors; HR professionals play a pivotal role in assisting organizations in meeting their CSR objectives. By integrating a genuine CSR framework into administrative practices, this study suggests that HRM has the potential to significantly contribute to organizational goals. HRM can serve as a dynamic and valuable asset in the design, implementation, and communication of CSR initiatives.

CSR and HR Alignment

We will commence by examining the various definitions of CSR. The discourse surrounding Corporate Social Responsibility (CSR) gained prominence in the late 1980s following the publication of Our Common Future, also known as the Brundtland study, by the World Commission on Environment and Development (WCED).[7] Our interpretation of CSR extends beyond profit maximization, viewing it as a societal obligation.[8] We assert that for CSR to achieve its objectives, it must be approached as a deliberate and ingrained practice within organizations, aligning with management processes, including human resource management practices.[9] This segment explores the conceptual framework of integrating CSR with HR practices, emphasizing how CSR can be embedded into HR strategies to nurture a culture of social responsibility within the organization. Furthermore, it examines the role of leadership, communication, and shared values in aligning CSR and HR. The conceptualization of CSR-HRM holds promise for both theoretical exploration and practical application in CSR and HRM. The strategic evolution in HRM has witnessed a paradoxical shift away from external stakeholder concerns. CSR-HRM offers a perspective for understanding various internal and external stakeholder connections within HRM. The CSR literature underscores a movement towards integrating internal stakeholders, and CSR-HRM presents an opportunity to further refine the concept of employees as stakeholders, elucidating their stake in the organization and their involvement in shaping and representing the company.

An important consideration in this context is the definition of responsible HRM amid evolving work environments. Not only do we observe a shift towards outsourcing production, but also a trend towards outsourcing supportive functions, including the HR department itself, resulting in a transfer of HR practice responsibility to external suppliers or line management.[10] HR holds a pivotal role in ensuring that the organization's public statements align with the treatment of individuals within the organization. As the sole capability influencing the entire lifecycle of employees, precise management of HR practices carries significant impact. Given its ability to operate horizontally and vertically within and across the organization, HR is well-positioned to lead this initiative, crucial for effective CSR dissemination. During the 1980s, human resources began to be recognized as strategic assets for organizations, spurred by intensified development in the business landscape, prompting further theoretical advancements. Global investigations contribute to a deeper understanding through both qualitative and quantitative research. Brazilian studies employ an exploratory and subjective approach to explore the relationship between CSR and SHRM, underscoring the need for additional quantitative research to enhance understanding in this domain.[11] The importance of corporate social responsibility (CSR) is increasingly evident in strategic planning for many organizations, permeating plans and initiatives involving various stakeholders, particularly the workforce.[12]

