

Aligning Human Resource(s) with Corporate Social Responsibility

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Abstract: This paper assumes the strategic alignment of Human Resource Management (HRM) and Corporate Social Responsibility (CSR). With this scope of inquiry being the exploitation of HR practices toward an improvement in CSR within the organization, the report begins with an introduction to CSR, taking stock of how it has unfolded from charitable activities into becoming central to business strategy in order to address social, environmental, and economic impacts. Thus, it can be easily realized that in the critical role of HR in integrative activities in CSR into organizational cultures, HR takes a key position in employee engagement and shaping corporate values so that CSR becomes imbibed in recruitment, training, and performance management. A critical overview of the cross-approach of HRM and CSR is rendered through a comprehensive literature review. To do so, key theories such as Stakeholder Theory, Social Contract Theory, and the Triple Bottom Line are considered. The review goes on to emphasize that CSR has a positive relationship with employee engagement and organizational performance, putting forth evidence through empirical studies and theoretical models. This is a qualitative research design, using case studies, interviews, and document analysis, to provide a view into the problems and opportunities associated with the integration of HR and CSR. Findings reveal that the integration of CSR within HR policies motivates employees, optimizes talent attraction and retention, and contributes to and enhances corporate reputation. Challenges included the reallocation of resources, issues of resistance, and a requirement of defined metrics. Some strategic recommendations include increasing HR's input in CSR strategy development, providing the whole training on CSR to HR, and tightening metrics around the contribution of HR to CSR. The report concludes with aligning HR with CSR leads not only to sustainable organizational growth but also to a good workplace culture and strong relationships with stakeholders. The key findings of the study have been supported with references from some academic sources as well as real-life case studies which would give a comprehensive view of the significance and potentiality of alignment between HR and CSR.

Keywords: Human Resource Management, Corporate Social Responsibility, Corporate, Organization, Stakeholder Theory, Social Contract Theory, Triple Bottom Line.

1. Introduction

A. What is Corporate Social Responsibility (CSR)?

The most critical component of the new modern business strategy is Corporate Social Responsibility, which obligates businesses to contribute to society beyond their economic activities. CSR comprises the steps companies take toward

ensuring their operations have beneficial effects on society, the environment, and the economy. These include wide-ranging activities: cutting carbon footprints, better labour policies, fair trade, and charitable giving. This concept of CSR is premised on the idea that businesses ought to operate in ways that improve stakeholder well-being, which includes employees, customers, communities, and shareholders requirement.

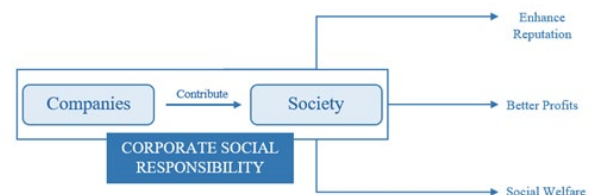


Fig. 1. Corporate Social Responsibility – Definition, Examples, Scope

While increasing globalization makes corporations highly visible and increasingly influential, the expectation for corporations to take a more active role as stakeholder participants in the resolution of societal dilemmas grows exponentially. This is not only the pressure from external stakeholders in the guise of customers and communities but also from internal stakeholders such as employees to work in organizations that take into account their own considerations of what is right and wrong. Thus, CSR is not just compliance or philanthropy but more and more becomes a strategic approach to business. More and more, CSR is being integrated into the very core of the business function as it is ethics.

B. What is Human Resource(s) or HRM?

Human resources, short for HR, refers to the people who work for an organization that includes all employees from entry-level folks to senior executives. HR is key because it is the people driving organizational goals, productivity, and culture; thus, the HR department controls these individuals as it provides hiring, training, employee relations, performance management, and workplace safety and compliance.

