THE HUMAN RESOURCE MANAGEMENT DIMENSIONS OF CORPORATE SOCIAL RESPONSIBILITY

Fapohunda, Tinuke .M.
Department of Industrial Relations and Personnel Management,
Lagos State University, Ojo, Lagos State
NIGERIA

ABSTRACT

Organizations are increasingly recognizing corporate social responsibility as an innovative strategic and management function necessitating their concentration. While formerly perceived solely as an altruistic scheme providing general benevolence, without end result corollary CSR is shifting from the borders of apprehension to the core in frontal organizations. In a global economy, organizations are progressively more conscientiousness to aid, exhibit and support corporate social responsibility (CSR). Sustainability requires that organizations volte-face their company goals and objectives from exclusive attention to profit making to CSR. Universally, the effect of CSR is becoming obvious in societies ranging from human rights and labour and employment practices to health care and the environment. HR occupies a vital position involving directing and educating their organizations on the significance of CSR and simultaneously purposefully executing effective HR management practices that sustain the organization's business and CSR goals. This study found that organizations' corporate social performance (CSP) has positive correlation to their reputations and to their attractiveness as employers and thus their ability to attract and retain prospective workers. An organization's CSP also gives competitive advantage to the organization.

Keywords: Human, Resource, Management, Dimensions, Corporate, Social, Responsibility.

INTRODUCTION

Nowadays, there are several allusions to corporate social responsibility (CSR), sometimes referred to as corporate citizenship, both in the workplaces and other spheres of life. In the last couple of decades, CSR has achieved impetus due to demands from consumers, the media, activists and various public organizations insisting that organizations give to society. These days, reputation, brand, reliability and trust are progressively deemed as imperative determinants of corporate social responsibility.

Organization management have repeatedly analyzed corporate social responsibility (CSR) simply as an additional basis of pressure. However arising from the amplified significance positioned on CSR by customers, employees, and society, a few of them now see it as an imaginative opening to necessarily reinforce their trades and simultaneously give to the general public. CSR is now seen as vital to their general stratagem, assisting them to innovatively tackle important industry problems.

Global development has its attendant responsibilities. The world has become a global village and more organizations are spreading out abroad, and now deal with a global workforce with attendant exclusive advantages and regulations. A sound Corporate Social Responsibility

(CSR) plan can concurrently boost shareholder value; enhance employee appointment and commitment in addition to amplifying organization brand appreciation.

Corporate Social Responsibility is the capacity of an organization to relate its procedures and guidelines to the social atmosphere in such ways that are advantageous both to the organization and the society. It has to do with the organization's thoughtfulness and reactions to problems outside the thin financial, technological and official prerequisites of the organization. It involves the anxiety of business organizations for the wellbeing of its immediate community and comprises the lot of employing minority group of workers to ensuring the safety of products, curtailing contamination, shrewd use of power and provision of a secure job setting.

Human resource practitioners have a significant function in helping an organization pull off its CSR objectives. In guaranteeing that organizations assume corporate social responsibility programmes, human resource departments occupy a vital position. Moreover, HR can administer the CSR plan execution and proactively scrutinize its implementation, while taking note of and commemorating its accomplishment all over the organization.

For the performance of CSR, employee participation constitutes an essential achievement reason. Human resource managers possess the means and the prospects to influence employee dedication to, and participation in the organization's CSR scheme. Organizations with high CSR achievement promote a tradition of CSR and completely incorporate CSR all over their business, recompensing and motivating CSR resolutions and proposals. Workers often favour working for organizations that support their principles; consequently, integrating CSR into the employee brand can boost recruitment and retention, especially in stiff labour markets. Applying CSR to the HR toolkit enhances organization sustainability and the achievement of business aspirations, thus locally and internationally perking up social and ecological conditions. A talented, quality workforce constitutes a more vital foundation of competitive advantage for organizations. Organizations can exploit their corporate social performance (CSP) activities to attract job aspirants.