Impact on Employee Engagement

Due to the lack of coherence in the concept, some organizations were concerned that addressing this issue would incur more costs than benefits, leading them to advocate for social responsibilities that are traditionally the domain of governments and individuals. Organizations, particularly non-profit entities, reap both internal and external rewards from their social and environmental endeavors. The concept of creating shared value stands out, indicating a spectrum of advantages akin to competitive edge. By adapting their processes and products to meet the legal requirements of a socially responsible society, organizations can foster advancements that offer economic opportunities and vigor. Barbieri, Vasconcelos, Andreassi, and Vasconcelos[1] contend that the true measure of an organization's social responsibility lies not only in written declarations but also in how effectively they translate their socially responsible ideals into tangible actions and implementations. In this context, we posit that HRM plays a pivotal role in facilitating the effective deployment and execution of CSR initiatives.[14]
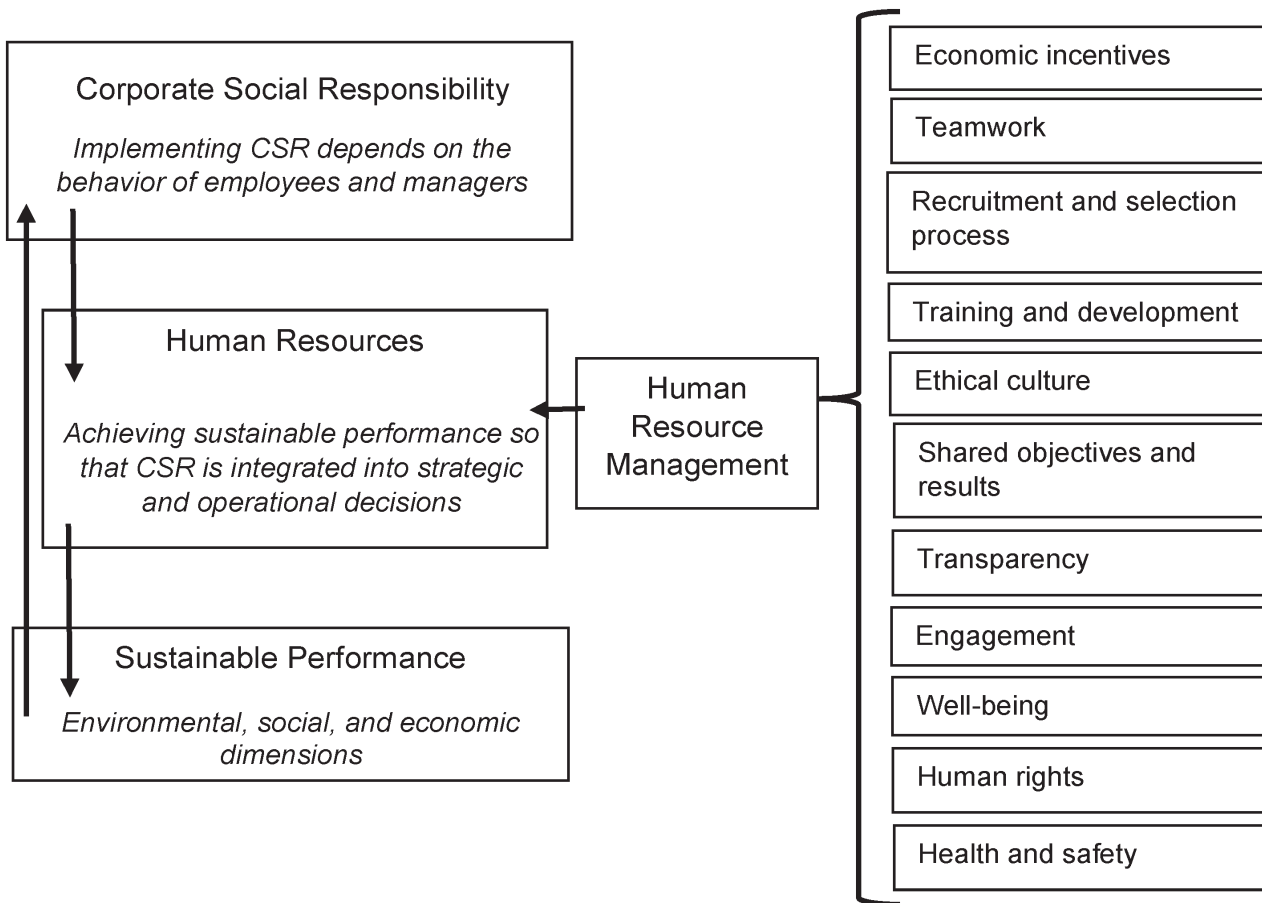
Figure 1. The CSR-HRM-SP Relationship (Encyclopaedia)

The review examines how CSR initiatives influence employee engagement levels. It discusses the role of CSR in enhancing employee motivation, job satisfaction, and commitment. The section also delves into the potential challenges and contradictions that may arise when attempting to balance CSR goals with employee expectations.[15] Consequently, CSR and corporate citizenship began to align with business strategy, initially emphasizing generosity, explicit initiatives, and short-term outcomes. Likewise, publications on the topic began to surface in universities and organizations, signaling a growing awareness movement, era of knowledge, and transparency, which would lead to the integration of these concepts into organizational culture. CSR eventually ascends to a strategic level within organizations as it contributes to the attainment of strategic objectives. Business strategy encompasses perspectives crucial to the overall success of the organization's CSR endeavors. Strategic CSR involves: (I) establishing long-term strategic goals and actions, (ii) aligning products and processes with global trends, and (iii) embracing environmental responsibility.