Further, Human resource management is a strategic approach toward the effective and efficient management of people in an organization. It involves recruiting the right talent, developing employee skills, managing performance, and fostering a good

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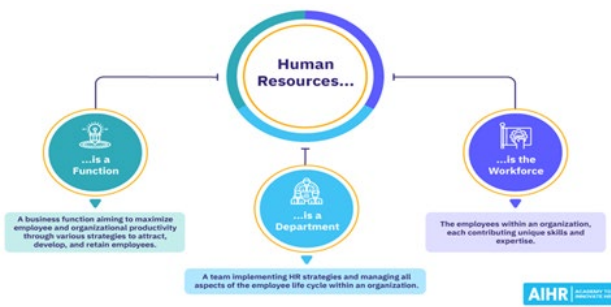


Fig. 2. What is human resources? [3]

culture in an organization. Ensuring that the right persons are in the right roles to achieve the company's goals and objectives is also part of HRM. The functions of HRM include the following:

- Recruitment and Selection: Identify and select the appropriate candidates.
- Training and Development: Development of skills and competencies of employees;
- Performance Management: Formulation of performance standards and monitoring of the contribution being made by the employee;
- Compensation and Benefits: Pay and reward systems that motivate and retain employees;
- Employee Relations: Smoothing out workplace relations and managing conflict situations.

HRM plays a vital role in making an organization successful by aligning its human capital with strategic business objectives.

C. Role of Human Resources in CSR

People management or Human Resource (HR) is the most essential in implementing CSR in organizations. Its departments are flag bearers for the culture and policies of a company, and therefore, will be an excellent catalyst in ushering CSR into the organizational setup. HR can get CSR elements on various grounds in the employee lifecycle, including recruitment, on boarding, training, performance management, and employee engagement.

For instance, HR can combine its recruitment strategy with CSR to help recruit people who share the same social responsibility commitment the company does. HR can even develop training programs that introduce employees to the principles of CSR and encourage them to participate in CSR activities. Moreover, HR plays a role in shaping the workplace culture that supports CSR, where CSR-related contributions are recognized and rewarded.

In addition to that, HR can ensure that CSR is not a top-down dictate but rather becomes part of everyday practices across the organization as a whole. It will, therefore, contribute to building a more engaged and motivated workforce for long-term success in CSR.

D. Objective and Scope of the Report

The objective of this report is the alignment of HRM and CSR within an organizational framework. In this report, I analyze how the practices of HRM can be used in order to further and support CSR goals in organizations. It discusses the theoretical underpinnings of HRM and CSR, alignment of CSR

into HRM policies and practices, the impact such alignment has on organizational performance, and the challenges and opportunities arising from its integration.

The report further examines concrete real-life applications and case studies of companies which are successful in aligning their HR functions with CSR objectives. The analysis hereby will attempt to provide organizations wishing to enhance CSR through strategic involvement of HR with practical recommendations.

2. Literature Review

A. Changes & Evolutions in CSR

Corporate Social Responsibility has changed dramatically over time. Though its first face in the society was basically philanthropic, most especially donating money to charity or doing community service by an organization, the concept has grown with time into a much more significant scope because people expect much from businesses. CSR is now viewed as crucial and inherent to a firm's strategy: it determines operations, policies, and long-term planning.

The history of CSR evolution takes its birth dating back to the 1950s, where it was first set as a responsibility by business to generate positive contributions toward society. Over time, CSR not only expanded beyond social contributions but also embraced stewardship for the environment and responsible ethical governance. All these have kept CSR at the forefront and put it in the mainstream as an important consideration for business worldwide.

The activities CSR can now be stated to include sustainability, ethical labour practices, corporate governance, and involvement in community matters. A firm now needs to have the whole operations based on the balance of the three: economic, social, and environmental; hence it is termed the "Triple Bottom Line."

B. Human Resource Management and CSR: An Interdisciplinary Approach

The intersection of HRM and CSR stands for an interdisciplinary approach that encompasses ethical, social, and environmental concerns in terms of HR policies and practices. In this regard, it realized that it is not just about people managing but also about the shaping of values, culture, and social impact of the organization.

Human Resource Management and Corporate Social Responsibility are intrinsically linked since both are related to the organization-stakeholder relationship, especially the employer-employee relationship. Aligned HRM and CSR therefore lead to an effective work environment of ethical behavior, social responsibility, and environmental sustainability. This is achieved through various HR practices such as recruitment, training, performance management, and employee engagement that are supposed to enhance firm's CSR objectives.

