

Role of HR Professionals in Achieving CSR Objectives

Kumari Neeraj*, Singh Devi, Sharma Pooja

Received 08 November 2018 ▪ Revised: 30 November 2018 ▪ Accepted: 06 December 2018

Abstract: Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the work force and their families as well as the local community and society at large. The study aims to find out the relationship between employees needs, accountability, loyalty and trust with CSR activities, and to study the role of Human Resource professionals in carrying out Corporate Social Responsibility activities. Data has been gathered with the help of a structured questionnaire. The sample size is 50. Respondents were selected on the basis of convenience sampling. The analysis revealed that three factors namely developing culture, acting as a change agent and the role of accountability were seen as roles that were dominant and critical to the implementation of Corporate Social Responsibility in the organizations. It can be safely said that Human Resource is taking a more proactive role as an Active Business Partner. CSR has increased motivation level of the employees. The analysis also revealed that CSR activities increase employee commitment towards work and organization. This leads to positive and efficient results.

Keywords: Corporate Social Responsibility, Commitment, Culture, Change Agent, Ethics.

INTRODUCTION

Corporate Social Responsibility is the overall relationship of the corporation with all of its stakeholders. Elements of social responsibility include investment in community outreach, employee relations, creation and maintenance of employment, environmental responsibility, human rights and financial performance. Corporate social responsibility (CSR, also called corporate conscience, corporate citizenship, social performance, or sustainable responsible business/ Responsible Business) is a form of corporate self-regulation integrated into a business model.

CSR is built on the following four key points:

- Reputation- Building trust in a company is a long, uphill battle, but losing it can have dramatic effects on share prices and customer loyalty.
- Retention and recruitment- Employees want to work for responsible companies that care about their employees and contribute to society.
- Operational efficiency- CSR can improve the bottom line by using materials efficiently and minimizing waste.
- Increased sales- Cause-related marketing, ethical and environmentally conscious labels, and new product innovation can influence the top line.

Benefits of CSR to the Organizations

The inserting corporate social responsibility is an easy decision. Here are our best five reasons why:

1. The capacity to have positive effect in the group: Keeping social obligation front of mind urges associations to act ethically and to consider the social and common impacts of their business.

Kumari Neeraj*, Associate Professor, Department of Humanities & Management, FET, Manav Rachna International Institute of Research and Studies (MRIIRS), Aravali Hills, Sector-43, Faridabad, Haryana, India.

E-mail: neerajnarwat@gmail.com

Singh Devi, Professor, Department of Physics, FET, MRIIRS, Faridabad, India. E-mail: drdevisingh.fet@mriu.edu.in

Sharma Pooja, Assistant Professor, Department of Physiotherapy, FAS, MRIIRS, Faridabad, India.

E-mail: pooja.fas@mriu.edu.in

2. It underpins open esteem results: Put fundamentally, open regard is about the regard that an affiliation adds to society. A sound, overwhelming corporate social duty framework and legitimate demeanour can genuinely empower relationship to pass on open regard comes about by focussing on how their organizations can have any sort of impact in the gathering.
3. It bolsters being a business of decision: Being a business of choice regularly changes over into the association's ability to attract and hold high check staff. There are ways to deal with approach being a business of choice, including offering work life alter, positive working conditions and work put versatility.
4. It supports both expert and self-awareness: Outfitting delegates with the opportunity to be locked in with an association's socially careful activities can have the upside of instructing new capacities to staff, which would thus be able to be associated in the workplace.
5. It improves associations with customers: A strong corporate social duty structure is basic to building and keeping up trust between the association and clients. It can sustain ties, develop organizations and develop strong working relationship with both existing and new clients.

LITERATURE REVIEW

Tran (2018) Key components that characterize the act of CSR in Asian organizations are: social impacts, traditional generosity, State limit, interest in worldwide supply chains and home-developed corporate crimes. Culture matters to how social orders approach CSR. There are critical social impacts on thoughts of "commitment" and "responsibility" that are huge in the Asian setting.

Manning (2018) Corporate Social Performance (CSP) and the measurements related with deciding individual authoritative conduct are an industry develop intended to evaluate an association's CSR profile. The test is the exchange off between various components of CSR and CSP. The utilization of total scoring frameworks depends on a fitting rationale with which the hard and delicate components of CSR are inside weighted. The business understudy needs to both comprehend the standards of and grasp the subject of business morals while staying alert that there is seldom just a single right response to any inquiry postured in this branch of knowledge.