Recruitment and CSR

This section investigates the role of CSR in attracting and retaining talent. It analyses how potential employees' perceptions of an organization's CSR efforts can impact their decisions to join or stay with the company. The section also explores the concept of "employer branding" through CSR. In the realm of CSR, the role of the employee supervisor holds significant importance. We posit in this paper that HRM could play a part in enhancing employees' motivation, dedication, and accountability towards CSR.[16] Engaging employees more systematically in CSR endeavours involves soliciting their input on the organization's CSR framework and involving them as partners in the CSR transformation process. HR leaders can bridge the gap between the company and its employees by providing avenues for employees to share their perspectives on CSR. When employees feel that their commitment is recognized, valued, and rewarded, they are more likely to be prepared and dedicated to achieving CSR objectives. Furthermore, HR managers, leveraging their expertise in administration, can aid the organization in defining the necessary HRM framework and skills to facilitate effective CSR implementation. For instance, HR directors can undergo training to address any social and legal issues related to CSR, as well as monitor and report on key internal CSR metrics such as diversity, equal opportunity, and occupational health and safety concerns. They can also establish specific performance criteria and oversee feedback on outcomes.[17] Acting as administrative experts, HR managers can contribute

to the groundwork of CSR planning and execution, thereby providing efficient and effective support for CSR objectives with the requisite HRM capabilities and responsibilities.

Training and Development for CSR

Here, the paper explores how CSR initiatives affect employee training and development programs. It discusses the importance of aligning training with CSR goals, ensuring employees have the necessary skills and knowledge to contribute effectively to CSR initiatives.[18] The primary role of HRM in CSR lies in bridging the gap in CSR implementation. This pivotal function serves as the central metric in our proposed CSR-HRM Co-Creation Model, which expands upon framework by incorporating the roles of strategic Partner, change Agent, Employee champion, and administrative Expert, specifically tailored to CSR. All four HRM roles can be effectively leveraged in CSR implementation to ensure comprehensive support, resonate with employees, and seamlessly integrate with internal operational frameworks and practices. During the implementation phase, the four key HRM roles of strategic Partner, employee advocate, change agent, and administrative Expert play a vital role, serving as focal points for additional value creation for HRM across various facets of CSR implementation. Moreover, we argue that HRM can contribute to CSR through its expertise and competencies in HRM functions such as training and development, recruitment and selection, performance evaluation, and compensation. HRM can enhance motivation by fostering workforce diversity and selecting employees with specific character traits. Within the performance assessment domain, HRM can utilize its expertise and capabilities to support CSR initiatives and provide incentives by designing guidelines based on both financial and social performance objectives.

We embarked on a comprehensive examination of the relationship between two expansive and contentious concepts: CSR and HRM. The significant increase in studies examining these two constructs without clear conceptualization and theory development served as our motivation. Presenting the findings of our review, we discovered that this emerging area of research is unexpectedly fragmented, sporadic, and largely biased. Our study provides vital insights into the diverse lines of reasoning and perspectives utilized, bringing us closer to our objective of formulating overarching conceptualizations of CSR-HRM: instrumental, social integrative, and political CSR-HRM, along with outlining a research agenda.

Employee Well-being and CSR

The review analyses the link between CSR and employee well-being. It examines how CSR programs that focus on community and societal well-being can contribute to employees' sense of purpose and satisfaction. HRM can provide an incentive by designing a compensation framework that rewards and recognises both financial and social execution, as well as remunerating representatives for their interest in social component in exercises. HRM may bring value to the preparation and advancement area by developing representatives' abilities in successful partner commitment and correspondence. These HRM-related mediations can ensure the alignment of motivators and cycles with supported CSR objectives/goals.

HR Interventions to address CSR Barriers

Issues in adopting CSR have ramifications for HR. Fenwick and Bierema[19] conducted an interpretive qualitative study to investigate CSR-related problems. They discovered that employees below the administrative level do not enjoy CSR initiatives due to a lack of understanding of CSR. HRD units could be useful in resolving these concerns. According to [20] Ingo Stolz, firms are failing to manage their societal involvement and are unable to handle their rising commercial duties. He proposed that aligning Organisational Development practises and corporate citizenship could be the solution to this challenge. He proposed a three-step process: first, there should be ontological agreement between Organisational Development and corporate citizenship, then areas of overlap between Organisational Development and corporate citizenship should be identified, and finally, a specific plan should be developed.