For example, one can design recruitment systems that target socially responsible individuals so that a training program can inform employees on CSR in the company's activities. The CSR performance management system may have CSR-specific

objectives and measures to ensure that the employees are individually responsible for their contributions to a company's CSR efforts.

C. Key Theories and Models

The important theories and models used in the understanding of the relationship between HRM and CSR include Stakeholder Theory. Based on this theory, businesses are charged with the responsibility of looking after the interest of all their stakeholders and not that of the shareholders only. This theory aligns with the concept of CSR because it puts more focus on the management of economic, social, and environmental considerations.

This is because the Social Contract Theory perceives firms as on contract with society. In this sense, operations of a business are for the greater good of the community and the environment. This theory places emphasis on the ethical nature of CSR as well as the role businesses take in enhancing social welfare.

The Triple Bottom Line model is also important in the context of CSR. This model states that businesses should be concerned with profit, people, and the planet. At their core, they are expected to balance these three areas to ensure that companies gain sustainable growth and give back to society and the environment by contributing positively towards them as a whole.

These theories and models form the basis from which how it is that HRM and CSR can be aligned with each other towards creating more sustainable and responsible business.

D. Employee Engagement and Organizational Performance Implication of CSR

CSR activities contribute significantly to engagement and organizational performance. The more adhered the company is to social responsibility, the more employees will desire to work with such an organization. Therefore, with this understanding, the companies highlighting CSR activities are most likely to attract and retain the best talent.

CSR initiatives also raise the morale and job satisfaction of employees since, in the minds of employees, there is a purpose and responsibility behind the mission. If individuals feel that they have a role in something bigger than themselves, they feel more engaged and motivated towards being productive.

CSR may make organizational performance in the way that the company reputation improves, customer loyalty enhances, and builds a competitive advantage. Companies that are socially responsible have a better chance of receiving the trust and support of their different stakeholders, hence sales volumes go up, financial performances improve, and the companies achieve long-term success.

3. Methodology

A. Method of Research

This paper would use a qualitative research design to explain the alignment between HRM and CSR. A qualitative method is employed to provide a more in-depth understanding of how HR practices may bolster CSR and gain insights from the

experiences and perceptions of HR practitioners and employees regarding the context. Case studies, interviews, and analysis of various documents are incorporated into this research design with the view of gathering and analysing data.

Cases would be chosen where companies have been determined to integrate HRM and CSR effectively. Such cases will be chosen based on their suitability for the research objectives and their feasibility to generate insights as to whether there is a mutual alignment between HR and CSR.

Interviews have been conducted both with the HR professionals and the CSR managers, in addition to the employees, to gather first-hand data about the problems and opportunities associated with the alignment of HRM with CSR. Interviews are semi-structured by nature and facilitate flexibility in exploring different aspects of the topic while still allowing the core questions to be discussed.

Document analysis will be reviewing company reports, CSR policies, HR policies, as well as other documents concerned to identify trends and themes regarding the alignment of HR and CSR.

B. Data Sources for Gathering

Here, the central methods of data collection include interviews, case studies, and document analysis.

Interviews: Semi-structured interviews are conducted with HR professionals, CSR managers, and employees operating in different industries. The interviews bring out to what extent the HR practices align with the CSR initiatives. They throw light upon the difficulties in the process and the impact of the CSR initiative on employee engagement and performance of the organization.

Case Study: Insights and actual case studies on the current scenario derive from those cases in which organizations have combined their HR and CSR strategy and resulted positively. To identify these, we need to choose relevant case studies based on our research objectives as well as the potential they offer for providing more generalized lessons to other organizations.

This would be through the means of document analysis, wherein company reports, CSR policy, and HR policies will be analysed to check for conspicuous patterns and themes that may signify if HR is aligned with CSR. This way, analysis makes it very possible to see how HR is incorporated in CSR practices and how this kind of integration affects the performance of the organization.

C. Analytical Techniques

Thematic analysis will be employed in the analysis of data collected during interviews, case studies, and document analysis. The thematic analysis is one form of the qualitative approach to data analysis, where patterns or themes are explored in the data. This exposition reveals how well or otherwise HR practices are aligned with CSR, and how this would impact the levels of employee engagement and eventually organisational performance.

