

Project Dissertation Report on
ROLE OF HR IN THE FIELD OF CSR

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May 2021

CERTIFICATE

This is to certify that **Ms. Swati Karn, Roll No. 2K19/DMBA/119**, a student of **Delhi School of Management, Delhi Technological University** has worked on the project titled **“Role of HR in the field of CSR”** in partial fulfillment of Master of Business Administration (MBA) program for the academic year 2020-21.

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DECLARATION

I, hereby declare that I have worked on a project titled “Role of HR in the field of CSR”, in partial fulfillment of the requirement for the Master of Business Administration Program and the report submitted is a record of original dissertation work done by me, under the guidance of Dr. Meha Joshi, Assistant Professor, Delhi School of Management, DTU.

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ACKNOWLEDGEMENT

First and foremost, I'd like to express my gratitude to all of the individuals who voluntarily participated in this project and provided me with invaluable assistance. Finally, I'd like to express my heartfelt gratitude to **Dr. Meha Joshi**, Faculty Guide, for her guidance and support throughout this research project. This report would not have been finished if it hadn't been for her guidance, support, and helpful suggestions during the writing process.

Mr. Himanshu Pawar, my mentor at Delhi School of Management, Delhi Technological University, provided invaluable advice, shared his extensive research experience, and assisted me in scripting the exact requirements.

Last but not least, I'd like to express my gratitude to my friends and family for their unwavering support and encouragement in helping me complete my research project.

EXECUTIVE SUMMARY

This literature review study contributes to the conceptual and empirical understanding about the relationship between activities of CSR & HRM. This study further evolves around the role of HRM in initiating and implementing CSR activities in India.

HRM and CSR are two principles that are becoming increasingly relevant in business strategies. Companies are, in reality, on the lookout for new ways to boost their efficiency and competitiveness. Furthermore, HRM is an essential tool for any business, and CSR is becoming increasingly important for a company's competitiveness.

In addition to this, the study illuminates the Indian law for CSR activities i.e. “The Companies Act, 2013 in India” and defines the obligation for organization to participate in CSR activities.

HR role in evaluating the need for CSR / Sustainability skill sets in future workforce is essential to execute the better performance in the field of CSR. The company (HR) plays a vital role in incorporation into the orientation and probationary review process for CSR.

Also, the HR role for obligation in providing regular job specific and general CSR training has been found significant. And most of the companies train their CSR personnel through Training & Development agencies or through HR executives. Moreover, the HR team also provides job descriptions, annual performance plans, team goals & formal and informal reward system and supports business units to their CSR staffs.

Most of the CSR branch of a company have management person responsible for social sustainability, Business Conduct & Compliance and Environmental sustainability. And HR are responsible for the particular job

Keywords: CSR, HRM, Sustainability

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1. INTRODUCTION

1.1 BACKGROUND

The country's constitution was built on the principle that one man equals one vote, equals one worth. In contrast, the country's socioeconomic realities also have a long way to go to catch up to this vision of an autonomous India, where there are many first among equals today. The country is currently engaged in a deep debate about developmental growth versus welfare-based development. Our political and economic realities are at a fork in the lane. What is the best way to find a compromise between the two? The decisions we make now will have an effect on future generations. Every major policy agenda in this nation has been driven by the belief that a successful human progress requires a strong respect for the poor and oppressed, a multidimensional vision of injustice and human inequality, an emphasis on our basic rights, and the need to extend opportunity whilst ensuring their equitable distribution. However, today's life is defined by disparities, disparity, and the widening chasm between our cultures.

The CSR instruction attached to the Companies Act of 2013 is an attempt to supplement the government's determinations of equitably providing the rewards of growth and to involve the corporate world with the country's development agenda. For Indian businesses, philanthropy and corporate social responsibility (CSR) are not new concepts, but a few are expected to fail. The position of civil society in accelerating this transition would undoubtedly be critical. Much would hinge on their willingness to evolve and change now that they have modern corporate capital at their disposal. This research can be seen as a guide to aid in the implementation of CSR mandates within companies and to streamline market discourse. After the regulations have been informed by the government, an addendum will be issued with more details. Their production is likely to be useful, insightful, and enabling to business stakeholders. For more than a decade, the Federation of Indian Industry has been at the forefront of briefing industry on CSR and crafting required enablers for endorsing CSR.

HRM and CSR are two principles that are becoming highly relevant in business strategies. Companies are, in reality, on the lookout for innovative ways to boost their

efficiency and competitiveness. Furthermore, HRM is an essential tool for every business, and CSR is becoming increasingly important for a company's competitiveness.

CSR

CSR is a strategic theory in which companies integrate social and environmental concerns into their practises and interactions with stakeholders. CSR is commonly described as the process through which an organisation maintains a combination of fiscal, environmental, and social imperatives (“Triple-Bottom-Line-Attainment”) while still meeting the needs of shareholders and stakeholders. In this sense, it's critical to differentiate between CSR, which may refer to a strategic market plan, and welfare, sponsorships, or philanthropy. Even if the latter will directly boost a company's reputation and identity and lead greatly to poverty reduction, the concept of CSR clearly goes beyond that.

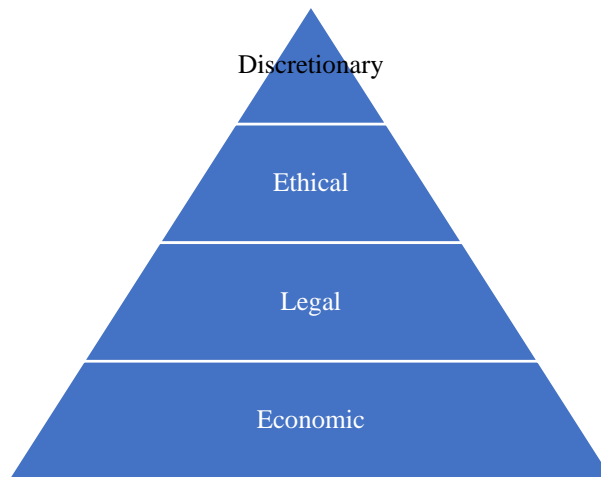
Promoting CSR adoption among SMEs (small and medium businesses) requires interventions that are customised to their individual needs and capacities while still ensuring their financial viability. The Triple Bottom Line (TBL) Approach, which has proven to be a successful technique for SMEs in developing countries in meeting social and environmental demands while retaining productivity, is the focus of UNIDO's CSR software. The TBL scheme is used to assess and report on the fiscal, social, and environmental performance of an organisation. It's an attempt to link private companies to the task of long-term global growth by providing them with a wider set of objectives to pursue than just profit. In order to be viable, an organisation must be financially solvent, minimise (or, ideally, eliminate) its negative environmental impacts, and operate in line with ethical principles..

Any of the most critical CSR issues include environmental protection, eco-efficiency, responsible procurement, stakeholder engagement, labour practises and working standards, employee and community relations, social equity, gender balance, human rights, corporate governance, and anti-corruption interventions.

Increased revenue and profitability, operating cost savings, better productivity and service, a more effective human resource base, enhanced brand value and credibility, increased customer satisfaction, and improved decision-making and risk management

processes are only a few of the strategic advantages of a properly applied CSR concept..

