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CORPORATE SOCIAL RESPONSIBILITY AND HUMAN RESOURCE MANAGEMENT

Research on social responsibility highlights the problem of human resource management and states that the development of their socially responsible staff involves not only the development of qualifications, but also the participation of employees in decision-making, the improvement of working conditions, the development of motivation and value systems. The European Union is interested in the introduction of the concept of social responsibility in business organizations. Social responsibility can be regarded as one of the main concepts of morality which describes the relationship of personality with the moral requirements imposed on it, the choice of humanistic values, and free determination. According to Berber et al (2014), Corporate social responsibility as a management concept based on the creation of a balance between economic, social and environmental goals is more and more accepted as an indicator of the success of the company as a whole and as a possibility for the achievement of sustainable development. In one of the most important developments in this area, in 2001 when the Commission of the European Communities brought the Green Paper for Promoting a European framework for Corporate Social Responsibility, the main definitions about CSR and external and internal dimension have been explained. Inside the internal dimension human resource management (HRM) was emphasized as an area which is primarily included in the CSR practices. Since employees and managers are usually seen as very important factors of successful CSR implantation [1]. According to Mengele-Leliūgiene (2013), one the most relevant problems in today's world, which is strengthening human capital and social responsibility development, established in the study the need of education of social responsible personality for four groups of interest (i.e. the state, society, family, business). Based on the generalised data of the need in certain personality traits voiced by the interest groups, personal work experience, knowledge, intuition and clear-sightedness, a hypothetic model of socially responsible personality was formed [16].

The author proposes to strengthen human and social capital through the development of social responsibility by establishing a national qualification improvement programme, by developing a socially responsible personality capable of taking ethical decisions responsibly and independently. The development of social responsibility and a responsible employee depends on the behavior of managers at all levels in the organization, and the application of leadership competences in developing employee responsibility can be one of the conditions for positive impact. Vlachos et al. (2013) researched leadership expression in implementing CSR principles in human resource management. This study examines the impact of CSR initiatives on an important stakeholder group - employees. The proposed model

predicts that a manager's charismatic leadership influences employees' interpretations about the motives underlying their companies' engagement in CSR initiatives (intrinsic and extrinsic CSR-induced attributions) which, in turn, influence employee job satisfaction. [8]. Gond et al. (2011) analyze whether and how HR support employees' involvement in CSR, and highlight areas of collaboration and tension between HR and CSR functions around emerging practices of responsible leadership and found that of an important area of 'responsible leadership' is relationship with employees. Processes and tools with employees support the management relationship. They can help the relationship between corporate leaders and employees [2]. A model for developing a socially responsible employee is presented in Lobanova's (2015) study. Lobanova (2015) presents the contemporary tendencies of human resource management paradigms development and analyzes topical theme related to the fact that socially oriented approaches to the social, economic and human development is more and more integrated into management practices. This requires new methods and standards to be incorporated into management practices in order to avoid management rhetoric and reality incompatibility, when humanistic social welfare ideas become stakeholders 'politically charged' discussions. Presented empirical results show that the advanced management methods and standards in organizations are beneficial to human resource management processes harmonization [5].

The implementation of corporate social responsibility practices is often seen by researchers as a factor positively influencing human resource management, but there is still a need for research in this area. According to Berber et al. (2014), CSR as a management concept provides a balance among economic, social and environmental goals of the organization, is a relatively new business philosophy that companies worldwide accepted to a greater or lesser extent over the past twenty years. Still, there is not strong enough evidence of the superiority of the system, since in addition to the many advantages, some authors continue to emphasize and support the Smith's and Friedman's theory. Nevertheless, global companies increasingly use the elements of CSR in their business, and many have joined the international project of the strengthening and implementation of CSR principles in business through the ISO standard 26000, Global Compact, etc. In the practice of the companies it has been found that these phenomena are still not implemented, especially regarding HRM activities such as recruitment, training and career development for special group of employees [1]. According to Lis (2017), sustainable HRM takes the view that employees are far from a cost but are in fact a special value adding component of business operations and also have a value of their own. Companies can only succeed in the long-term if they recruit and motivate highly skilled people who are able to respond to and shape the challenges of the future. Effective recruitment is crucial to the development of a cohesive workforce and a successful organization. Recruitment directly affects the quality of a potential applicant pool[4]. In addition, the involvement of employees in socially responsible activities is important. Kim et al (2010) presented the models that might entail employee needs to activate E-C

identification in external CSR programs. Companies should carefully develop corporate volunteer programs that implement the best strategies for motivating employees' participation. There are many ways to encourage the participation of employees, such as providing release time and including contributions to such initiatives in job performance evaluations. More effective ways of increasing employees' involvement should also be continuously developed. Research topics and results indicate that there remains a need to clarify the level of responsibility in organizations with regard to the attitude of the main stakeholders – employees. Remišová and Búciová (2012) present a new methodology for measuring a corporate social responsibility (CSR) level based on the Integrative model of CSR. According to the model, which reflects European theoretical fundamentals of CSR, a company cannot be viewed as socially responsible if it does not accept at least basic responsibilities towards all its stakeholders. The Integrative model of CSR makes it possible to measure CSR in a completely new way that respects the European theoretical fundamentals of CSR. According to the model, it is impossible to limit CSR only to philanthropic responsibility. To be socially responsible means to act economically, legally and ethically responsible in day-to-day business towards all stakeholders. The model makes it possible to specify the content of socially responsible practices towards each stakeholder separately. Specifying the responsibilities helps in intentional achievement and development CSR as it enables corporations to grasp the issue in a more complex and systematic way [7].

Based on analysis of the most frequently used guidelines and standards in the area of CSR, seven main areas of CSR towards employees were identified (Table 1).

Table 1. Main areas of CSR towards employees

	Main areas of CSR
.	Compensation issues
.	Health and safety
.	Work conditions and corporate social politics
.	Labour relations and collective bargaining
.	Work dignity and protection against discrimination
.	Individual work relations and internal communication
.	Enforcing employee rights

The CSR basis is achievable for all large organisations regardless of the volume of their financial resources and the CSR basis does not monitor the amount of money invested in employees by an organisation, but the way the processes to create an appropriate work environment for its employees are set up.

The practical implementation of corporate social responsibility is aggravated by the fact that most of the CSR programmes are not part of the core values of people working in the organization, but it is necessary to involve all employees in the realization process of social responsibility in order to make the values of the organization understandable and acceptable to them. In this respect, responsible leadership and application of leadership-specific methods are becoming increasingly important. Socially responsible organizations are characterized by the fact that they care for the safety of production and employees and their health; they create conditions and give the employee the opportunity to realize himself / herself and to improve his / her good emotional state; they create equal conditions for all employees in terms of improvement, payment for work, self-realization and career; they ensure the dignity of work and protection against discrimination and resolve the issues of compensation, individual labor relations, internal communication and employee rights implementation. Social responsibility research topics raise a variety of issues, linking them to the development of socially responsible employees and the importance of this phenomenon for the organization, so it remains relevant to analyze these processes by applying empirically verified models for the implementation and evaluation of social responsibility and the criteria formulated.

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