PURPOSE OF THE STUDY

This paper analyses the implementation of socially responsible HRM practices, specifically it evaluates the effect of CSR on human resources management systems and the responsibility of HR in guaranteeing socially responsible behaviour. Primary ideas of the two concepts and the relationships between them are instituted from literature. The study also builds hypotheses on the potential effects of HRM practices especially the HR function on CSR. It investigates how Corporate Social Responsibility (CSR) affects HR functions, roles, and activities (especially those of recruitment and employment access, training and career development, and welfare in the workplace).

LITERATURE REVIEW
Corporate Social Responsibility

In modern organizational setting, the amplified competitive inclinations added to the complication and officialdom of society demand an improved and organized environment of association between organizations and their environments. Corporate Social Responsibility is a public movement that has achieved more impetus as citizens demand businesses to be answerable for their effects. While the concept of Corporate Social Responsibility (CSR) has

been evolving since the early 1970's, there is no single universally accepted definition of CSR. The World Business Council for Sustainable Development describes CSR as the business commitment and contribution to the quality of life of employees, their families and the local community and overall society to support sustainable economic development. Simply put, the business argument for CSR (which involves launching a positive organization reputation and trademark in the public eye through good work that yields a competitive edge and simultaneously giving to others) requires that organizations change from exclusively centering on proceeds to embracing economic, environmental and social responsibility in their core business approaches.

Effiong (2011) observes that corporate social responsibility involves operating a business in a way that meets or surpasses the moral, legal, profit-making and public anticipations that society has of business. It is viewed by leadership organizations as more than an assortment of isolated practices or intermittent gestures, or programmes provoked by marketing, public relations or other business benefits. It involves an all-inclusive set of policies, practices and programmes that are incorporated all through business procedures and decision making methods that are supported and remunerated by top management.

Edward (2011) affirms that corporate social responsibility is the continuing dedication by businesses to act decently and add to economic development while improving the quality of life of the workplace, the workers and their families as well as the local community and society at large.

Socially responsible organizations reflect on the full scope of their effect on communities and the environment when making decisions, balancing the need of stakeholders with their need to make profit. Corporate Social Responsibility involves treating organization stakeholders (both within and outside) ethically or in a socially responsible manner. Acting socially responsible enhances the human development of stakeholders both within and outside the organization. It encompasses organization commitment to contribute to sustainable development, which is the ability of the current generation to meet the needs without compromising the ability of future generations to meet theirs.

The responsibilities are from the perspective of owners, consumers, employees, government and the general public. For the investors it includes making money for them. Decent behaviour is good for shareholders wealth.

Rather than subtracting from the bottom line, it adds to it. Many people believe that it makes financial and moral sense to invest in organizations that are planning ahead to create better environment. To the consumers, it involves satisfying them by offering goods and services that are of real value. The consumers have rights to safety; education; the right to know, the right to be heard, and the right to choice.

Commenting on the Nigerian situation, Osaze (2012) notes that, though many Nigerian business organizations are really trying hard to behave responsibly towards the public in this way, there are others who abuse the helpless situation in which the Nigerian public find themselves. For the employees, organizations have a responsibility to create jobs. It has been said that the best social programme in the world is a job. Employees need realistic hope of a better future, which comes only through a chance of upward mobility. People need to see that their integrity, hard work and goodwill, pay off. The loss

of employee commitment, confidence and trust in the company and management, can be very costly indeed.

Human Resources Management
Human Resources Management refers to the management of people at work in an organization. It is concerned with the development and effective utilization of human resources to achieve organizational goals and objectives. It is the management function through which managers recruit, select, train, and develop organization members. French (2008) refers to it as the philosophy, policies, procedures and practices related to the management of people within an organization. It is that part of management which is concerned with the management of people at work and their relationships within an enterprise. HRM consists of the design and implementation of policies and all the practices that can assist in promoting efficient utilization of human resources.
Armstrong (2011) delineates human resource management as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.