Carroll's Pyramid of Corporate Social Responsibility



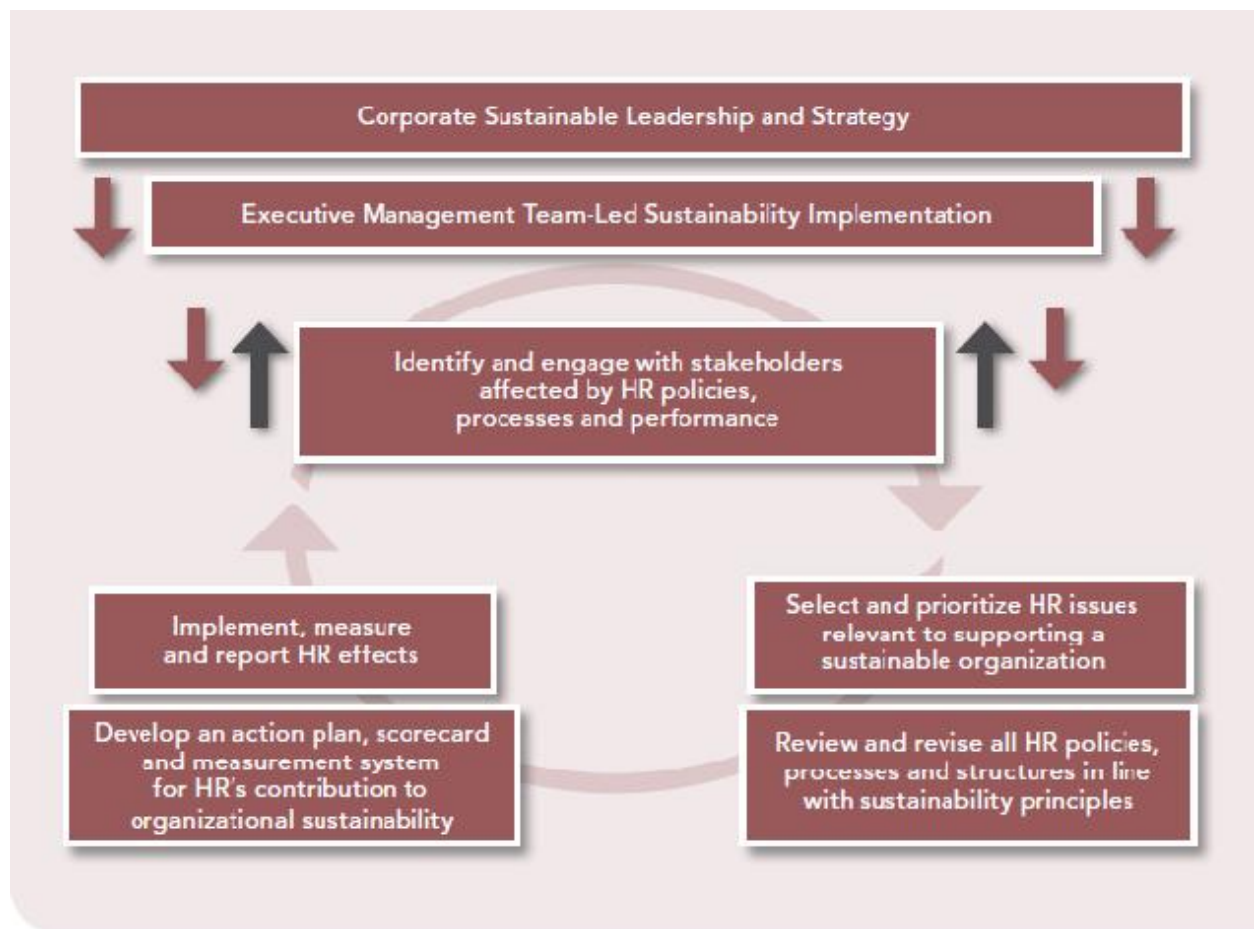
Economic responsibilities: Every organization's first obligation is to have a reasonable rate of return to shareholders (while contributing to local and global economies through their core business).

Legal responsibilities: The second element of liability includes companies to do business in accordance with applicable laws in all areas where they do business.

Ethical responsibilities: The third layer of the pyramid allows companies to understand the social and environmental consequences of their activities and, to the extent practicable, to avoid damage in the pursuit of business objectives.

Discretionary responsibilities: Above profitability, enforcement, and corporate integrity, the fourth dimension of obligation is to deliberately pursue ways to make a meaningful impact to society. Organizations have an obligation at the discretionary, or voluntary, level to consider diverse stakeholder interests and to resolve social issues through their business activities.

Possible Sustainable Organization Roadmap Showing the HR Contribution



CSR in India

In India, CSR has historically been seen as a charitable endeavour. And, as is customary in Indian culture, it was a practise that was carried out but not mirrored. As a consequence, data on individual events associated with this definition is scarce. However, it was obvious that all of this had a national flavour to it, whether it was endowing organisations or consciously engaging in India's independence struggle, both of which were encapsulated in the concept of trusteeship. As some analysts have noted, CSR in India has shifted away from philanthropy and toward institutional building (educational, scientific, and cultural) and toward community growth through various ventures. Additionally, as global influences increase and communities become more active and demanding, there seems to be a discernible trend that, while CSR remains mostly focused on community development, it is becoming more strategic in nature (that is, more integrated with business) than philanthropic, and a

growing number of companies are disclosing their CSR activities in their annual reports. The Companies Act, 2013 brought CSR to the forefront and promotes increased accountability and disclosure through its disclose-or-explain mandate. The Act's Schedule VII, which details CSR operations, states that societies should be the focal point. In the other side, by examining a company's interaction with its partners and incorporating CSR into core activities, the draught rules imply that CSR would extend outside societies and the principle of philanthropy. It would be fascinating to see how this translates into behaviour on the ground and how our interpretation of CSR evolves.

The Companies Act, 2013 in India

CSR is specified in clause 135 of the Companies Act, 2013, which was adopted by both Houses of Parliament and received presidential assent on August 29, 2013. Firms with an annual turnover of at least 1,000 crore INR, a net worth of at least 500 crore INR, or a net profit of at least five crore INR are required to comply with the Act's CSR criteria. Furthermore, the latest rules, which went into force in fiscal year 2014-15, require companies to have a CSR committee made up of their board members, including at least one independent director. Businesses must contribute at least 2% of their total net profits over the previous three years to CSR activities, according to the Act. Net profit is described as profit before tax as seen in the books of accounting, excluding income from international subsidiaries, according to the ministry's draught regulations, which have been made official. A variety of behaviours are described as CSR in the Act. After receiving board consent and taking into consideration local requirements, businesses may carry out these operations. Schedule VII of the Act outlines the kinds of practises that an organisation may partake in as part of its CSR efforts.

Human resource management

The Human Resources Management has come through the stages of refining and re-orientation. In the early days of formation of management theories, only land, labor and capital were the main or prime factors of production. Gradually, the focus was shifted to personnel management and their job satisfaction. However, the present day

management theory considers the manpower as the single most important factor. It is the people who put all the factors of production into efficient use. Any slackness in the involvement of the employees is sure to affect the turnover, productivity, profits and also the image of organization. Therefore, it is very crucial for an organization to conduct SWOT analysis of HR available.

Basically, the HRM functions revolve around administration of the workforce from the point of manpower planning to the exit policy. However the study of employee's job satisfaction has been the most intricate among all the aspects followed under human resource management. It is prime responsibility of HRM division to ensure that the employees are not only provided with monetary compensation but they also derive job satisfaction. A satisfied work force leads to harmonious relations and increased co-operation. It is not an easy task to keep the employees contented and to have their utmost faith and co-operation. It requires the provision of welfare amenities, implementation of social security measures and such other activities that may bring labor and capital closer to each other. The successful working of such activities necessitates the existence of a separate department of personnel administration looking after the problems of labor, trying to meet its demands, chalking out schemes of social security, providing welfare amenities etc.

A High Employee satisfaction once attained cannot be forgotten for several years. It can go as quickly as it came so it has to be maintained week after week, month after month and year after year. On the contrary, a low employee satisfaction level is the surest sign of deterioration condition in an organization. It is a cause for slow down strikes, absence and employee turnover. It may also be a part of grievances, low performances, disciplinary problems and poor product quality. The human resources manager or the personnel manager with its personnel policies contribute a great deal for employee's welfare and satisfaction.

- By paying all the employees adequately for services rendered by them.
- By maintaining reasonable hours of work and safe working conditions.
- By placing employees in the kind of work best suited to their abilities.
- By issuing contingent rewards like sense of respect and recognition.
- By aiding employees in times of need.

- By carrying on the daily work in the spirit of friendliness.
- By sharing the information within the organization.
- By providing the fringe benefits.

If workers want to be happy, they should have a say in the decisions that impact their working conditions. Employees should feel secure and reasonably worry-free. The management can make a consistent and intelligent attempt to be fully equal across all policies and practises. Each employee should take pride in the deserving nature of his or her job and organisation. Job conditions can be so that it is both a pleasurable social activity and a form of subsistence.

Link between CSR and HRM

Increasingly, businesses are establishing CSR-related activities. If, as the authors argue, it is the social component of CSR that is most strongly stressed, we should inquire about the current ties between CSR and human resource management and how CSR affects the human resource management strategies established by socially responsible businesses. Indeed, people interviewed by SOFRES in 2001 (in Saulquin, 2004) consider CSR to primarily denounce child labor practices in the Third-World, to encourage positive treatment of staff, and to develop employability. HR professionals interviewed by Coulon (2006) estimate that CSR's major interests are to better involve employees at work and to attract the best employees. These few comments thus imply that influential relationships could exist between HRM and CSR, a conclusion strengthened by Scouarnec's (2005) survey regarding CSR's considerable impact on HR functions, with a very strong presence of HR professionals in CSR files. Weiss (in

HRM and CSR, suggesting that HR functions and roles could evolve according to CSR practices established by the company. Moreover, according to Beaupré et al. (2008), responsible shares of recruitment in a non-discriminatory sense might increase hiring, allowing people to return to the labor market. The persons most often

concerned are generally ethnic minorities, old employees, women, persons unemployed for extended periods, and disadvantaged persons.