Challenges and Future Directions

This section outlines some of the challenges organizations might face when integrating CSR with HR practices. It also suggests potential future directions for research and practice in this area. Individual qualities (mindsets, perspectives, knowledge, awareness, religious background) appear to play a considerable effect in the CSR implementation process, according to this study. Employees are critical CSR implementers. Employees can play an essential role in the management of connections with other stakeholders.[21] This study should not be used to limit HR professionals' involvement in adopting CSR. Although corporations have expressed a strong interest in CSR activities, their intentions are not being realised due to the lack of a general CSR tool. Future study may look into other feasible and effective techniques that HR professionals can use to support and entrench CSR practises in business organisations and other sectors, which can then be generalised as a CSR tool.[22]

METHOD
Dataset Analysis
The dataset under analysis is an extensive Human Resources (HR) dataset[23] that offers detailed information about employees within an organization. It provides valuable insights into multiple facets of the workforce, such as personal demographics, job details, performance indicators, and levels of engagement. This dataset is well-suited for HR analytics and can significantly aid in data-driven decision-making processes. Comprising 36 columns, it captures a wide range of employee attributes and employment statuses, making it a comprehensive resource for understanding the workforce dynamics and enhancing HR strategies.

This dataset presents numerous opportunities for HR analytics and strategic decision-making:
- Workforce Planning: By analyzing the distribution of employees across departments, positions, and demographics, HR can make informed decisions about hiring needs and succession planning.
- Performance Management: The performance scores and engagement survey results can be used to identify high-performers, areas for improvement, and correlations between performance and other factors like tenure or department.
- Compensation Analysis: Salary data can be analyzed in conjunction with performance scores, positions, and departments to ensure fair and competitive compensation practices.
- Turnover Analysis: By examining the reasons for termination and characteristics of employees who leave, the organization can develop strategies to improve retention.
- Recruitment Optimization: Analysis of the recruitment sources can help in identifying the most effective channels for hiring quality candidates.
- Diversity and Inclusion Initiatives: The demographic data can be used to assess the current state of diversity within the organization and track the progress of inclusion efforts.
- Employee Engagement: By correlating engagement survey results with other factors like performance, salary, or department, HR can develop targeted strategies to improve overall employee satisfaction and productivity.
- Attendance and Productivity: The attendance and punctuality data can be analyzed to identify patterns and address any systemic issues affecting employee productivity.

The method used to collect this data involves gathering information from multiple HR systems and processes. It includes:
- Employee Records: Basic personal and professional information collected during the hiring process and updated throughout employment.
- Performance Management: Data from regular performance reviews and assessments.
- Compensation Systems: Salary information from payroll systems.
- Engagement Surveys: Results from employee satisfaction and engagement surveys.
- Attendance Tracking: Information on absences and punctuality.
- Recruitment Sources: Data on how employees were recruited.
- Project Management: Tracking of special projects assignments.

This integrated approach provides a complete perspective on each employee's experience within the organization. By leveraging these diverse data points, HR professionals and analysts can uncover trends, correlations, and insights that drive strategic decisions in areas such as recruitment, retention, performance management, and organizational growth. The dataset's design supports both high-level workforce analysis and in-depth evaluations of individual employees, making it an invaluable asset for HR analytics and strategic workforce planning.