Benefits of Corporate Social Responsibility

CSR constitutes a vital business plan since, anywhere possible, customers want to purchase goods from organizations they have faith in; contractors want to collaborate with dependable businesses; employees want to work for companies they admire; and NGOs, more and more, want to work with corporations searching for practical resolutions and advances in regions of general anxiety. By gratifying all stakeholder groups, organizations can capitalize on their dedication to their shareholders, who profit for the most part when the requirements of the other stakeholders are being met.

There are several benefits of organizations being socially responsible and conscious of the interests of significant stakeholders. Dealing with environmental and social issues can provide business benefits when reputation risk is high and sustainable competitiveness and development becomes a key strategy. Instances comprise getting license to operate from key stakeholders not just shareholders; sustainable competitiveness; creating new business opportunities; attracting and retaining quality investors and business partners added to cooperation with local communities. Increasingly dynamic market places mean that a company's success depends crucially on responding to the needs of the communities or cultures in which it operates. Other benefits are avoiding crisis due to CSR misconduct; government support (many governments give financial incentives for sound CSR initiatives, including environmentally friendly innovations) and building political capital.

Relationship between CSR and HRM

More and more companies are establishing CSR bound practices. Significant relationships subsists between HRM and CSR. Scouarnec (2005) in a survey of the HR functions' substantial impact on, CSR reinforces this position. Again, Weiss (2008) believes that 'CSR would develop from the advancement of the working practices and consequently from a superior contemplation of the environmental and social effects of the organization's activities.

Coulon (2011) approximates that CSR's main concerns are to better involve employees at work and to attract the top employees. Hence, a combination of CSR and HRM results in the institution of socially responsible HRM practices inside an organization that influences workers principally in respect of human capital investment, health and safety. A core intention of organizations in employing responsible practices is to attract and retain qualified employees.

Studies on the relationships between HRM and CSR like Beaupré et al. (2008) see CSR 'as an average utility or instrument to emphasize the social rationality of the company'. This view enhances organization image, commitment and staff loyalty, and assures of high-quality working conditions for employees. The believe is that when CSR aims to profit workers, it involves training persons to advance in their careers, sponsoring diversity of all observable minorities, and proffering interesting forms of remuneration.

As Suarez (2010) observes, HRM may possibly characterize a potent force that would facilitate organizations assumption of additional accountable behaviour. Consequently as Oghodo (2012) affirms HRM might provide sustenance and assistance to coagulate the institution of CSR within organizations.

Again, studies like Redington (2005), Owoso (2010) and Wamere (2012) accentuate the significant position of HR professionals and effective people-management as essential elements of thriving CSR programmes. Furthermore, Gond (2011) posits that instances of HRM practices supporting and strengthening CSR include change management, training programmes and systems of communication with employees as well as programmes merging private life with professional life and health prevention at work. Bearing in mind the significance of employees' knowledge of the organization and the shortage sometimes of high level human resource this function of HRM in the development of CSR would seem mostly fundamental.

Notwithstanding, Owoso (2010) points out the influence of HRM in redefining CSR strategies through the revelation of issues of lifelong training, health and safety, diversity, and gender equality. Sharma et al. (2009) notes that the performance management system blueprint affects CSR with the purpose of enhanced determination of the employees' social responsibility schemes.

Sharma et al adds that the significance of this lies in the fact that the internalization of CSR in an organizational culture entails that suitable behaviours are reviewed, valued and compensated. Consequently, there would be a structure of reciprocal influence between HRM and CSR, implying possible development of HR roles and tasks consistent with organization instituted CSR practices. When CSR aims to profit employees, it is by way of instructing individuals to develop in their professions, encouraging diversity of all observable minorities, and putting forward significant conditions of compensation. Conscientious distribution of recruitment in a non-discriminatory manner has the capacity to enhance hiring.

Furthermore, Fraisse and Guerfel-Handa (2005) indicates that HRM poses three types of tests within the CSR structure namely: the development of employability; the protection of employee motivation and the management of skills development as well as the institution of assurance in management. As far as employee motivation is concerned salary may not be adequate; the organization should in addition be able to proffer to its staff supplementary activities and exciting schemes. In this structure, HR's function would be the only role of the

organization which can provide not only logic and rationality but communication and innovation intended to create CSR principles.