The nexus between CSR and HRM

Without a question, CSR is a strategic concern that transcends departmental borders and has an effect on how a company does business and interacts with its partners, both internal and external. Human resource management is a similarly ubiquitous feature that involves both organisational units and divisions. The human resource management framework should bear primary accountability for CSR operations. As a result, CSR broadens or extends the HR agenda and places a premium on successful execution. According to Sammer (2009), CSR is a critical way for human resources to have a meaningful impact on business success. Kramar (2004) suggests that the human resources department has the capacity to play a major role in the development of the organization's CSR operations. While CSR expands the function of human resource management, it also promotes the advantages of workplace activities, which greatly contribute to an organization's productivity and effectiveness. According to PR Leap (2007), there is an increasing correlation between HRM and CSR, and it is becoming progressively necessary for HR practitioners to take a leadership position in both preparing and executing CSR policies, as well as using CSR to accomplish HRM objectives. According to Sharma et al. (2009:205), "the cumulative effects of CSR and human resource practises that reinforce desirable behaviour will provide a significant contribution to an organization's long-term performance." Simmons (2008: 9) considers human resource management as both a part and a possible facilitator in corporate social responsibility.

The human resources group serves as the primary administrator for CSR programmes. This suggests that in addition to designing and executing human resource management functions, the group is responsible for organising social events within the organisation. CSR services is often seen by businesses as a type of social interaction. The link between CSR and human resource management is self-evident. Additionally, a close correlation exists between CSR and training functions as a strategic concern. Employees are more likely to react positively if training systems integrate CSR-related rules, practises, and device usage in the workplace. New

applicants or staff who receive training on CSR policies and projects during their induction time are more inclined to understand the value of CSR policies and projects and to buy into them.

Talking Point: Does HR have a role in CSR program?

Human resources play a common position in corporate social management initiatives as they do in every other business effort. However, considering the common misunderstanding about what CSR really entails, human resource professionals might be forgiven for asking where they fall into the bigger context.

CSR is often described as a corporate initiative that addresses the social, ethical, and environmental effect of an organization's business practises on its stakeholders. Although this is not wrong, it falls short of capturing the value-added business case that CSR will produce.

One of the issues is that businesses often misunderstand the CSR term, resulting in it being 'green washed,' taking the form of a purely philanthropic endeavour, a simple reporting/communications exercise, or an annual environmental management scheme.

Thus, what constitutes 'healthy' CSR? Its primary aim is to ensure that organisations accept accountability for their decisions and use them to benefit the community, culture, and economy. This suggests that CSR should be seen as a management strategy and can be seen as an opportunity with a payback and return. However, as in any other initiative, it is critical that employees invest into it and that the requisite tools are made accessible to carry it out.

Additionally, all programmes must be enforced with consistency and complement and comply with the central corporate plan and practises in areas such as human resources, logistics, communications, finance, product creation, and procurement.

HR's role

In terms of HR's position, it entails, among other things, a dedication to: • Enable and direct reform.

- Oversee the procurement procedure.
- Oversee workforce growth and training; • Implement proactive human resource practises on diversity, work-life balance, gender equity, recruiting and firing, and equitable compensation.
- Create a clear and unambiguous company-wide belief philosophy and corporate ethics.
- Resolve disagreement and anti-social actions in a constructive manner.

However, CSR is not about reinventing the wheel, and it is most emphatically not about reinventing human resources. However, from a CSR viewpoint, the purpose of human resource plans, practises, and programmes is to maintain and optimise employee and stakeholder relationships. This includes maximising interactions and interaction not just inside the company, but also with external stakeholders, whether they be customers, the general public, government, or another type of stakeholder. Employees are seen as the primary stakeholder and they are essentially accountable for all relationships established and maintained by the company.

However, why is it important for managers that employees cultivate their professional relationships? The response is that as individuals accept complete accountability for their decisions, the company does the same, which benefits the business's image and credibility.

Additionally, the ability for these partnerships to add profit is very strong, which is the real market objective of CSR.

Integrating CSR into HR

In practise, HR functions may fulfil their CSR obligations by focusing on:

- Aligning the HR strategy with the CSR program's business objectives in order to develop and nurture professional relationships inside the company and with stakeholders outside the company, thus adding value
- Facilitating the key communications required to ensure that the CSR programme is effective
- Using success assessment software to assess relationships/stakeholder response and using pay and incentive systems to reward good results as part of a move to encourage strong workplace ethics
- Communicating key CSR-related business principles such as teamwork, engagement, and innovation as part of a move to encourage strong workplace ethics
- Reporting on primary success metrics that accurately represent how effectively the HR initiative has met CSR goals.

Importance of getting CSR right.

The phrase 'CSR-HR = PR!' is well-known, but the converse is also true: good HR + good CSR = long-term market management. This equates to a commercial case that all too many individuals continue to be oblivious to.

Employees tend to work with employers who are committed to CSR priorities, making recruiting and participation smoother.

Companies must also express a social responsibility to the public and broader world, which is continually shown by their CSR scheme. If businesses are entrepreneurial and technologically savvy, CSR will open doors to new markets.

Unfortunately, considering a strong stakeholder model and business rationale for aligning the two professions, CSR continues to be of limited concern to many HR practitioners.

However, in order for the proposition to be truly effective, businesses must completely incorporate CSR into their corporate plan, business strategies, human resource processes, and practical policies. Additionally, it ensures that each employee must accept accountability for their decisions, and that each partnership they build

(both internally and externally) must result in market gains and improve the firm's brand and credibility. Although few companies - apart from Innocent Drinks, Google, and smaller businesses such as Whole Foods Market and The Container Store - have successfully integrated CSR into their business strategies, the demand for this kind of 'aware capitalist' solution is growing and will continue to do so.

1.2 PROBLEM STATEMENT

The aim of the SOP is to ascertain how human resource practitioners see CSR from a value-based and business-case viewpoint. They serve in a market role that readily recognises the economic and human advantages of CSR coordination and incorporation. This segment serves as a jumping-off point for managers who are developing their conceptual strategy. It can be seen as a guide for experienced managers who are well on their way, or as a route chart for managers who are dedicated to making a difference in this way but are only getting started. In an ideal world, all procedures will be carried out in order; but, in reality, this is always not feasible, and certain administrators might have already incorporated these elements. Thus, it is completely conceivable to begin in the centre of this list and work in both directions toward the end goal: a CSR-integrated enterprise that maximises workforce and business case rewards while still maximising neighbourhood resilience. Additionally, it touches on how to implement the strategies and techniques outlined in this roadmap into the HR practitioner's everyday routine in the area of CSR. Indeed, as shown in part by the preceding business case study, a CSR software may bring considerable business benefit. There are additional business case advantages to CSR – for example, operating cost reductions from decreased material usage – that can be substantial, indicating a strategic justification for developing a robust CSR plan and incorporation effort..

1.3 RESEARCH OBJECTIVES

The sole objective of this study is to determine the role of HR in the field of CSR. In detail the objective of the study can be listed as: -

- To determine the HR function, this encourages and creates possibilities in formulating corporate values and sustainability strategy.

- To select and prioritize HR issues relevant to supporting a sustainable organization.
- To find the factors towards encouraging stakeholders in taking part in social activities through effective HR policies.
- To determine the role engagement of HR professional in CSR.
- To study other HR activities like orientation, training and competency development, compensation and performance management, employee involvement and participation and feedback.

1.4 SCOPE OF THE STUDY

This study broadens the scope in CSR field. It relates HRM functions as a vital activity in initiating and implementing CSR activities. It further shortlists the companies falling under the category which by compulsion have to involve it in CSR activities. So it can be a guideline for CSR companies who are working for the clients and can establish a strong and legal relation with the companies who are willing to participate in CSR activities. It also redefines the social obligation for companies towards the sustainable development and growth of society and mankind.

1.5 HYPOTHESIS FORMATION

A hypothesis test is a statistical test that determines whether there is sufficient proof in a subset of data to conclude that a particular situation is valid for the whole population.

The null hypothesis and the alternate hypothesis regarding a population was investigated in a hypothesis test. The argument being evaluated is known as the null hypothesis. The null hypothesis is usually expressed as "no consequence" or "no difference." The alternate theory is the assertion that you ought to be able to prove is right.

Hypothesis (H1): There is a connection between orientation and the probationary evaluation phase, as well as standard position specifications and general CSR preparation.

2. LITERATURE REVIEW

CSR is described by Igalens and Joras (2002) as "the voluntary incorporation of social and ecological issues by businesses into their commercial operations and relationships with all stakeholders." CSR complies fully with all relevant regulatory requirements and invests in human capital and the climate. The obligation thus described is the one to which every business must respond in order to retain its status as an organised social body.