RESULTS AND DISCUSSION
The qualitative analysis of the HR dataset uncovered key trends in diversity, tenure, performance, compensation, and recruitment. Here is a concise summary of the main findings: The dataset reflects a diverse workforce with areas for improvement in gender representation, as well as generally stable employee tenure, though some turnover is observed due to career shifts or performance challenges. Performance and engagement are strong, with most employees meeting or exceeding expectations. The structured compensation and promotion practices suggest effective talent management. Recruitment data reveals the use of varied channels, including diversity-focused job fairs, to attract talent. These insights can inform strategic initiatives in diversity, retention, performance management, and recruitment, driving enhanced organizational performance and employee satisfaction.
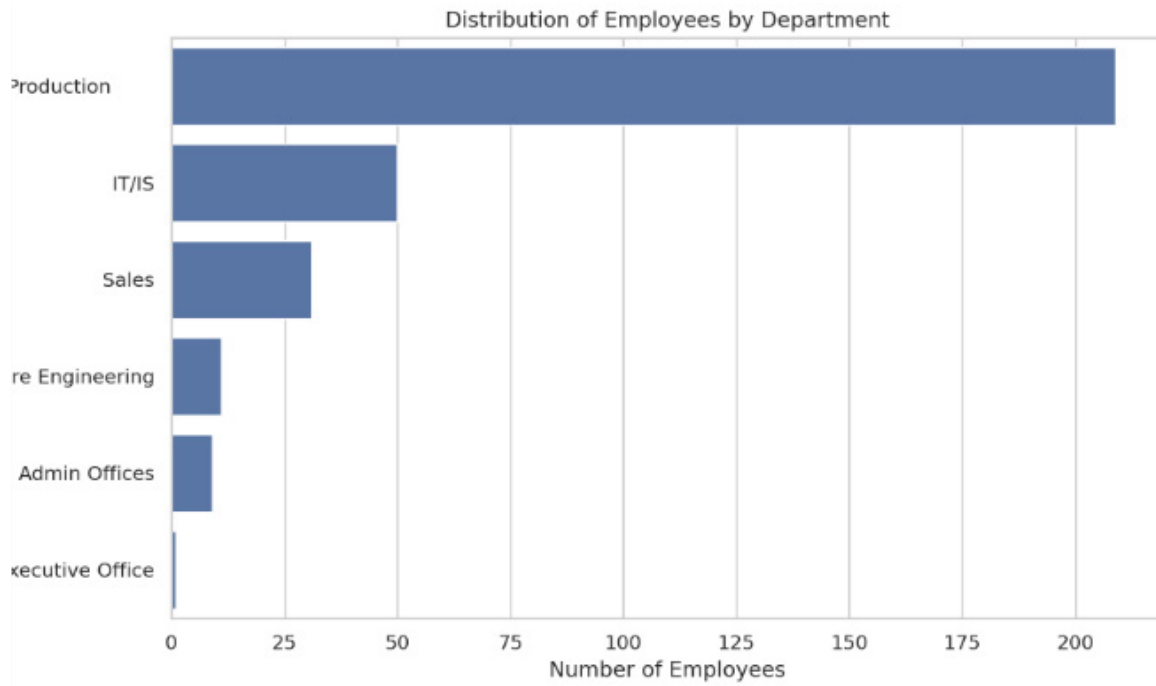
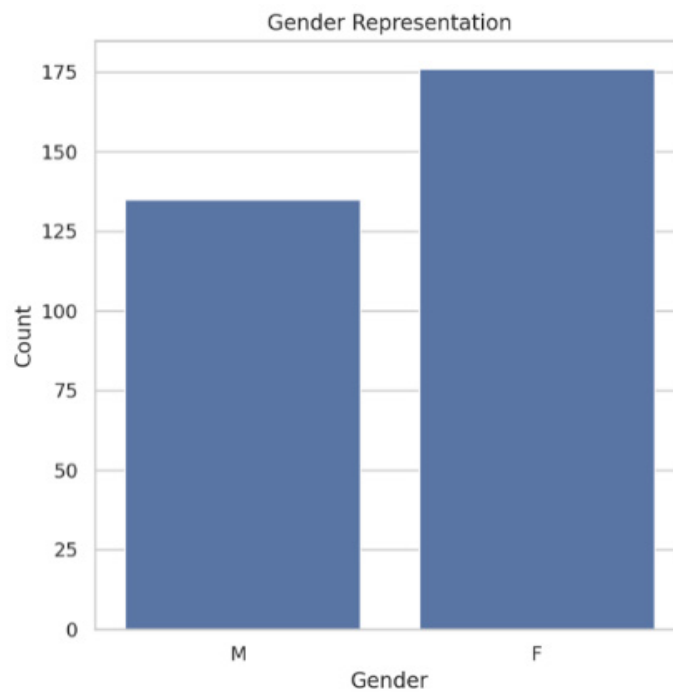**Figure 2.** Distribution of Employees by Department