Cooper, 1989 explains that thematic analysis process consists of:

1. *Familiarization with Data:* Reading and re-reading the

data to familiarize and become aware of its content, identify preliminary patterns, and themes.

2. *Coding*: Identifying specific parts of the data relevant to the research questions by giving codes. Codes are labels assigned to a specific theme or concept.
3. *Theme Development*: Categorizing codes into general themes, which represent the study's significant findings. Themes are based on the patterns generated from the data and pertain to the research questions.
4. *Reviewing and Refining Themes*: Review of the themes for accuracy against data followed by refinement or narrowing of the theme appropriately.
5. *Reporting*: Reporting the themes in a coherent and structured manner with examples and quotes from the data.

D. Limitation of the Study

Despite providing information on the significant alignment between HRM and CSR, this study bears a number of limitations which should be acknowledged.

The first limitation is that, being a qualitative study, the findings are built based on the perception and experience of a small number of participants. Hence, the generalizability of the results will not be possible for all organizations or industries.

Specifically, the case studies' focus on specific companies and industries constrains the generalization of findings to other organizational settings. CSR and HRM challenges and opportunities could vary by factors including the industry, organization type, etc.

The data for this study have been based on self-reported data from interviews, which are susceptible to biases among participants reporting a more positive image of their organization's CSR, as well as HRM practices.

Despite the above deficiencies, this paper insights into strategic alignment between HRM and CSR and practical recommendations for organizations seeking to boost their CSR processes through HR.

4. Findings and Analysis

A. Institutionalising CSR in the HR Policies and Practices

The integration of CSR into the HR policies and practices is an important integration step that makes HRM supportive to CSR. Every single practice of HRM, such as recruitment, training performance management, or even employee engagement, can be constructed and managed to support and enhance CSR initiatives.

One very significant way in which HR support CSR is through its talent acquisition strategy in relation to the CSR objectives. Essentially, this is attracting and hiring like-minded applicants who can share the company's social responsibility. Through recruiting people passionate about CSR, organizations create a workforce motivated to support CSR initiatives and behaviors consistent with the corporate values.

Training and development programs are another essential component through which CSR can be integrated into HR functions. These programs can provide teaching employees

about the corporation's commitment to CSR and prepare it for what will contribute to CSR initiatives. For example, training on CSR can be designed with presentations on issues involving sustainability and ethical decision-making, social impact, and more that would enable them to be appreciative of the role of CSR in contributing to the CSR goals of the company.

Performance management systems, too, have a latent function to include CSR as part of the HR practices. In other words, CSR-specific objectives and key performance indicators must be included in an employee's performance appraisal. This should be done so that employees are reminded about the contribution being made toward CSR. This in a way reiterates the position that this group takes toward CSR and integrates them into the issues.

The other area is employee engagement where HR can play a key role for support to CSR. HR can facilitate social responsibility by recognizing and rewarding employees involved with the CSR initiative. It will help the employees find ownership and pride of their work; it moves them towards higher motivation and engagements.

B. HR's Role in Developing CSR Culture

The HR function is significant in changing the organizational culture to become a socially responsible one. Therefore, by incorporating CSR values into company cultures, HR departments can help ensure that CSR is not a checklist but an integral part of the organizational identity.

The other ways in which HR can support CSR are through including CSR in the mission, vision, and values of the company. A clear communication of the company's commitment towards CSR would enable HR to imbibe a common sense of sharedness among the employees and motivate them to act in line with the CSR objectives of the company.

HR can also promote a CSR culture by involving employees in the development and implementation of CSR initiatives. Hiring people in CSR endeavours' decision-making will only give the employees a sense of ownership and accountability toward CSR activities, which would result in much greater commitment and participation.

Recognition and rewards to instill a culture of CSR. Another critical component in the promotion of a CSR culture is recognition and rewards. HR can recognize and reward the employees who contribute the most to the organization's CSR initiatives, either through formal awards, public recognition, or financial incentives. This would ensure that the culture of CSR is further strengthened within the organization and motivate the employees to continue the practice.