According to the European Commission (2001), "being socially active" requires not just meeting all relevant legal requirements, but also going beyond and above and spending "much" in human resources, the climate, and stakeholder ties. The insight gained from investing in environmentally friendly technology and commercial activities shows that by moving beyond compliance with the law, businesses may improve their productivity. Social norms that trump basic legal responsibilities, such as in the area of training, working practises, or management-staff interactions, may often have a significant impact on competitiveness. This establishes a framework for addressing transition and balancing socioeconomic stability and improved competition. If the the happiness of their different customers, businesses who adopt a proactive approach can often benefit from positive outcomes.

Grimand and Vandangeon-Derumez (2010) also suggest that CSR should be seen as a significant compelled mechanism, not just for the corporation to demonstrate how its strategies meet stakeholder needs, but also as an exploratory process laying the groundwork for new legislation. According to this opinion, human resource departments must strike a delicate balance between upholding required compliance requirements and the desire to innovate. Several scholars assert that, of the three essential components of the CSR philosophy, the social pillar is usually the one in which the greater focus is put (Grimand & Vandangeon-Derumez, 2010; Fraisse & Guerfel-Henda, 2005; Saulquin, 2004). This cornerstone is concerned with the affable social dimension and its potential connections to human resource management.

According to Beaupré et al. (2008), Grimand and Vandangeon-Derumez (2010), and Gond et al. (2011), there are several research examining the relationship between human resource management and corporate social responsibility. In these unusual

experiments, CSR is viewed as a 'general utility or tool for emphasising the company's social rationality' (Beaupré et al., 2008). The same strategy will enhance the company's reputation, engagement, and employee satisfaction, while still ensuring that workers had safe working conditions. According to these authors, while CSR is intended to support workers, it takes the form of professional development planning, encouraging diversity of all visible minorities, and providing attractive remuneration terms, including appreciation and employee profit-sharing of shareholding. Additionally, Fraisse and Guerfel-Handa (2005) suggest the likelihood that human resource management might serve as a powerful catalyst for businesses to pursue more ethical behaviour. Thus, human resource management will bolster and solidify the establishment of CSR within businesses (Preuss et al., 2009). Redington (2005) and Gond et al. (2011) concur, stressing the critical importance of human resource experts and good people management in the performance of CSR systems. According to Beaupré et al. (2008), change management, educational plans and workforce engagement processes, programmes that reconcile personal and professional lives, and wellbeing prevention at work are all indicators of HRM activities that help and improve CSR. This position of human resource management in CSR production is critical in light of the critical nature of employees' awareness of the company and the professional labour shortage. Additionally, Fraisse and Guerfel-Handa (2005) demonstrate CSR's impact on redefining human resource management practises by bringing to light issues such as lifelong learning, health and safety, diversity, and gender equality. For instance, Sharma et al. (2009) suggest that CSR would influence the nature of performance management systems in order to more accurately quantify workers' socially conscious initiatives. According to these writers, "this is critical because internalising CSR into an organization's community demands that appropriate activities be evaluated, valued, and rewarded" (Sharma et al., 2009). Thus, Moreno (2008) believes that 'CSR will result from the progression of working processes and thus from a greater consideration of the environmental and social effects of businesses' operations. These authors' remarks suggest a tenuous link between CSR and human resource management. Thus, as both concepts—CSR and HRM—combine, socially responsible HRM activities are developed within an organisation that specifically impact employees in terms of human capital investment (all the capacities, abilities, credentials, and experiences acquired by a person that

partially decide his capacity to function or produce for himself or others), health, and protection. Companies' primary goal in implementing ethical activities is to recruit and retain skilled employees within their infrastructures, with particular emphasis on human resource management.

3. RESEARCH METHODOLOGY

The methodology of the study is an extensive random sampling technique based questionnaire method of surveying where a sample of 103 people from few desired locations of India was considered for the study. It used Email, Whatsapp, Google docs, Facebook, LinkedIn and Direct Interaction (Face to Face Conversation) as modes to get the data form (questionnaire) filled. The data was classified into tables & analyzed and presented using the graphs and figures followed by the interpretation. This involves the Likert scale as the measuring tool for the collected data which will be analyzed to generate the conclusion/outcomes.

The methodology adopted in collecting the information and interpreting in a meaningful way is:

- Primary data were collected through a structured set of questionnaire and personal interview and discussion with HR managers, HR officials and people who are involved in the field of CSR.

Secondary data were also used. The secondary data will be collected from different sources like -

- Journals, Magazines, etc.
 - Organizational manuals
 - Websites
 - Published and unpublished content and reports
- Different articles on the same topic were reviewed to get the sight of the same topic.

A sample size of 103 across India was taken.

Statistical tools to be used

- The analysis was formed completely on the basis of response given by the respondents.
- **SPSS (Statistical Package for the Social Sciences)** software was used to conclude the analysis.
- Questionnaire were uploaded to Google Forms and the responses were analyzed form the bars and graphs created by Google forms.

4. DATA ANALYSIS

4.1 FREQUENCY TABLE

i. Q. HR Initiate or support the development/upgrade of a vision, mission and values framework to incorporate CSR?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid Yes | 97 | 94.2 | 94.2 | 94.2 |
| Valid No | 6 | 5.8 | 5.8 | 100.0 |
| Total | 103 | 100.0 | 100.0 | |

ii. Company involves employees (and other stakeholders) in the development of mission, vision, values framework?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Yes | 78 | 75.7 | 76.5 | 76.5 |
| Valid No | 24 | 23.3 | 23.5 | 100.0 |
| Total | 102 | 99.0 | 100.0 | |
| Missing System | 1 | 1.0 | | |
| Total | 103 | 100.0 | | |

Result:

- 94.2 percent of respondents believe that human resources play an early position in or contributes to the development/update of a vision, purpose, and principles process that incorporates CSR, although 5.8 percent disagree.
- While 75.7 percent of respondents believe that their organisation involves staff (and other stakeholders) in developing the task, vision, and principles process, the remaining 23.5 percent disagree.

iii. Does your company have a management person responsible for social sustainability?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 85 | 82.5 | 83.3 | 83.3 |
| Valid no | 17 | 16.5 | 16.7 | 100.0 |
| Total | 102 | 99.0 | 100.0 | |
| Missing System | 1 | 1.0 | | |
| Total | 103 | 100.0 | | |

Syntax- 82.5 % of respondent agrees with the statement mean while 16.5 % respondents denies it and 1 response is missing.

iv. Does your company have a management person responsible for Business Conduct and Compliance?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 88 | 85.4 | 86.3 | 86.3 |
| Valid no | 14 | 13.6 | 13.7 | 100.0 |
| Total | 102 | 99.0 | 100.0 | |
| Missing System | 1 | 1.0 | | |
| Total | 103 | 100.0 | | |

Syntax- 85.4 % of respondent agrees with the statement mean while 13.6 % respondents deny it and 1 missing response.

v. Does your company have a management person responsible for Environmental sustainability?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 84 | 81.6 | 83.2 | 83.2 |
| Valid no | 17 | 16.5 | 16.8 | 100.0 |
| Total | 101 | 98.1 | 100.0 | |
| Missing System | 2 | 1.9 | | |
| Total | 103 | 100.0 | | |

Syntax- 81.6 % of respondent agrees with the statement mean while 16.5 % respondents deny it and 2 missing responses.

vi. Does your company publish a Corporate Social Responsibility (CSR)/ Sustainability Report?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 79 | 76.7 | 78.2 | 78.2 |
| Valid no | 22 | 21.4 | 21.8 | 100.0 |
| Total | 101 | 98.1 | 100.0 | |
| Missing System | 2 | 1.9 | | |
| Total | 103 | 100.0 | | |

Syntax- 76.7 % of respondent agrees with the statement mean while 21.4 % respondents denies it and 2 missing responses.

vii. Is your most recent report assured by a third party?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 61 | 59.2 | 59.8 | 59.8 |
| Valid no | 41 | 39.8 | 40.2 | 100.0 |
| Total | 102 | 99.0 | 100.0 | |
| Missing System | 1 | 1.0 | | |
| Total | 103 | 100.0 | | |

Syntax- 59.2 % of respondent agrees with the statement mean while 39.8 % respondents deny it.

viii. Are the operations of all your company sites included in that report?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 69 | 67.0 | 67.6 | 67.6 |
| Valid no | 33 | 32.0 | 32.4 | 100.0 |
| Total | 102 | 99.0 | 100.0 | |
| Missing System | 1 | 1.0 | | |
| Total | 103 | 100.0 | | |

Syntax- 67 % of respondent agrees with the statement mean while 32 % respondents denies it meanwhile one response is missing.

ix. Does your company have a Code of Conduct in place?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 82 | 79.6 | 82.8 | 82.8 |
| Valid no | 17 | 16.5 | 17.2 | 100.0 |
| Total | 99 | 96.1 | 100.0 | |
| Missing System | 4 | 3.9 | | |
| Total | 103 | 100.0 | | |

Syntax- 79.6 % of respondent agrees with the statement mean while 16.5 % respondents deny it and 4 missing responses.

x. Is the Code of Conduct enforced at this site?