Statement of Hypotheses

This paper hypothesizes as follows:
Hypothesis 1: There is no significant correlation between Corporate Social Performance (CSP) and employee attraction and retention.
Hypothesis 2: There is no significant correlation between Corporate Social Performance (CSP) and employee commitment and loyalty.
Hypothesis 3: There is no significant correlation between Corporate Social Performance (CSP) and HRM practices.
Hypothesis 4: There is no significant correlation between Effective HRM and High Corporate Social Performance (CSP).
Hypotheses 5: There is no significant correlation between Corporate Social Performance (CSP) and redefinition of CSR strategies.

METHODOLOGY

The study adopted the survey research design using a total sample of three hundred respondents, randomly selected from four organizations in Lagos, Nigeria. A semi-structured questionnaire administered in a field survey spanning two months between October and November 2014 was used for data collection. However 6 (3%) of the questionnaires were excluded because they were not returned in usable conditions so responses from only 294 (98%) of the respondents were included in the analysis.

Details about methodology should be given in this section. Font Size 12, Times New Roman, single spaced. All the subheadings in this section should be in font size 12 Bold, Times New Roman, single spaced. The first letter of each word in subheading should be capital.

RESULTS AND DISCUSSIONS
Test of Hypotheses

Hypotheses 1 - Corporate Social Performance (CSP) and employee attraction and retention.
Table 1- Relationship between Corporate Social Performance (CSP) and employee attraction and retention.

Resp.	SA	A	D	SD	Total	x^2 cal	x^2 crit	df	P	Rem
	142(63.84)	124(34.70)	18(41.9)	10 (54.86)	294	195.3	7.48	3	0.05	S

These results in Table 1 imply a significant relationship between corporate social performance and employee attraction and retention. This study found that potential job hopefuls have higher tendencies to hunt jobs from socially responsible organizations than from those having meagre social performance standings. As proposed by the signalling theory, an organization's CSP throws pointers to potential job candidates in the prospects of working for an organization. Again, social identity theory advises that job contenders boast of higher self-esteems when employed by socially responsive organizations as opposed to their less receptive equivalents. CSR practices are essential for employee recruitment, retention, loyalty, morale, and productivity; HR responsibilities which are important business drivers in the organization.

79% of the respondents in this study identified the necessity for organizations to attract and retain superior employees to face existing and potential requirements as an apex compelling factor for CSR adoption. This aligns with Thornton (2008) in a global study of privately held businesses where 65% of the respondents indicated the same factor for embracing CSR.

Again, SHRM (2007) reports that in a study of human resource practitioners in Canada, CSR practices were found to be imperative for employee morale (50%), loyalty (41%), retention (29%), recruitment of top employees (25%) and productivity (12%).

In the obtaining structural "battle for talent", employer discrimination is becoming increasingly imperative. Ethics are vital to building scruples and growingly, people crave to work for organizations with "scruples". Scruples are bred by company values, permeated by CSR. This implies that progressively there is need for organizations to delineate their organizational values to ally with their mission and vision.

Organizations become employers of choice in the contemporary and potential labour market when they walk their talk by entrenching CSR all through their activities. Numerous prospective employees are tracking the basics of employment security and fit-in over employer scruples arising from the attendant economic depression of contemporary labour market. Organizations must therefore have additional superiority and premeditation about their CSR commitments, incorporating their CSR beliefs within the financial business model in order to survive the economic turmoil. Organizations with scruples must demonstrate stability and financial viability in order to attract talent in addition to intensifying their endeavours to totally incorporate their CSR value schemes to guarantee they are not left behind.