Communication is also another essential tool in promoting the CSR culture. HR can use internal newsletters, social media, company meetings, and so forth to make known to employees their company's CSR activity and accomplishments. Regular communication by HR regarding company efforts in CSR will be of immense help in fostering feelings of pride and motivation among employees.

C. CSR as an Instrument of Attraction and Retention of Talents

Corporate Social Responsibility (CSR) is increasingly viewed as a successful way of attracting and retaining talent. In such a competitive job market, the employee is not anymore there for a paycheck. Instead, employees are looking to do meaningful work that reflects their values. Companies who are invested in CSR are likely to attract passionate employees who seek to make a difference to society and the environment in a positive manner.

Today, CSR reputation about the company becomes considered by job seekers in making employment decisions. That is, companies with well-defined commitments towards CSR are viewed as being more favored employers since they give the employee an opportunity to work for a company that is actually making a difference in the world. And this has been especially true among the newer generations in society, that is, Millennials and the Generation Z: that is, younger generations or members who place a huge premium on social responsibility and sustainability.

CSR also acts as an employee retention tool. Workers will feel attached to something more than themselves if their work is contributing to something more than them. Therefore, if they believe that their work contributes towards more than themselves, they will be more committed and more interested in the organization. CSR helps create meaning and fulfillment in the organization that can turn into job satisfaction and loyalty.

In addition, companies with good CSR commitments always have good relationships with their workers. CSR helps stimulate the feeling of mutual trust and respect. There is a better chance that employees will remain in the company that values its contribution and cares enough to make society and the environment an even better place.

D. Case Studies: Alignment of HR and CSR

This section analyses case studies of companies that have been able to integrate CSR in their HR practices.

1) Case Study 2: Unilever

As one of the world's major consumer goods companies, Unilever has integrating sustainability into every aspect of its business as a core element of its business strategy. This has deepened the deposit of sustainability in its HR practice, which is aligned with its Sustainable Living Plan, a plan that aims at reducing its environmental footprint while increasing its positive social impact.

People in the HR department at Unilever are important representatives for the CSR practice, as they include sustainability into their recruitment, training, and performance management processes. For example, the recruitment strategy helps in the selection of applicants who have a passion for sustainability and social impact. Unilever also provides extensive training to make the employees aware of the sustainability goals of the company and how it can contribute to their achievement.

Further, Unilever has performance management that has objectives and metrics related to sustainability. This means the

organization will hold its employees accountable for their contributions to the achievement of its success in sustainability. Also, because of that alignment of HR and CSR, Unilever was able to have a strong corporate culture based on sustainability, a driver for higher employee engagement and enhanced organizational performance.

2) Case Study 1: ONGC's CSR

Oil and Natural Gas Corporation Limited (ONGC) is now redirecting its human resources to meet corporate social responsibility (CSR) objectives to create socio-economic value in India. The human resource function of ONGC has also emerged as an action engine of CSR projects through promotion of social responsibility among employees, thrusting the concept of volunteerism, strategic project management and monitoring, and collaborating with various partners such as local administrations, NGOs, and community organizations in effective execution of the initiatives.

ONGC ensures that the CSR practices become actively adopted and promoted among its employees who have a sense of belongingness and accountability towards the community. CSR projects infuse other required skills to the staff such as project management and monitoring, evaluation, and so on, through training and capacity building. It is through this methodology that the implementation of CSR projects is strengthened, and the professional skills of employees are developed due to meaningful social work.

Incentive to employee participation in CSR through recognition schemes forms yet another feature of the HR strategy of ONGC. At ONGC, CSR objectives are aligned with HR policies in order to instill a social-welfare focus in the organisation as part of the core corporate value, hence subsumed within the entire company's mission of sustainable development, supporting national priorities in education, healthcare, and environment protection. Here's what follows are the top 10 HR-led CSR projects of ONGC:

- Siu-ka-Pha Multi-Speciality Hospital, Sivasagar, Assam, having 300 beds
- National Cancer Institute at Nagpur
- ONGC-MRPL Wing, Lady Goschen Hospital, Mangalore
- Clean Himalayas Initiative
- Revival of Saraswati River
- Bio-CNG Plant, Haridwar
- Project Sakhi-Menstrual Hygiene Initiative
- ONGC Super 30, Sivasagar
- Green Sole-Provision of Shoes to the underprivileged
- Skill Development Institute, Ahmedabad

The initiatives reveal the commitment of ONGC towards providing welfare to the community and projects for the pursuit of sustainable development goals.