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid yes | 71 | 68.9 | 71.0 | 71.0 |
| Valid no | 29 | 28.2 | 29.0 | 100.0 |
| Total | 100 | 97.1 | 100.0 | |
| Missing System | 3 | 2.9 | | |
| Total | 103 | 100.0 | | |

Syntax-68.9% of the respondent agrees with the statement, 28.2 % deny it and responses are missing

4.2 CHI- SQUARE TEST

Case Processing Summary

| | Cases | | | | |
|---|---------|---------|---------|-------|---------|
| | Valid | Missing | | Total | |
| | Percent | N | Percent | N | Percent |
| Does your company provide regular job specific and general CSR * Does your company incorporate into the orientation and probat | 98.1% | 2 | 1.9% | 103 | 100.0% |

Does your company provide regular job specific and general CSR training *

Does your company incorporate into the orientation and probat Cross

tabulation

Count

| | Does your company incorporate into the orientation and probat | | | | | Total | |
|--|---|-------|---------|----------|-------------------|-------|-----|
| | strongly agree | agree | neither | disagree | strongly disagree | | |
| Does your company provide regular job specific and general CSR | strongly agree | 3 | 8 | 0 | 1 | 0 | 12 |
| | agree | 3 | 46 | 9 | 4 | 1 | 63 |
| | neither | 2 | 4 | 9 | 0 | 0 | 15 |
| | disagree | 0 | 3 | 3 | 0 | 1 | 7 |
| | strongly disagree | 2 | 0 | 1 | 0 | 1 | 4 |
| Total | | 10 | 61 | 22 | 5 | 3 | 101 |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 47.466 ^a | 16 | .001 |
| Likelihood Ratio | 43.436 | 16 | .003 |
| Linear-by-Linear Association | 5.090 | 1 | .024 |
| N of Valid Cases | 101 | | |

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .12.

Result- From the result of chi-square test we can conclude that the level of association between the two variables (1) Does your company incorporate into the orientation and probationary review process for CSR and (2) Does your company provide regular job specific and general CSR training? Rejects null hypothesis. As p value is less than 0.5 ($p=0.24$) we accept alternative hypothesis. There is association between these two variables.

4.3 CORRELATIONS

Correlations

| | | Doesyourcompa nyIntegrateCSRi ntojobdescriptio nsannual | Doesyourcom panyIncorpora teCSRintothe formalandinfor ma | Doesyourcomp anySupportbus inessunitsinde velopingperfor |
|---|-----------------|--|--|---|
| DoesyourcompanyI ntegrateCSRintojob descriptionsannual | Pearson | 1 | .496** | .390** |
| | Correlation | | | |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 102 | 101 | 102 |
| DoesyourcompanyI ncorporateCSRinto heformalandinforma | Pearson | .496** | 1 | .447** |
| | Correlation | | | |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 101 | 101 | 101 |
| DoesyourcompanyS upportbusinessunitsi ndevelopingperfor | Pearson | .390** | .447** | 1 |
| | Correlation | | | |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 102 | 101 | 102 |

** . Correlation is significant at the 0.01 level (2-tailed).

Result-

- Company Integrate CSR into work descriptions annual success goals and team target is highly co-related to organisation Incorporate CSR into the formal and informal compensation scheme i.e.(c=.496) relative to company Support business units in designing performance assessment programmes that facilitate CSR activity (c=.390).
- Company Incorporate CSR into the formal and informal incentive scheme is more co-related to Business Integrate CSR into work descriptions annual success schedules and team target as (c=.496) and company Support business units in designing performance management programmes that promote CSR activity is less co-related.

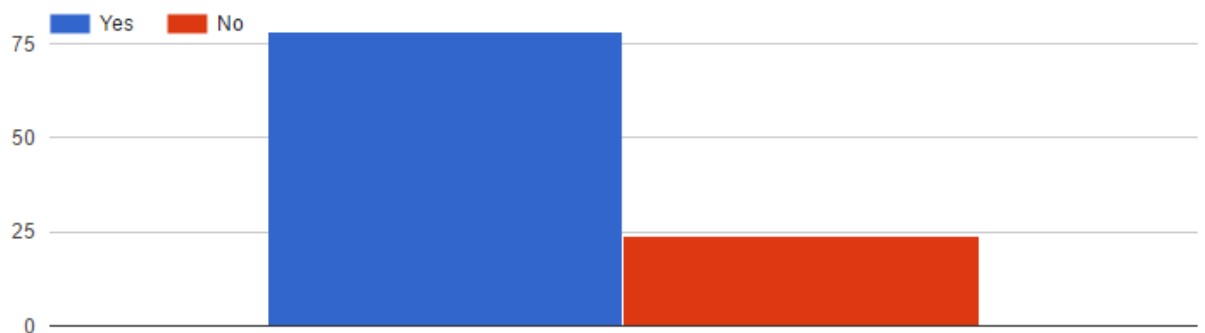
- Company Support business divisions in designing performance assessment programmes that promote CSR behaviour is co-related with Organization Integrate CSR into work descriptions annual performance plans and team target (c=.390) relative to company Incorporate CSR into the formal and informal incentive scheme, which is strongly co-related (c=.447).

4.4 TABLE AND GRAPH ILLUSTRATION

- **Table 4.1** showing involvement of employees (and other stakeholders) or HR Initiate or support in the development of mission, vision, values framework

| Scale | Responses |
|-------|-----------|
| Yes | 78 |
| No | 25 |

Figure 4.1:

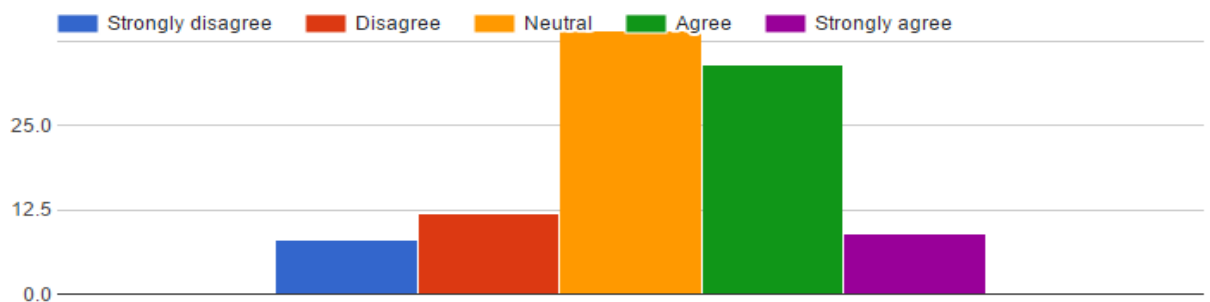


Here 78 respondents believe that the company Involve employees (and other stakeholders) or HR Initiate or support in the development of mission, vision, values framework whereas the remaining 22 believes the exactly opposite.

- **Table 4.2** showing the company role in evaluating the need for CSR / Sustainability skill sets in future workforce

| Scale | Responses |
|-------------------|-----------|
| Strongly agree | 9 |
| Agree | 34 |
| Neutral | 39 |
| Disagree | 12 |
| Strongly disagree | 8 |

Figure 4.2

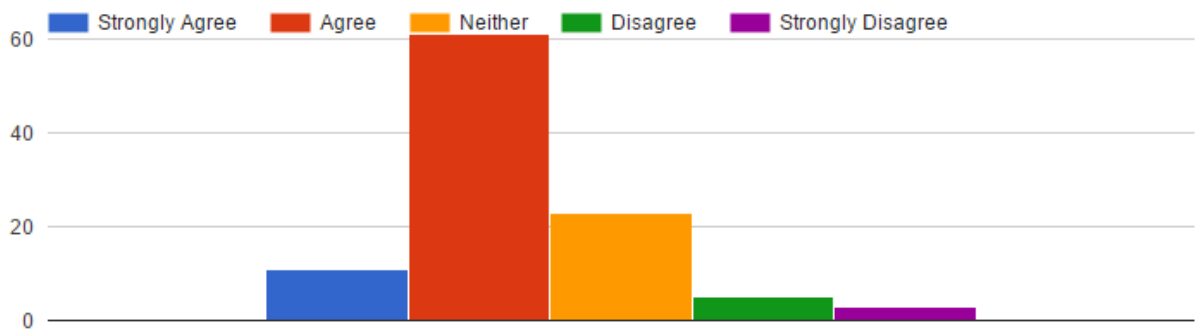


43 respondents responded positively about company (HR) role in evaluating the need for CSR / Sustainability skill sets in future workforce, meanwhile 39 respondents are neutral and only 20 respondents either disagree or strongly disagree with the statement.