Figure 3. Gender Representation

Figure 2 displays a bar plot that outlines the number of employees across various departments. It is evident that the Production department has the largest workforce, followed by IT/IS. This visualization provides a clear perspective on the size and structure of each department, offering valuable insights into the organization's staffing distribution. Figure 3 shows the gender distribution within the company, revealing a higher number of male employees compared to female employees. This information is particularly useful for understanding the current gender balance and can inform future diversity and inclusion efforts aimed at creating a more equitable workplace.

Figure 4 presents a bar chart depicting the distribution of performance scores among employees. The chart reveals that the majority of employees are rated in the "Fully Meets" category, with a substantial portion also achieving the "Exceeds" rating. This distribution provides a clear snapshot of the organization's overall performance standards, highlighting a generally high level of achievement across the workforce.
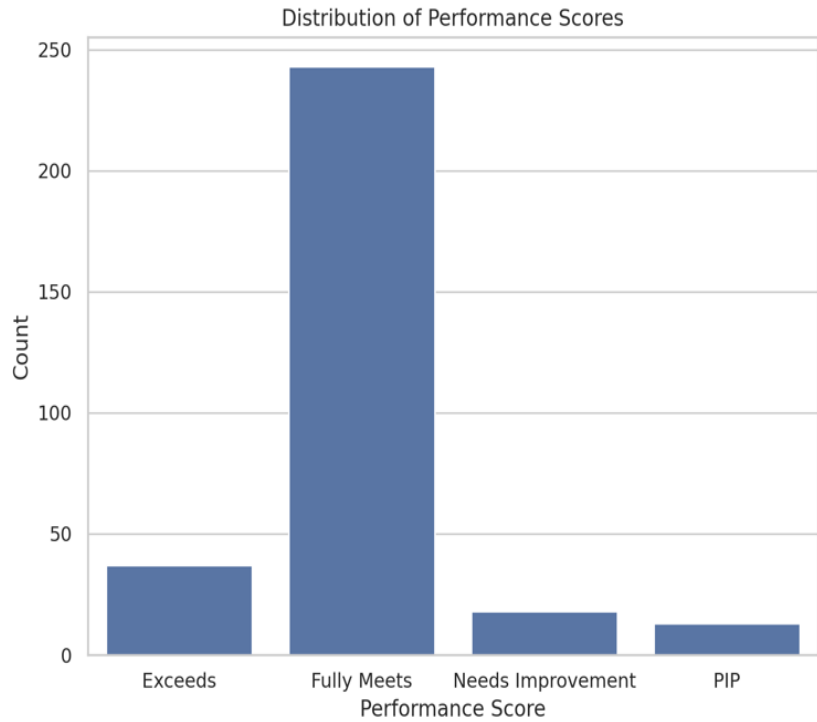
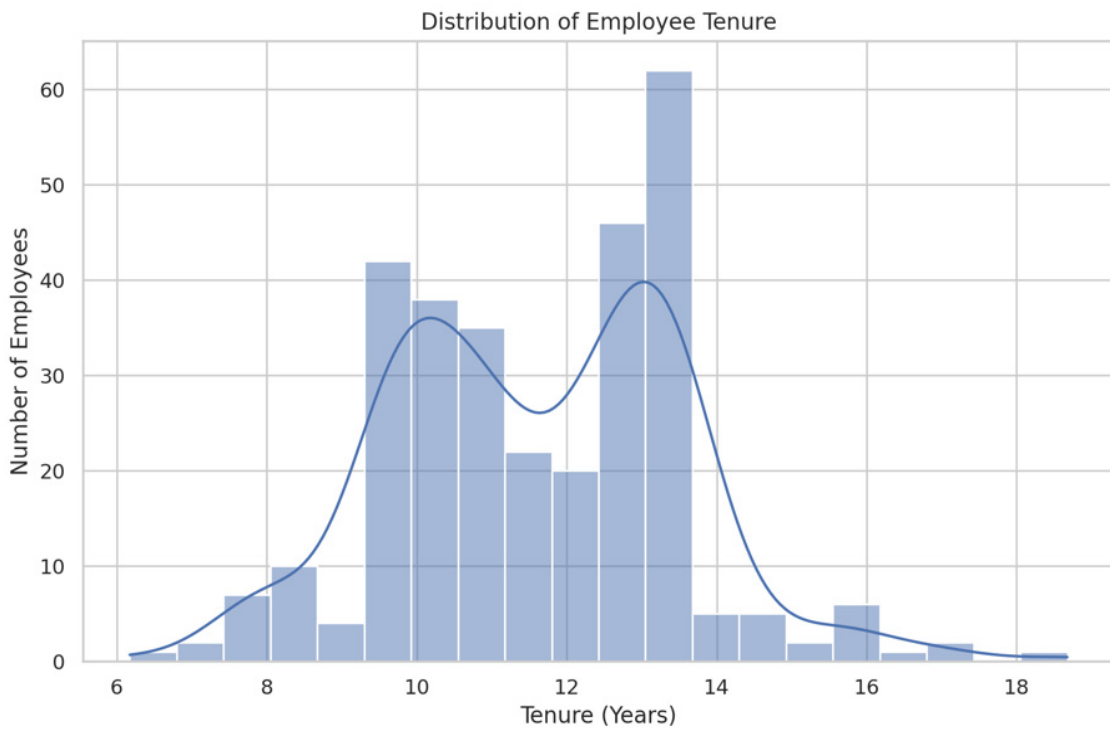**Figure 4.** Distribution of Performance Scores