Workforce attrition is not only disrupting, it stresses the remaining members of staffs and soaks up management time. Staff turnover brings about enlarged working costs, reduces both competitive advantage and customer service standards in addition to loss of business to rivals. It is more and more obvious that one of the greatest techniques of talent retention is exhibiting staffs that are proud to work for an organization. High reputation is a sturdy company trademark supported by employee principles and concerns. The probability and effect of losing employees is lessened by a soundly-developed performance and talent management strategy with entrenched CSR elements.

Hypotheses 2- Corporate Social Performance (CSP) and Employee commitment and loyalty.
Table 2- Relationship between corporate social performance and employee commitment and loyalty.

Resp.	SA	A	D	SD	Total	x^2 cal	x^2 crit.	df.	P	Rem.
	151(81.7)	113 (21.23)	16(44.98)	14 (48.17)	294	196	7.48	3	0.05	S

Table 2 shows a significant relationship between corporate social performance and employee commitment and loyalty. A more motivated, engaged and inspired workforce engenders higher long-term productivity. This affirms the report of Roberts (2000) that in an International survey eight in ten employees had greater motivation and loyalty towards their jobs and organizations with greater displays of social responsibility by their employers. Again, Pierce & Madden (2002) reports that 70% of employees that were committed to the values of the organization believe that their output improved within a one year period while in contrast, of those employees without high commitment to the organization, only 12% had productivity improvements. Melcrum (2008) in a study of customer behaviour found that

68% of customers are turned away by an employee's indifferent attitude. With boosted employee satisfaction and performance results there is improved customer satisfaction which creates additional win-win for organizations leaning towards CSR. Where workers are engaged by organizations that support their values and where their hopes are met, they have greater tendencies to promote customer satisfaction and loyalty.

Sirota (2007) confirms that workers that are pleased with their organization's dedication to social and environmental duties tend to be more optimistic, more occupied and more useful than those employed by less conscientious organizations. Sirota found that when workers are optimistic about their organizations' CSR devotion, their engagement increases to 86 per cent whereas, when they are pessimistic about their employer's CSR programmes, only 37 per cent are highly engaged. Also, Murray (2008) found in his survey that more than one-third of the respondents indicated that working for a considerate and conscientious employer was more essential than the remuneration they earn and almost half would turn away from employers that are deficient of fine corporate social responsibility strategies.

Redington (2005) indicates that the vital achievement factors for putting CSR into practice comprise having an overbending vision that consists of CSR, top management commitment, employed staff and the provision of skills, tools and incentives. In this area issues like staff involvement and commitment in addition to buy-in to delivering on organization's CSR goals are evidently fundamental for accomplishment.

In spite of the prevailing economic downturn and a restrained labour market, people will progressively have options and therefore desire to dedicate their time and vigour to organizations supporting their sustainability ethics. People favour and are more motivated to continue working for organizations that have an effect. Undeniably, organizations that are unable to completely connect their workers in the achievement of a vigorous business mission risk reduced productivity, which they may find difficult to manage in an already bad economy. Consequently, it becomes imperative that the fundamental employment requirements of workers are met prior to organization requests that they facilitate the organization's accomplishment of CSR goals.

Hypotheses 3 –Support for CSR and HRM practices HRM practices.
Table 3 - Relationship between support for CSR and HRM practices.

Resp.	SA	A	D	SD	Total	x^2 cal	x^2 crit	df	P	Rem
	128 (40.41)	103 (11.84)	42 (13.5)	11 (53.15)	294	118.9	7.48	3	0.05	S

This study found a significant relationship between HRM practices and support for CSR. The rising import of human capital as an achievement dynamic for contemporary organization makes the function of HR leadership further decisive in guiding and training organizations both on the significance of CSR and the best approaches to tactically executing CSR policies and programmes.

Cropanzano et al (2001) exhibits that workers outlooks and behaviours are greatly partial to the equality of organizational actions towards them. Cherenson (2002) affirms that the most imperative features influencing organization reputation as a place to work in are the manner the employees are treated and the quality of its products and services. In the same vein,

Zappala and Cronin (2002) found that good rapports with workers enable organizations to achieve added payback including perking up their public image, raising employee morale, and support from the community. HR has significant functions in building CSR traditions in organizations thus HR must realize that effective CSR signifies esteem for cultural and developmental disparities and understanding for enforcing values, ideas and beliefs when instituting universal HR policies and programmes. Furthermore, Redington (2005) underscores the significant role of the HR professional in handling the modifications needed for the accomplishment of CSR programmes and suggests that workers constitute the most mistreated nevertheless most vital organization stakeholders for performing CSR programmes.

