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***Research paper***

# Corporate Social Responsibility: A Restrictive Approach for the Management of Human Resources

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**Abstract**

The corporate social responsibility plays a key role in improving the image of the company and sustaining its activities. This concept must be taken into account in relation to human resources management.

***Keywords***: *corporate social responsibility (CSR); management of human resources (MHR); sustainable development (SD)*

## 1. Introduction

In 1953, Bowen was the first to off evoke in his book "The Businessman Responsibility" the term "Corporate Social Responsibility", translated thereafter by "the social responsibility or societal of the company". The recent crisis 2008/2010 resulted in a backward flow (relatively) of the financialisation of the economy and companies. The interrogations as for the role of the company, in the company are structured around new concerns as regards Social Responsability. This "Re" discovered a company "citizen", concept developed there is nearly thirty years ago by Edgar Morin (1981), placed the human stock management at the center of these reflexions. More and more, the companies take the turn on the corporate social responsibility (CSR) and the sustainable development (SD). This new trajectory leads them to partly revise the practices of human management in order to align them on the principles of CSR/SD. The scientific community also starts to be interested in the articulation between the CSR/SD and the human resources. The Social Responsibility for Company (SR) becomes, these last years, one of the headlights topics of several disciplines of the managerial literature. According to us, the Societal Responsibility for the Company appears like a restrictive approach of HR functions. The goal of this paper is to thus treat in the first part the contextual framework of the CSR, various concepts, its relationship to the sustainable Development. For the last point we will treat the instrumentation and reference frame of ISO. The second part presents the approach HR in logic CSR, we conclude in the last point construction starting from seven strategic of HR functions. The principal objective of this work was obviously the good management of competences, to prevent the conflicts, to manage the careers, and slowly develop the marked employer. The central question which challenges us is as follows: **How to act Socially Responsible towards the Management of Human Resources?**

## 2. Contextual framework of corporate social responsibility

### 2.1. Concept of CSR

Igalens (2003) recalls that the CSR can be defined as a "voluntary integration of the social and ecological concerns with the industrial and commercial activities". According to Pasquero (2006), the Social Responsibility of the company constitutes: "all the legal obligations or volunteers which a company must assume in order to reach an inimitable model of good citizenship in a given environment" (Perez 2005). The academic definitions of the concept are characterized by the will to provide a framework analysis generally independent of the suitable objectives for a given organization (Déjean & Gond 2004). If for example the case of Williams and Siegle (2001) according to the CRS "is all the actions aiming in the social good beyond the interests of the firm and what is required by the law".

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### 2.2. Sustainable development

During last years, the sustainable development became unavoidable, it is called up by all and sundry to support opposite positions; this testifies to its popularity, but also to fuzzy contents which explain certainly the facility with which projects of any nature are claiming some (Daly 1990). The sustainable development was popularized in 1987 with the publication of the Brundtland report/ratio with the following definition: "the sustainable development is development that meets the needs for the present without compromising the ability of the future generations to meet their own needs" (Brundtland 1987). A few years before, the world Unite for the nature conservation proposed a definition, according to which "the sustainable development is a development which holds account at the same time ecological economic and environmental dimensions" (UICN 1980). These two definitions are nowadays the base of every serious interpretation of sustainable development, but their general formulation does not make it possible to seize the concrete range of it, or to detect in what the sustainable development is distinguished from the model of traditional industrial development. Because the sustainable development is indeed carrying another conception of the development which, is not opposed to the economic development, but supposes a new prospect for the richness and the economy. The SD can however, be distinguished from the CSR, which represents "the voluntary integration of the social, environmental concerns of the companies to their commercial activities and their relations with all the internal and external recipients (shareholders, personnel, customers, suppliers and partners, local communities, associations…) and this in order to satisfy fully the applicable legal obligations, to invest in the human capital and to respect its environment (ecology and territory)."The concept of CSR will be quite simply the application by the companies of the concept of SD. Since they take part directly in the development of a territory, provide work to their employees, but as with their subcontractors and suppliers and, as in other, they consume raw materials and are transmitting waste, the companies are a major actor as regards SD. It is about the practical transposition of the three pillars (economic, social and environmental) to the concerns of the company. The field of investigation of this concept is thus immense. It however seems more circumscribed than that of the SD. In that, the CSR seems to be part of the SD.