3) Case Study 3: Patagonia

Patagonia is one of the outdoor clothing and gear companies, and that keeps huge commitments to environmental sustainability. The company definitely aligns its CSR practices with those of HR. These include, but are not limited to, recruitment and employee engagement issues, as well as

workplace culture.

Patagonia utilizes the employee attraction strategy by hiring energetic employees about the issue of environmental conservation and social responsibility. This company provides a package of rewards and programs to enable the employees to further depict the values in their conduct, such as going off on special time compensation for participating in environmental activism or supporting company-sponsored environmental activities.

Patagonia is also maintaining a culture through the induction of employees to act in the company's environmental work, including involving employees in developing sustainability initiatives and recognising contributions to achieving the company's environmental goals.

The alignment of HR and CSR helped Patagonia not only attract and retain the best talent but ultimately strengthen the brand reputation and customer loyalty.

5. Discussion

A. Alignment of HR with CSR: Problems

Though the alignment of HR and CSR has several benefits, its implementation is not at all easy. The main challenge that can be identified here is ensuring the balance between short-term business goals and long-term CSR objectives. The HR function may feel compulsions to forgo CSR initiatives in place of immediate business needs such as cost reduction and productivity.

Up next on the list are those that do not have their metrics and systems on measuring the impact of HR's involvement in CSR. Therefore, this creates a considerable difficulty to measure in efforts in CSR-related HR practices and the value it can bring to the firm and organization. This may also make insufficient support coming from senior managements and other stakeholders.

Resistance to change is another common problem. Merely integrating CSR into existing HR policies and practices usually calls for massive alterations or changes, against which employees and management may resist. One needs very effective leadership, effective communication, and insight that demonstrates good benefits of CSR.

It can also be resource intensive, which requires huge investments in training, development, and employees' engagement programs. Companies with scarce resources might find it challenging to implement CSR initiatives, especially when competing business priorities abound.

B. Strategic Strategy of HRM in CSR Programs: Solutions

To overcome these difficulties, firms may use several strategic strategies to integrate the function of HR with CSR.

One way would be the input of HR in developing the company's CSR strategy upfront. This way, companies will be able to create a more coordinated and cohesive approach to CSR by involving HR in CSR planning. It can help line up CSR initiatives with the needs and expectations of employees, while helping build in CSR as part of the company's culture and way of doing things.

Implementing clear metrics and KPIs on HR involvement in CSR could be another strategic approach. Measurable goals and regular observation will enable a company to determine the impact of CSR-related HR practices and make data-based decisions. It will also allow building support among senior management and other stakeholders for such initiatives.

Effective communication would, therefore, act as a facilitator to better align HR with CSR. Companies should thus clearly and clearly communicate their CSR commitments and goals to the employees, and provide continuous updates on the progress of CSR initiatives so as to build employee buy-in and promote active participation in CSR activities.

The last recommendation is that companies should invest in the training and development of CSR awareness and understanding by their employees. Training and development programs could enhance the knowledge and appreciation of employees toward the role that CSR plays within the company and therefore can contribute to CSR's goals, equipping them with skills and knowledge to take an active role in CSR undertakings.

C. Long-term Benefits from Aligning HR with CSR

Aligning HR with CSR has a wide range of long-term benefits both to the organization and the employee.

Corporate reputation is heightened through this type of improved ranking. A company demonstrating social responsibility is more likely to develop stakeholder trust and support-from customers, through to employees, to investors, and the community at large. This then translates into increased customer loyalty, better brand recognition, and ultimately marketplace competitive advantage.

There are also many longer-term consequences, which include increased employee engagement and retention. The workers who believe their work contributes to something greater than themselves tend to be motivated, satisfied, and loyal to their employer, all of which builds towards enhanced productivity, lower rates of turnover, and reduced recruitment costs.