- **Table 4.3** showing company’s incorporation into the orientation and probationary review process for CSR

| Scale | Responses |
|-------------------|-----------|
| Strongly agree | 11 |
| Agree | 61 |
| Neutral | 23 |
| Disagree | 5 |
| Strongly disagree | 3 |

Figure 4.3

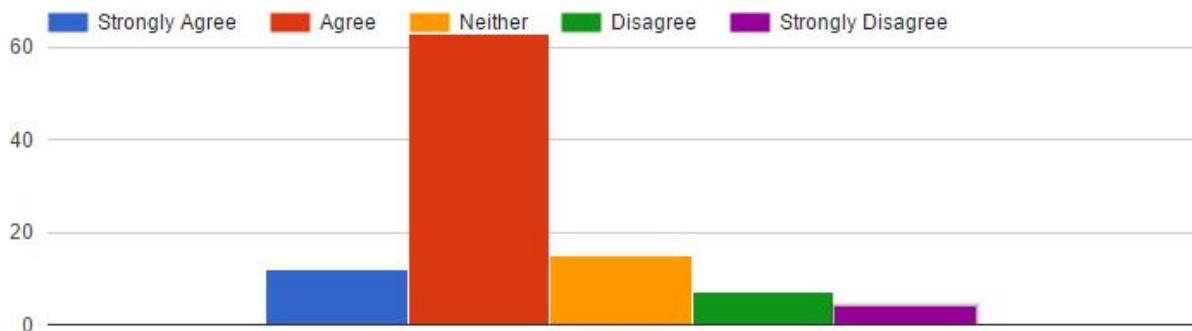


Here 61 & 11 respondents agrees and strongly agrees respectively with the company role in incorporation into the orientation and probationary review process for CSR. Meanwhile only 5 & 3 respondents disagree and strongly disagree respectively with the statement.

- **Table 4.4** showing Company's obligation in providing regular job specific and general CSR training

| Scale | Responses |
|-------------------|-----------|
| Strongly agree | 12 |
| Agree | 63 |
| Neutral | 15 |
| Disagree | 7 |
| Strongly disagree | 4 |

Figure 4.4:

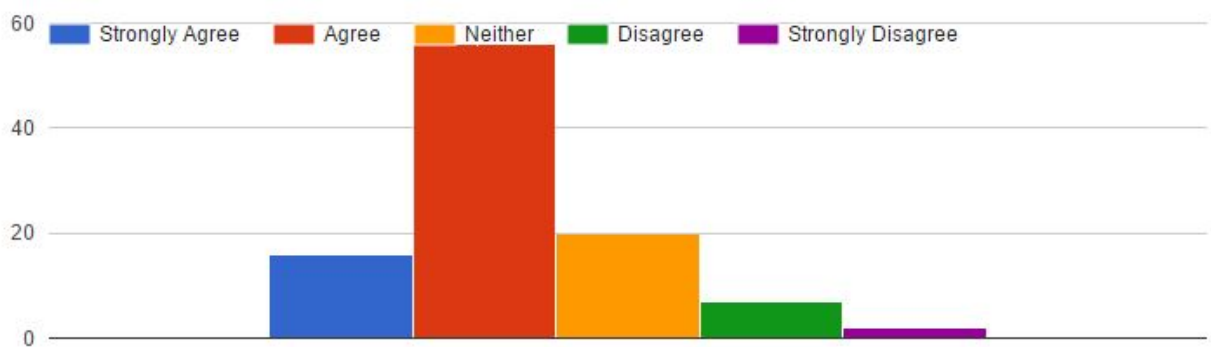


Again, here majority of the respondents believes in the company obligation in providing regular job specific and general CSR training and only 11 respondents denies it and 15 respondents are neutral. It can be viewed exactly in the table and graph above.

- **Table 4.5** showing Company’s Integration for CSR into job descriptions, annual performance plans, team goals & formal and informal reward system and supports business units in developing performance evaluation systems that foster CSR behavior.

| Scale | Responses |
|-------------------|-----------|
| Strongly agree | 16 |
| Agree | 56 |
| Neutral | 20 |
| Disagree | 7 |
| Strongly disagree | 2 |

Figure 4.5:

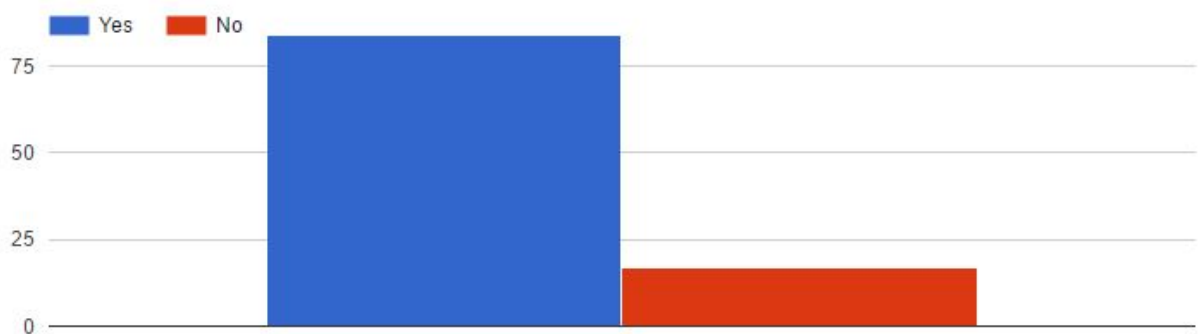


Here again the no of respondents supporting the statement is on the higher side. 16 respondents strongly agrees and 56 respondents agrees that company do Integrate for CSR into job descriptions, annual performance plans, team goals & formal and informal reward system and supports business units in developing performance evaluation systems that foster CSR behavior. Meanwhile only 9 respondents don’t support the statement and 20 being neutral.

- **Table 4.6** showing management person responsible for social sustainability, Business Conduct & Compliance and Environmental sustainability.

| Scale | Responses |
|-------|-----------|
| Yes | 85 |
| No | 17 |

Figure 4.6:

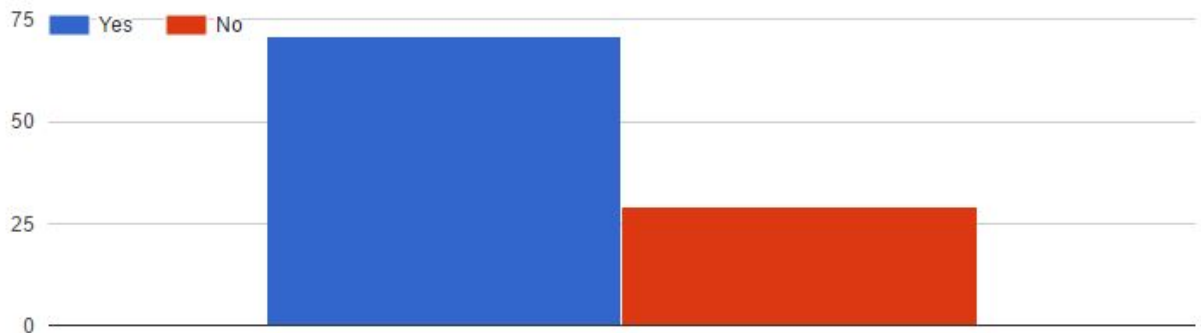


85 respondents have management person responsible for social sustainability, Business Conduct & Compliance and Environmental sustainability, and only 17 respondents don't have it in their company.

- **Table 4.7** showing Company's Code of Conduct in place and Code of Conduct enforcement at this site.

| Scale | Responses |
|-------|-----------|
| Yes | 71 |
| No | 29 |

Figure 4.7:



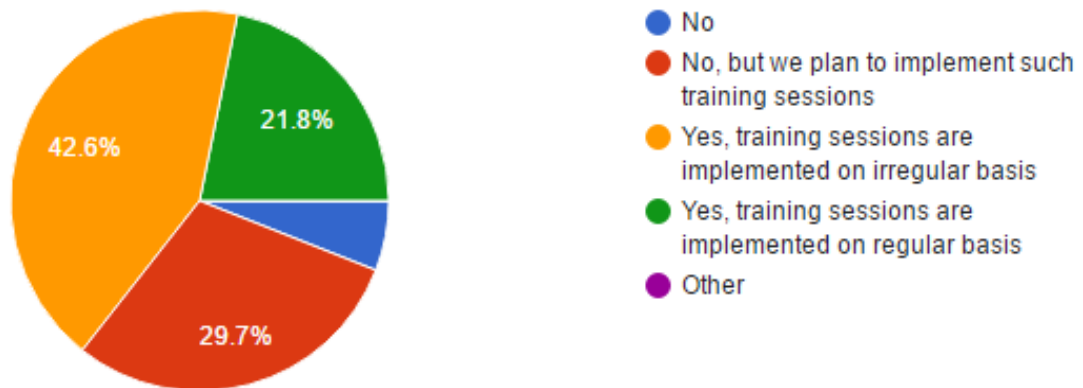
Here too 71 respondents have Code of Conduct in place and Code of Conduct enforcement at this site through HR officials and 29 respondents don't have it at their site.