Kumari & Singh (2017) when it comes to individuals, their commitment to ethics is going to depend upon three factors. The first is the individual's sense of values; the second is what the society accepts as a norm and third are the systems, which can be evolved to see that the best practices are adopted. If the Indian companies could also be perceived as serving and living up to their commitments to the stake holders, probably, they would have started on the right lines for evolving a road-map towards building a culture of better ethics and corporate integrity.

Zentes et al (2017) Contemporary society anticipates that organizations will act capably and economically. This has prompted the advancement of business morals ideas, for example, Corporate Social Responsibility (CSR), which impact each movement in the retail esteem chain, both downstream and upstream. Poussenkoya et al (2016) there is an expanding propensity to think about social and business issues at the circumpolar level, including making contact systems, trading background and improving the part of business in circumpolar local collaboration.

Takkar (2015) Corporate Social Responsibility is critical for each business however its extension is diverse for various businesses relying on the nature and size of the business. CSR isn't just a responsibility for outside the association yet in addition for the representatives working in a similar association since they are likewise a piece of the general public. Giving them appropriate workplace and security is the initial move towards corporate social responsibility.

Di Giuli & Kostovetsky (2014) found that organizations score higher on CSR when they have Law based instead of Republican authors, Chiefs, and executives, and when they are headquartered in Just as opposed to Republican-inclining states. Fair inclining firms burn through \$20 million more on CSR than Republican-inclining firms, or about 10% of net pay. Kumari (2014) Industry affiliations and business magazines are concocting different criteria for judging, posting and positioning organizations. Maybe, as business morals will progressively develop as a vital factor, deciding the execution of an undertaking, particularly, in the posting of the most respected nations, this factor will turn out to be exceptionally noteworthy. The more an organization is respected due to its business morals, the more it is probably going to draw in the correct kind of individuals and hold them. Luo & Bhattacharya (2006) in firms with low creativity capacity, CSR truly diminishes shopper devotion levels and, through the cut down satisfaction, harms promote regard. The uncovered intervened and unevenly coordinated results offer fundamental consequences for publicizing theory and practice.

Jenkins (2005) Corporate Social Responsibility (CSR) has transformed into an important centralization of eagerness for development experts of late. While change NGOs have been distrustful of

deliberate corporate exercises, official headway workplaces have taken a more positive view and now and again empowered CSR. It was contemplated that it is likely not going to expect the imperative part in poverty diminishment being created countries that its protectors ensure for it.

RESEARCH METHODOLOGY

Objectives

- To study the role of Human Resource professionals in carrying out Corporate Social Responsibility activities.
- To find out the relationship between employees needs, accountability, loyalty and trust with CSR activities.
- To find out the reasons and benefits behind carrying out CSR activities in the organizations.

Research Design: Information has been gathered from both primary and secondary sources. Primary data was collected through a structured questionnaire filled up by the respondents. Secondary data sources include websites, journals, and research papers.

Sample Design: Convenience Sampling was carried out for the study. The sample consisted of HR Managers who had deep knowledge of the various CSR initiatives of their organizations as well as employees from these organizations. The data was collected from two companies with 25 questionnaires filled from each company. Thus, the sample size is 50.

DATA ANALYSIS AND INTERPRETATIONS

The data analysis has been done on SPSS software.

Q 1) What according to you is the reason for carrying out CSR activities in your organization?

Table 1: showing reasons for carrying out CSR activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Financial benefits	6	12.0	12.0	12.0
Gaining Reputation	18	36.0	36.0	48.0
Enhancing Brand Image	18	36.0	36.0	84.0
Social Expectations	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Interpretations: Majority of the respondents i.e. 36 % feel that organizations involve in CSR to gain reputation & enhancing their brand image. This shows us that Human Resource know and understand their organizations Corporate Social Responsibility.

Q 2) Are CSR policies an integral part of HRM Function in your organization?

Table 2: showing CSR policies as an integral part of HRM Function

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	17	34.0	34.0	34.0
Agree	30	60.0	60.0	94.0
Disagree	2	4.0	4.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Interpretations: Around 60 % of the respondents agree with the statement and 4% of the respondents disagree with the statement. Thus, it can be said that Human Resource is taking a more proactive role as an Active Business Partner.

Q 3) Do you have a proud feeling for performing CSR activities?

Table 3: showing whether employees have proud feeling for performing CSR activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	20	40.0	40.0	40.0
Agree	28	56.0	56.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Interpretations: Around 40% of the respondents strongly agree & around 56% of the respondents agree with the statement i.e. they feel proud while working CSR activities. So, this is a very positive trend.