Better Organizational Performance The alignment of HR with CSR could also enable organizations to achieve better organizational performance. Studies found out that firms that have high commitments to CSR are more likely to achieve sustainable growth and long-term financial profitability. In this way, companies will build more resilient and adaptable workforces that are necessary in handling the odds of modern business settings while aligning CSR with the HR system.

Finally, alignment of HR with CSR can result in a work culture that is more positive and inclusive. Companies can, through social responsibility and by ethical behavior, create a workplace culture that values diversity, inclusiveness, and teaming. This gives rise to more innovation, creativity, and effective problem-solving in combination due to the workforce coming together to share diverse backgrounds and perspectives.

D. International Perspectives on Aligning HR with CSR

Human resource and corporate social responsibility alignment is different in countries with a different cultural,

legal, and regulatory setup. Each country has its unique contextual framework of operation. A company may have to respond to the challenges of matching its corporate social responsibility in a specific country with its human resources.

In areas where regulatory frameworks related to CSR are also considered to be highly developed, as is the case in the European Union, and companies are supposed to meet specific CSR standards, report on CSR activities, and so on, both opportunities and challenges may appear for HR from different perspectives: the company should ensure its HR practice and regulatory compliance.

In contrast, firms operating in regions where less developed CSR frameworks have been observed, such as in some developing countries, experience relatively fewer regulatory pressures but may also enjoy less support for CSR activities. In such contexts, HR may have to play a more active role in promoting CSR and seeking support from employees and other stakeholders.

Another vital role is that of cultural differences in aligning HR and CSR. In certain cultures, social responsibility and community engagement are part of core values of the society, making it quite easy to incorporate CSR into HR practices. Conversely, CSR can be regarded as an unimportant matter in some cultures, hence HR has to put much effort into building awareness and supporting CSR activities.

Despite these differences, there are common general principles regarding alignment of HR and CSR that can be found across these contexts. These include ethical behavior, employee engagement, and a recognition of social and environmental sustainability importance.

6. Recommendations

A. *Enhancing the Contribution of Human Resource Management to CSR Strategy*

There always exists a need for the involvement of HR in the formation and execution of the company's CSR strategy to properly align the HR system with the CSR strategy. This means that there should be adequate involvement of HR in making sense when the planning for CSR has started, so that different insights and hopefully great help in framing the CSR goals and initiatives for the company can be provided by them.

However, HR has to interact with other departments - CSR, marketing, and operations- in order to integrate CSR into the overall business strategy of an organization. Under such circumstances, cross-function collaboration may even further highlight the importance of developing a more cohesive strategy for CSR. Here, HR may play an important role in improving engagement and participation among employees.

These include company introduction to the employees, driving CSR through the development and implementation of HR policies and practices which align with the company's CSR objectives, and identification of possible ways recruitment, training, performance management, and employee engagement programs may link up to CSR objectives and setting a framework for incentives and recognition of CSR activities.

B. *CSR Training and Development Programs*

However, development only can be achieved in employee awareness and understanding toward CSR is if training and development programs are to be incorporated. There should be training and development programs that educate employees on the CSR commitments of the company and help arm these employees with skills and knowledge to deliver the company's CSR efforts.

In this regard, HR should develop and implement broad training and education programs that aim to address various aspects of CSR, from sustainability to ethical decision-making, social impact, and community engagement. These programs should reach diverse groups of employees—from new employees to higher-level staff members—and can be delivered through workshops, online courses, or on-the-job experience.

Besides formal training, the human resource department should also open avenues for employees to learn about and engage in CSR at all points of time. This might involve organizing CSR-related events, such as volunteer days, sustainability workshops, or community outreach. Relevant resources and tools to facilitate action on CSR in everyday work should be available.

In return, investment in CSR training and development programs will yield an informed and responsive workforce committed to achieving the goals of CSR for the company.

C. *HR Metrics and KPIs in CSR*

In CSR, firms have to identify which measures and Key Performance Indicators (KPIs) of CSR-related HR activities are needed so that they can measure the impact of HR involvement in CSR. Thus, the metrics are placed in correspondence with the set company-wide CSR goals; they are used to track the formation and results of the HR contribution toward CSR.