- **Table 4.8** showing either company organize training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at the site.

| Options | Responses | Percentage (%) |
|---|-----------|----------------|
| No | 6 | 5.9 |
| No, but we plan to implement such training sessions | 30 | 29.7 |

| | | |
|---|----|------|
| Yes, training sessions are implemented on irregular basis | 43 | 42.6 |
| Yes, training sessions are implemented on regular basis | 22 | 21.8 |
| Others | 0 | 0 |

Figure 4.8:

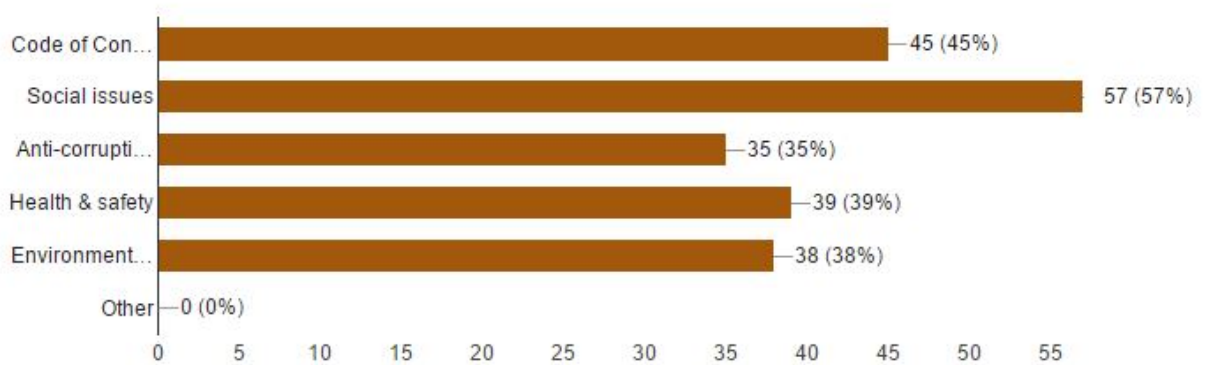


- 42.6 percent of respondents confirm that their human resource departments organise training programmes on an ad hoc basis, while 21.8 percent report that they do so on a daily basis.
- However, 29.7 percent of respondents indicated that their organisation does not currently have any educational services but intends to do so in the future.
- However, only 5.9 percent of respondents disagree that the platform lacks training to promote Corporate Social Responsibility/Sustainability.

- **Table 4.9** showing the topic on which the company organizes training session.

| Topics | Responses |
|----------------------------|-----------|
| Code of Conduct | 45 |
| Social issues | 57 |
| Anti-corruption and ethics | 35 |
| Health & safety | 39 |
| Environmental management | 38 |

Figure 4.9:

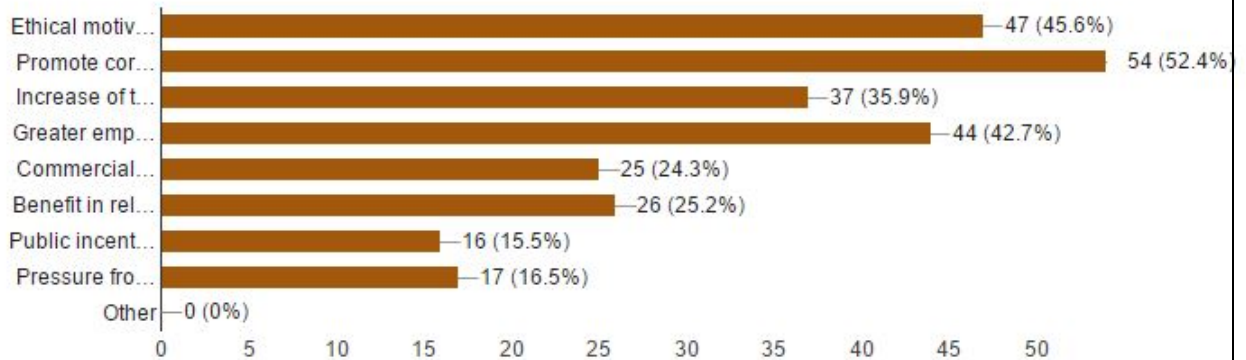


From the table and graph, we can conclude the topic on which the company organize training session and include it as a cause to support. 45% of respondents have Code of conduct as a part of their training session. 57% on social issue, 35% on anti-corruption, 39% on Health & Safety and 38% on Environmental Management. The respondents were allowed to choose more than one option. Hence it indicates that the company do support more than 1 cause for the betterment in CSR field.

- **Table 4.10** showing the reasons that may move a company to adopt CSR practices.

| Reasons | Responses |
|--|-----------|
| Ethical motivation of top management | 47 |
| Promote corporate image | 54 |
| Increase of the efficiency | 37 |
| Greater employee satisfaction | 44 |
| Commercial advantages to new markets | 25 |
| Benefit in relationship with institution finance and community | 26 |
| Public incentives | 16 |
| Pressure from consumer association and media | 17 |

Figure 4.10:

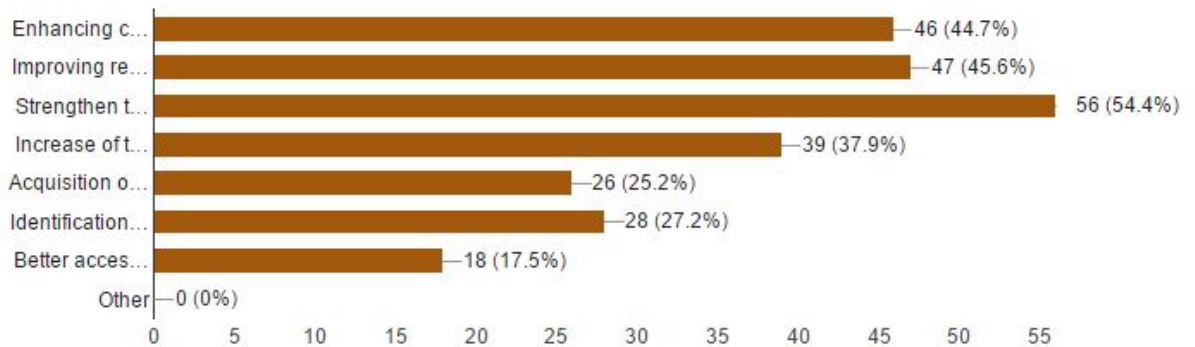


45.6 percent of respondents indicated that an organisation may want to follow CSR for top management's ethical motivation. 52.4 percent agree that CSR will help improve a company's reputation. And the remaining respondents believe CSR is critical because it benefits productivity (35.9 percent), employee retention (42.7 percent), commercial advantages in emerging markets (24.3 percent), relationships with institutions in finance and society (25.2 percent), public rewards (15.5 percent), and pressure from business associations and the media (16.5 percent). The respondents were permitted to choose several options. As a result, it implies that the organisation can follow CSR for a variety of reasons.

- **Table 4.11** showing the main benefits in adopting measures for social responsibility.

| Scale | Responses |
|---|-----------|
| Enhancing corporate reputation | 46 |
| Improving relations with suppliers, institutions, donors, community | 47 |
| Strengthen the sense of employee | 56 |
| Increase of the efficiency | 39 |
| Acquisition of commercial benefits | 26 |
| Identification of reputational risks | 28 |
| Better access to credit | 18 |

Figure 4.11



There are several benefits in adopting the measure for social responsibility. The responses were-

- Improving the company's image (44.7%).
- 45.6 percent improvement in relationships with vendors, institutions, sponsors, and the society
- Increase staff morale by 54.4 percent
- An increase of 37.9% in productivity
- Industrial gains acquisition-25.2 percent
- Recognized reputational risks-27.2 percent
- Improved credit access-17.5 percent

FINDINGS

- The organisation incorporates CSR into its career requirements, annual success schedules, and team objectives. It is significantly associated with the company's integration of CSR into formal and informal compensation programmes, as opposed to the company's assistance to business units in designing performance assessment systems that promote CSR action.
- The company incorporates CSR into its structured and informal incentive systems, which are more closely linked to the company's mission.
- 78 respondents agree that the organisation should include workers (and other stakeholders) or that HR should initiate or promote the creation of a project, vision, and values framework, whereas the remaining 22 respondents believe the exact opposite. Thus, it is concluded that human resources participate actively in the implementation of the project, vision, and values frameworks.
- Human resource professionals' position in assessing the need for CSR / sustainability skill sets in potential workforces is critical to achieving superior results in the field of CSR.
- The organisation (human resources) is critical in incorporating CSR into the orientation and probationary assessment processes.
- However, the HR function's responsibility to include ongoing job-specific and general CSR training has been identified as important. Additionally, the majority of businesses educate their CSR employees by training and development agencies or human resource executives.
- Additionally, the human resources department offers work requirements, annual success schedules, team expectations, and structured and informal compensation systems to business units' CSR staffs.
- The majority of a company's CSR department is led by a manager who is accountable for social sustainability, business conduct and compliance, and

environmental sustainability. And human resources is accountable for the specific work.