An organization acquiring an excellent social status means constancy and a meticulous pattern in its actions towards its people where they are valued to the extent that the external stakeholders are. Similarly, Rupp et.al (2006) highlights that CSR has a significant part in promoting affirmative social relationships between organizations and communities especially since workers will employ CSR to measure the degree to which their organization rates such relationships and so high levels of CSR can rally workers requirements for belongingness both with the organization and the community.

Nevertheless, this study found that the HR department is often only slightly occupied or involved in CSR. Only 23% of the respondents in the HR departments were at any time involved in CSR for their organizations. This corroborates Fenwick & Bierema (2008) which posits that the HR department, with its positioning to play a major role in building CSR programmes in the organization is only a tad drawn in to CSR. Also, Mehta (2003) reports that only 13 per cent of organizations involved their workers in their various CSR activities. The CSR policy execution has customarily been the prerogative of 'management' and 'employees' have had fewer tendencies of participation in policy development and execution regarding CSR.

Agarwal (2007) speculates that organizations can obtain complete business advantages and be successful to the immense contentment of all its stakeholders by implementing HR policies, like cyclic performance assessment, ample training and career advancement customs for its employees thus producing motivation, and commitment in the workforce.

All these underscore the role of employee participation in different socially responsible schemes of organization through the HR department by whose inventiveness, the CSR culture can be internalised and organization principles and procedures regarding corporate responsibility can be replicated using diverse HR functions.

Thus the HR function constitutes a potent instrument in achieving organization-wide development in its CSR performance. The role of HRM in integrating responsible practices within an organization cannot be overemphasized. Several CSR programmes are predictably unsuccessful arising from non participation of workers and failure to entrench the socially responsible values into the organizational culture.

As Okoro (2009) observes most often, importance is positioned on certain socially responsible HRM practices such as an excellent work atmosphere, professional accomplishment of workers added to diversity and equal opportunities to access employment. Saulquin (2004) suggests that organizations that declare commitment to CSR promote employment generation and maintenance or quality lifelong learning.

Skinner (2002) found that after initiating CSR programmes that ally their company goals with sustainable development standards, organizations witnessed a reduction in employee turnover.

Hypotheses 4 - Effective HRM and High Corporate Social Performance (CSP).
Table 4- Effective HRM and High Corporate Social Performance (CSP).

Resp.	SA	A	D	SD	Total	x^2 cal	x^2 crit.	df.	P	Rem.
	123 (33.34)	111 (19.13)	38 (17.15)	22 (36.09)	294	105.71	7.48	3	0.05	S

The results indicate a significant relationship between corporate social performance and effective HRM**.** This confirms the affirmation of Ashridge (2008) that an array of human resource handles are significant for increasing [CSR] organizational potentials: building these knowledge and skills through leadership improvement programmes, career development planning, succession planning, performance management and inducement schemes and proficiency structures, and looking for these knowledge and skills when recruiting new talent into the organization.

The HR function constitutes the only function that controls across the whole organization for the total 'lifecycle' of the organization employees therefore; it wields substantial power where it is properly managed. HR is positioned for this frontal responsibility because it is proficient at working horizontally and vertically across and within the organization and this is a condition that is very vital for thriving CSR delivery.

Human resource is properly placed to promote a CSR ethic and realize an elevated CSR performance way of life because it manages several of the important schemes and business procedures underpinning efficient delivery. Human resource management has the capability to perform an important task to the extent that CSR becomes "the way things are done". It could serve as the major organizational collaborator in guaranteeing alliance between what the organization pronounces in public and the way people are treated in the organization. HR occupies the desirable place of having the knack to supply the instruments and structure for organization management to entrench CSR ethics and customs into the trademark and tactical structure of the organization.