Some possible metrics and KPIs for HR in CSR include:

- *Employee engagement in CSR:* Percentage of employees participating in CSR activities in terms of volunteering and participation in corporate sustainability initiatives and community engagement.
- *Training and development on CSR:* Number of employees trained on CSR, including the effectiveness of such training in terms of employee knowledge, skills, and engagement.
- *CSR performance goals:* The percentage of employees whose CSR-related goals and metrics are incorporated into their performance appraisals, and those who are meeting them.
- *Employee satisfaction with CSR:* Surveys, feedbacks, and engagement scores in terms of employee satisfaction with the company's CSR endeavors
- *CSR Effect on Employee Retention and Turnover Rates:* Effect of CSR programs on retention/turnover, and the overall impact of CSR on employee's morale and job satisfaction.

It therefore means that tracking these metrics and KPIs would enable companies to gain valued insights regarding the effectiveness of CSR-related HR practices and hence make data-driven decisions in improving and enhancing efforts

related to CSR.

D. Continuous Improvement and Innovation in CSR Practices

Being an area of innovation, companies have to constantly implement and develop their best practices not to lag behind the newly emerging trends and challenges. HR, accordingly, can be a driving force behind the organization in terms of continuous improvement and innovation in CSR by encouraging an organizational learning culture, experimenting, and collaborating.

A strategy for continuous improvement, though somewhat unrelated to the problem posed under this question, is to review and update HR policies and their practices to be in consonance with the company's CSR goals and keep pace with the latest developments in CSR. This includes periodic assessments of CSR-related HR practices, feedback from employees and other relevant stakeholders, and benchmarking against best industry practices.

Innovation in CSR can also be achieved by having employees play a proactive role in formulating and implementing CSR initiatives. That is the part that HR needs to play in creating opportunities for employees to air their ideas or suggestions regarding improving CSR in the organisation as well as providing resources and support to make them a reality.

Such a company could, therefore, ensure that its CSR practices would remain current, effective, and impactful against the backdrop of an ever-evolving business environment if it were to invest in the culture of continuous improvement and innovation.

7. Conclusion

A. General Results Overview

This report, therefore, looks at the strategic alignment of Human Resource Management with Corporate Social Responsibility. It discusses ways that HR practices might be leveraged to support CSR in order to enhance the standing of a company within its corporate community.

Some of the key findings of the report are: the role of HR in absorption of CSR in organizational culture, impact of CSR on employee engagement and organizational performance, and the challenges and opportunities of aligning HR with CSR. At the same time, it also underlined the criticality of metrics and KPIs for measuring outflows due to involvement in CSR by HR, and thus the need for betterment as well as innovation in the practice of CSR.

B. Significance of HR Alignment with CSR

Because the long-term benefits for the success of HR and CSR initiatives can be fully achieved only when aligned with each other, it is essential to have alignment between HR and CSR. Thus, when CSR is integrated into the policies and practice of an organization, companies are in a better position to generate an engaged, motivated, and committed workforce for the attainment of sustainable growth and long-run business success.

Aligning HR with CSR facilitates corporate reputation building, strengthens stakeholder relationships, and then builds

a more positive and inclusive workplace culture. In today's business competitive environment, the company that can prioritize CSR and align its HR practices with the objectives of CSR is most likely to attract and retain top talent; build customer loyalty; and gain all the advantages of being at or near the top in its respective industry.

C. Future Research Directions

This report does provide much insight into what is required in terms of alignment between HR and CSR. However, the list of areas requiring further study is still pretty long.

Future study areas may be identified as a more robust metric and tools meant to best measure the impact of HR involvement in CSR. The important tasks for that can be achieved by establishing a standardized KPI and tools for benchmarking use across industries and regions.

Further, the role of technology in aligning HR with CSR could be explored in the aspect of digital tools and CSR-related platforms that may influence employee engagement or emerging technologies, such as AI and blockchain, and how this would impact CSR-related HR practices.

Lastly, the alignment of HR and CSR in different cultural and regulatory contexts might be another promising area for further study. Of particular interest would be to know how companies in other parts of the world would design the integration of CSR into HR practices and what challenges and opportunities they face.

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