Q 4) Do you think that employee motivation is related to CSR activities?

Table 4: showing employee motivation related to CSR activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	14	28.0	28.0	28.0
Agree	34	68.0	68.0	96.0
Disagree	1	2.0	2.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Interpretations: About 28% of the respondents strongly agree & 68% of the respondents agree with the statement. They feel that CSR increases motivation level of the employees. It is a good situation as motivation within employee leads to better and positive results.

Q 5) Do you think that employee personal needs are related to CSR activities?

Table 5: showing employee personal needs related to CSR activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	8	16.0	16.0	16.0
Agree	31	62.0	62.0	78.0
Disagree	11	22.0	22.0	100.0
Total	50	100.0	100.0	

Interpretations: About 62% of the respondents agree with the statement that working for CSR activities fulfil personal needs of the employee. While about 22% of the respondents disagree with the statement.

Q 6) Do you feel that employee commitment is related to CSR activities?

Table 6: showing whether employee commitment is related to CSR activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	5	10.0	10.0	10.0
Agree	34	68.0	68.0	78.0
Disagree	10	20.0	20.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Interpretations: About 10% of the respondents strongly agree and 68% of the respondents agree with the statement that involvement in CSR activities increases employee commitment towards work and organization. This leads to positive and efficient results. While around 20% of the respondents disagree with the above statement.

Q 7) Do you feel that HR plays a role in accountability and transparency of CSR Initiatives?

Table 7: showing whether HR plays a role in accountability and transparency of CSR Initiatives

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	8	16.0	16.0	16.0
Agree	32	64.0	64.0	80.0
Disagree	9	18.0	18.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Interpretations: About 80 % of the respondents feel that the Human Resource is highly transparent and credible when it comes to implementing the various Corporate Social Responsibility initiatives. This means that the Human Resource implements what it sets out to achieve and practices what it promises.

Q 8) Are employee loyalty and trust related to CSR activities?

Table 8: showing whether employee loyalty and trust are related to CSR activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	6	12.0	12.0	12.0
Agree	34	68.0	68.0	80.0
Disagree	9	18.0	18.0	98.0
Strongly disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Interpretations: About 80% of the respondents feel that getting involved in CSR activities increases their loyalty towards the organization.

If human resources of the organization are loyal then organization will be very successful in long run.

Q 9) Does HR plays a role in communicating CSR activities to employees?

Table 9: showing whether HR plays a role in communicating CSR activities to employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	5	10.0	10.0	10.0
Agree	33	66.0	66.0	76.0
Disagree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Interpretations: About 76 % of the respondents in the selected organizations actually feel that the Human Resource plays a vital role in communicating the various CSR policies and procedures to the workforce.

The various policies and procedures relating to Corporate Social Responsibility trickle down to the workforce due to the efforts and the attempts of the Human Resource Department. Thus, the role of Human Resource acting as a communicator is coming out as dominant from the survey.

Q 10) Does HR has an important role in changing the current processes according to the CSR initiatives?

Table 10: showing whether HR has an important role in changing the current processes according to the CSR initiatives

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	4	8.0	8.0	8.0
Agree	38	76.0	76.0	84.0
Disagree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Interpretations: Only 16% of the respondents believe that HR does not act as a change agent where initiatives of CSR activities are concerned. While around 76% of the respondents agree with the above statement.

INTER FACTOR CORRELATION

The inter factor correlation was carried out with a view to understand what roles of Human Resource are said to be dominant and critical to the developing of Corporate Social Responsibility in organizations.

Table 11: showing inter factor correlation amongst the roles of HR professionals in developing CSR activities

	The Role of Developing Culture	The Role of Acting as a Change Agent	The Role of a Communicator	The Role of a Strategic Business Partner	The Role of Accountability
The Role of Developing Culture Pearson Correlation Sig. (2-tailed) N	1 200	-.116 .423 50	-.133 .186 100	.057 .422 200	-.050 .546 150
The Role of Acting as a Change Agent Pearson Correlation Sig. (2-tailed) N	-.116 .423 50	1 50	.080 .583 50	-.063 .662 50	-.002 .989 50
The Role of a Communicator Pearson Correlation Sig. (2-tailed) N	-.133 .186 100	.080 .583 50	1 100	.215* .031 100	.004 .967 100
The Role of a Strategic Business Partner Pearson Correlation Sig. (2-tailed) N	.057 .422 200	-.063 .662 50	.215* .031 100	1 300	-.014 .865 150
The Role of Accountability Pearson Correlation Sig. (2-tailed) N	-.050 .546 150	-.002 .989 50	.004 .967 100	-.014 .865 150	1 150

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretations: Out of the five roles of Human Resource, three roles were found to be dominant while the rest were not so dominant roles. The analysis revealed that three factors namely developing culture, acting as a change agent and the role of accountability were seen as roles that were dominant and critical to the implementation of Corporate Social Responsibility in the organizations.