However, effective CSR deployment is a primary function of management imperative. It is becoming evident that efficient execution of CSR can considerably affect employee motivation, development and retention. HR practices such as proficiency development can assist in entrenching CSR in an organization. Stakeholders often believe that organization behaviour and in all probability that of its populace supports CSR values, in a reliable manner. Organizations with excellent CSR status invariably tend to profit from this believe. The need consequently arises for organizations to lean on building marketplace trust and reputation to entrench their CSR values throughout the organization.

Hypothesis 5 - HRM influence in the redefinition of CSR strategies

Table 5 - Relationship between HRM influence and the redefinition of CSR strategies.

Resp	SA	A	D	SD	Total	x^2 cal	x^2 crit	df	P	Rem
	134 (49.80)	117 (25.74)	28(28.17)	15 (46.56)	294	150.27	7.48	3	0.05	S

As indicated in Table 5, the study found a significant relationship between the influence of HRM and the redefinition of CSR strategies. 61% of the respondents in this study refer to the relationship between CSR and performance appraisal as 'progressively more imperative'. Universally, HR managers are building and executing inducement and assessment schemes that mirror sustainability in addition to engaging employees that exemplify these principles. Lockwood (2004) indicates that 50% of managers worldwide testify that their organizations have or intend to, incorporate CSR as a performance evaluation class.

CSR management is however still restricted, gradual and subjective despite the efforts to integrate it into human resource directives. While 63% of HR professionals who were respondents in this study had participated in CSR activities, only 3% of them had principal duties of generating CSR strategy while only12% had responsibility for executing the strategy.

It is however vital that the human resource function is visible in the development of the CSR business plan and strategic direction because they not only boast an imperative "people standpoint" to chip in; they will be engaged in executing significant measures. HR constitutes a tactical associate in the organization and can therefore, facilitate in steering the structure of the CSR strategy.

Organizations have a long way to go in evidently exhibiting substantive CSR performance because the CSR schemes of many lean towards being marginal and remote from their core businesses. Thus the CSR movement must drastically change devices to facilitate attainment of its full prospects.

Globally, the effect of CSR is being strongly examined. Notably, signals are that organizations will be held more and more liable for their acts and possibly in the next decade, a principal check of society's assessment of organizations will be founded on CSR. Organizations must reflect on putting CSR at the heart of their profit-making strategies since they will growingly assume a complete outlook of corporate citizenship. Arising from the increasing magnitude of human capital as an achievement dynamic for contemporary organizations, the function of HR leadership is more decisive in providing guidance and instruction to organizations on the significance of CSR and the finest methods of tactically executing CSR policies and programmes.

CONCLUSIONS

Organizations are now appreciating the concluding gains of integrating sustainable CSR into their activities. It is not only valuable for employee attraction and retention; it constitutes the correct thing to do. HR serves as an important organizational principal with the capacity to originate or collaborate with other decision-makers in working cross-functionally to incorporate CSR goals into methods of business performance. HR specialists are capable of interpreting an organization's CSR obligation both in a perpendicular and parallel way from corner to corner of the departments and the organization. However, successful HR leadership

on CSR incorporation involves top management commitment. Human resource specialists must recognize their responsibilities in CSR and how they can encourage an atmosphere that entrenches a CSR ethic in the way business is done in the organization. With globalization, the world is a smaller place and organizations are expanding overseas and having to manage a global workforce with its attendant responsibilities. A challenge arising from this is structuring a global profile and social consciousness. A sound Corporate Social Responsibility (CSR) plan can simultaneously increase shareholder value, boost employee engagement and increase employer brand recognition. Human Resource Departments hold a vital position in guaranteeing that organizations assume corporate social responsibility programmes. HR can also administer the CSR plan and proactively supervise its implementation, even as it takes note of and commemorates its accomplishments all over the organization. Building a culture of change and responsibility begins with HR.

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