- Any business adopts CSR primarily to motivate top management ethically, to promote the company's reputation, to increase productivity, and to increase employee satisfaction.
- Code of Conduct, social affairs, anti-corruption and ethics, and health and welfare are only a few of the main areas on which HR educates the CSR workers.
- The primary benefits of CSR include enhancing corporate reputation, enhancing relationships with suppliers, institutions, donors, and the community, and enhancing employees' sense of purpose.

RECOMMENDATION

Apart from articulating and leveraging the organization's social agenda, human resource managers should encourage some practical facets of organisational culture to effectively set the stage for sustainable growth. This may involve the following:

- Incorporating corporate ethics.
- Providing employees with information about the company's results, services, and innovations.
- Direct communication with executive management or round table meetings.
- Development of internal social networks for cooperation and networking.
- Suggestion boxes or programmes that encourage employees to submit new ideas
- Promotion of processes—meetings with consumers, vendors, and neighbourhood groups—to elicit stakeholder feedback on the organization's expectations.
- Volunteering can help develop personal qualities such as teamwork, counselling, listening, and dispute resolution. These are transferable skills that lead to increased success and efficiency in the workplace.

- Placing a premium on long-term job protections in order to minimise disruptions for workers, their friends, and neighbourhoods.
- Conduct a review and revision of all human resource practises, procedures, and systems to ensure they adhere to sustainable standards.
- No action strategy can be launched without a mechanism for tracking the success and consequences of human resource management's approach to corporate sustainability. At this stage, human resource managers should consider their success scorecard. They must explore how they can define performance in terms of all stakeholders and how these decisions can result in real market gains with quantifiable outcomes, to the extent practicable.
- Through using human resources' expertise in corporate processes, transition management, and culture stewardship, HRM will assist in developing and implementing a strategic business plan through the enterprise.

LIMITATIONS OF THE STUDY

- The study includes only the collection of data through questionnaire, personal interviews with various HR managers, HR officials and employees who are involved in the field of CSR and the findings are based on the premise that the respondents have given the information.
- Since this is exploratory study, the data had to be obtained from the available source only.
- As it is internal information it is very difficult to get the accurate data and responses from the company and its employees.
- Availability of time for the respondents was limited, so it was difficult to get the information for the respondents.

CONCLUSION

This study is based on primary data and deals with the relationship between CSR & HRM. It explains the role of HR in CSR activities for the sustainable growth and welfare of the society and mankind. It ensures that the company actively participates in CSR activities by imposing new and updated rule through “The company act 2013”. CSR activities can be properly initiated by recruiting and selecting veracious person with apposite knowledge in the field. Further HR activities like training and development, performance appraisal, compensation management etc. are obligatory for effective operation of CSR activities.

Form the study it can easily be concluded that every CSR activities is highly backed up by HR managers and officials. The activities of CSR are integrated since the very beginning i.e. form recruiting to the very end i.e. retrenchment. HR takes an active participation in framing development of mission, vision, values framework. Moreover it also deals with incorporation into the orientation and probationary review process for CSR. Later down the line it provides job analysis to the CSR employees that include job description and job specification. Gradually most of the companies train their CSR personnel through Training & Development agencies or through HR executives. It helps to motivate the employees and also squeezes the maximum potential from the employees. Annual performance plans, team goals, formal and informal reward system and support to the business units to their CSR staffs is also one of the essential function that HR does in the field of CSR.

Most of the company adopts CSR because of the law forbidden by the government. Apart, there are other benefits for adopting CSR. It can be listed as:-

- Upper management's ethical motivations.
- Enhance the brand image.
- Efficiencies are increased.
- Increased job satisfaction.
- Commercial benefits associated with expansion into new territories.

- Benefit from relationships with financial institutions and the society.
- Financial compensation from the government.
- Enhance the employee's sense of self-worth
- Strengthening relationships with vendors, institutions, sponsors, and the broader society.
- Increased credit availability
- Recognize reputational threats

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QUESTIONNAIRE

Role of HR in the field of CSR

Help me with my MBA Dissertation by filling this form. Thank you!

Name

Your answer _____

Age

Your answer _____

Gender

Male

Female

Other: _____

1. Does your HR initiate or support the development/upgrade of a vision, mission and values framework to incorporate CSR?

Yes

No

2. Does your company involve employees (and other stakeholders) in the development of mission, vision, values framework?

Yes

No

3. Does your company evaluate the need for CSR / Sustainability skill sets in your future workforce?

Strongly Disagree 1 2 3 4 5 Strongly Agree

4. Does your HR identify key CSR competencies and gaps?

Strongly Disagree 1 2 3 4 5 Strongly Agree

5. Does your company incorporate into the orientation and probationary review process for CSR?

Strongly Disagree 1 2 3 4 5 Strongly Agree

6. Does your company provide regular job specific and general CSR training?

1 2 3 4 5
Strongly Disagree Strongly Agree

7. Does your company Integrate CSR into job descriptions, annual performance plans and team goals?

1 2 3 4 5
Strongly Disagree Strongly Agree

8. Does your company Incorporate CSR into the formal and informal reward system?

1 2 3 4 5
Strongly Disagree Strongly Agree

9. Does your company Support business units in developing performance evaluation systems that foster CSR behavior?

1 2 3 4 5
Strongly Disagree Strongly Agree

10. Does your company have a management person responsible for social sustainability?

Yes
 No

11. Does your company have a management person responsible for Business Conduct and Compliance?

Yes
 No

12. Does your company have a management person responsible for Environmental sustainability?

Yes
 No

13. Does your company publish a Corporate Social Responsibility (CSR)/ Sustainability Report?

Yes
 No

14. Is your most recent report assured by a third party?

- Yes
- No

15. Are the operations of all your company sites included in that report?

- Yes
- No

16. Does your company have a Code of Conduct in place?

- Yes
- No

17. Is the Code of Conduct enforced at this site?

- Yes
- No

18. Does your company organize training sessions to enhance the understanding of Corporate Social Responsibility/Sustainability at your site?

- Yes, training sessions are implemented on irregular basis
- Yes, training sessions are implemented on regular basis
- No, but we plan to implement such training sessions
- No

19. On which of the following topics do your organize training sessions?

- Code of Conduct
- Social issues
- Anti-corruption and ethics
- Health & safety
- Environmental management

20. Have employees from your site participated in external Corporate Social Responsibility/Sustainability training?

- Yes
- No

21. For which of the following social issues does your company have a policy?

- Respect for human rights (e.g. fair treatment)

- No forced or compulsory labor
- No child labor (e.g. no worker under legal working age, etc.)
- Working conditions (e.g. mandatory days off, etc.)
- Wages & benefits (e.g. no unpaid overtime, etc.)
- Non-discrimination (e.g. age, gender, religion, race, etc.)
- Freedom of association
- Collective bargaining

22. In your opinion which is the reasons that may move a company to adopt CSR practices?

- Ethical motivation of top management
- Promote corporate image
- Increase of the efficiency
- Greater employee satisfaction
- Commercial advantages to new markets
- Benefit in relationship with institution finance and community
- Public incentives
- Pressure from consumer association and media

23. Which of the following measures has your company adopted to reduce environmental impact?

- Waste recycling
- Mobility management
- Sustainable packaging
- Develop of environmental friendly product
- Life Cycle Assessment processes
- Management of environmental system
- Use of renewable resources
- Other: _____

24. What do you think could be the main benefit of the adoption of measures for social responsibility?

- Enhancing corporate reputation
- Improving relations with suppliers, institutions, donors, community
- Strengthen the sense of employee
- Increase of the efficiency
- Acquisition of commercial benefits
- Identification of reputational risks
- Better access to credit

25. Which are in your opinion problems related to the development of initiatives in the field of social responsibility by your company?

Lack of knowledge

Lack of institution assistance

Lack of specific legislation on CSR

Business benefits not immediate

High costs

Lack of corporate skill

Little impact on social and environmental business

Few interest of the company

Other: _____

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