FINDINGS

- There really exists some relationship between CSR and HR. Majority of the respondents feel that Human Resource plays a critical role in developing the various Corporate Social Responsibility activities within the organization. Out of the five roles of Human Resource, three roles were found to be dominant while the rest were not so dominant roles.
- Many respondents felt that Human Resource plays the role of a Change Agent especially when it comes to developing Corporate Social Responsibility within any organization. The corporate is constantly changing and it is up to the Human Resource to adapt and make the employees adapt to these changes. They have to ensure that all the processes are geared towards the future.
- The second role of Human Resource as a Communicator was also found to be critical to CSR. Human Resource acts as the link between the Top Management and the employees when it comes to Corporate Social Responsibility. It is the responsibility of Human Resource to make all the employees aware of their duties towards the society. Thus, they have to come up with their own ways of

communicating the various policies, procedures, practices and philosophy relating to Corporate Social Responsibility.

- Finally, the role of Human Resource in developing the right culture depends on the fact that they have to ensure all the employees are on the same wavelength when it comes to Corporate Social Responsibility. The Human Resource has to spread awareness within the workforce of the individual as well as group benefits for participating in Corporate Social Responsibility.
- The roles of Human Resource as a strategic business partner and accountability have been seen as recessive or not so important in developing Corporate Social Responsibility. However, with time these factors would also gain importance and be counted as critical roles for developing Corporate Social Responsibility.

The overall study thus gives us a lot of points for discussion and eventually gives us a relationship between Human Resource and Corporate Social Responsibility.

RECOMMENDATIONS

- A formal policy for building a positive team spirit within the organization followed by a number of employee fundraising events is a way to show support for the local community.
- Companies can have a separate department or team working on the issues relating to Corporate Social Responsibility.
- The employees doing a good job of participating in social events should be appropriately rewarded so that they feel motivated to increase their efforts in this regard. The designing of Performance Management System should be done in such a manner that it measures the socially responsible initiatives taken by employees.
- Social reports or sustainability reports should be prepared to underline the organization's commitment to social or sustainable practices.
- The training facilities must also be made available to install the CSR culture among employees. This becomes necessary to make employees learn and practice CSR activities. They must also be made aware of all practices being followed by the other companies so that even they can learn from their counterparts.
- Provide feedback questionnaires for employees, customers and suppliers – to show the organization is living its values. The Human Resource department should effectively measure and evaluate CSR activities. There is also a need to conduct periodic review of the CSR activities.

CONCLUSION

Three factors namely developing culture, acting as a change agent and the role of accountability were seen as roles that were dominant and critical to the implementation of Corporate Social Responsibility in the organizations.

The analysis also revealed that majority of the respondents were of the opinion that the Human Resource plays a vital role in developing CSR in these organizations and that the organizations could not do without the support and the efforts of the Human Resource.

It can be closed by saying that numerous Indian associations have considered Corporate Social Responsibility important. Nonetheless, there are as yet numerous associations that mess with this issue. Effective projects on social responsibility depend intensely on edified individuals administration rehearses.

The Human Asset Division is thought to be the facilitator of CSR exercises in getting the business relationship right which is a precondition for building up compelling associations with outside partners and in this manner can arrange the representatives and the association towards a socially dependable character. There is additionally an expanding pattern in the corporate part which has begun utilizing upon representatives and their administration for displaying their dedication towards Corporate Social Responsibility.

Equipped with a solid and submitted hierarchical culture strengthened by dependable Human Asset Administration hones, the associations can make statures of progress by enhanced productivity, worker resolve, consumer loyalty, legitimate consistence and societal endorsement for its reality. The opportunity has already come and gone for every single other association which have been paying just lip administration to CSR that they should underwrite upon the current Human Asset Office in encircling such practices, strategies and arrangements that guarantee the disguise of value, morals and brilliance in the entire framework. By doing this they can sharpen the representatives and the entire association towards CSR without including any extra cost.

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