Figure 5. Distribution of Employee Tenure

Figure 5 illustrates the distribution of employee tenure in years, revealing a diverse range of lengths of service. The data shows a higher concentration of employees with shorter tenures (0-5 years), with the number gradually declining as tenure increases. This pattern provides insights into the organization's employee retention and turnover trends. These visualizations effectively summarize the composition, performance, and tenure of the workforce, offering HR professionals and management a valuable resource for making informed, data-driven decisions. By leveraging these insights, they can optimize staffing, enhance performance management,

and develop targeted retention strategies to strengthen the organization.

CONCLUSIONS

The analysis of the HR dataset provided valuable insights into the organization's workforce, including department distribution, gender balance, performance evaluations, and employee tenure. These findings are essential for guiding strategic HR initiatives and decision-making. The HR dataset reveals several critical aspects of the workforce. A significant concentration of employees in the Production department suggests a primary focus area for resource management and potential optimization opportunities. The gender distribution indicates an imbalance, with a higher number of male employees compared to female employees, highlighting a potential area for diversity and inclusion improvements. Performance scores generally reflect that most employees are meeting or exceeding expectations, pointing to a strong overall performance level within the company. However, this also underscores the ongoing need for performance management strategies to sustain and enhance these standards. In terms of tenure, the data shows a broad range of employee tenures, with many employees in the early stages of their careers with the company. This points to a relatively stable workforce but also emphasizes the need for retention strategies to keep experienced employees engaged and reduce turnover. These insights can help HR professionals make informed decisions in areas such as recruitment, retention, performance management, and diversity initiatives. By applying these data-driven findings, the organization can better align its workforce planning and development strategies, ultimately enhancing organizational performance and employee satisfaction. Overall, the dataset serves as a critical resource for understanding and optimizing the human resources landscape, supporting more effective and strategic HR management within the company.

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AVAILABILITY OF DATA AND MATERIALS
The datasets used in this research are publicly available(Kaggel) and properly cited in our dataset section for transparency and ease of replication. https://www.kaggle.com/datasets/saadharoon27/hr-analytics-dataset

CONFLICT OF INTEREST
The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

AUTHOR CONTRIBUTIONS
Conceptualization: Alok John and Manish Tiwari.
Investigation: Alok John and Manish Tiwari.
Methodology: Alok John and Manish Tiwari.
Writing - original draft: Alok John and Manish Tiwari.
Writing - review and editing: Alok John and Manish Tiwari.