### 2.3. CSR and sustainable development

Aiming at integrating the opinion of the consumers at the same time on projects of standardization in progress and proposals for a new work in the fields being able to interest them, the ISO, an international association of private law, unites in June 2010 in Geneva, the institutes of standardization of 163 countries, member by country (Brown & Al 2010). Work on standard ISO26000 began in 2005 with a working group formed from 300 experts from 54 Member States from the ISO and 33 organisational connections representing six groups of recipients: industry, the government, trade unions, NGO, organizations of support and organizations on research and others. (Loukil 2009). The ISO26000 represents the principles of the Social Responsibility, which are: redevability, transparency, the ethical behavior, recognition of the interests of the recipients, the principle of respecting law, taking it into the account of international standards of behavior and the respect of the human rights. The ISO26000 is focused on seven central questions related to the Societal Responsibility: governorship of the organization; human rights; relations and working conditions; environment; honesty of the practices; questions relating to the consumers; the communities and local development. According to the definition of the ISO 26000, "human resources seems a privileged actor to work and deploy effectively the step within the companies. Their transverse position within the organizations and their strategic missions" (Barthe & Bel Abbes 2016, p. 96). The ISO 26000 "prescribed a particular vision of the human stock management with a widening of the concept of the HRM to external with the part of the human rights… a concentration of the internal MHR on the relations and the working conditions… the social dialogue of health and safety in work… request of an inscription of the practices of MHR within the communities" (Dubruc & Jneid 2013, p.27). In the handbook of the ISO 26000, two central questions treat social speech directly:

- The central Question number 1. Human rights: To have vigilance, risks, prevention, to cure the vulnerable attacks, discrimination and groups, civil laws and politics, right economic, social and cultural, fundamental and right principles to work;
- The central Question number 2. Relations and working conditions: Employment and relations, employer-employee; Social protection and working conditions; Social dialogue; Health and safety with work; Development of the human capital.

## 3. CSR towards a responsible management of human resources

### 3.1. Construction of HR strategic functions

The human resources function can easily identify the contributions of "spirit CSR" in the management of the labor force and implement the facilitation actions, coordination and expertise which will make it possible to integrate concerns CSR in the operation of the company. For as much as human resources are only the means and the role of the governorship of the company remains crucial to trace the road and to register the implementation of the CSR in the company like a strategic objective.

**Table 1:** Organizational performance measurement model

| Human resources | Economic efficiency |
|---|---|
| Employee engagement | - Use of resources |
| Exit | - Productivity |
| skills | |
| Forward planning of jobs and skills | |
| Atmosphere of work | |
| | |
| Legitimacy of the organization | Sustainability of the organization |
| - Regulatory conformity | - Competitiveness |
| - Social responsibility | - Quality of products and service |
| - Environmental responsibility | - Satisfaction of partners |

*Source:* Morin and Savoie model (2002)

One of essential attributions of HR and to guarantee that the company can permanently have competences (in the broad direction of the term) in quantity and quality sufficient to carry out its objectives and to ensure its personality.

### 3.2. Responsible recruitment

In a context of crisis, certain organizations continue to recruit and develop, in parallel, of new processes of recruiting. Through a policy of recruitment, it returns to Human Resources (HR) to give a human dimension to the managerial practices of an organization. In the framework of a step CSR, recruitment has a strategic position because the employees represent an essential recipient for an organization. Admittedly, with the new digital and numerical tools, with the emergence of a new generation of workers, resulting from the generation Y, with the swing of the concerns of career of the individuals, human resources are changing. Big Dated, transparency, well-being with work: new phenomena appear.

### 3.3. Forward planning of jobs and skills

The management of competences and the qualifications supposes data source which are the specific nature of the relation of employment and the statute of the people among the stakeholders. In one way or another, to propose an employment and a career (a succession of employment) and to pay the wages corresponding, it is to tie a sustainable relation with an employee. If the relation of employment is limited to one working day, it is necessary hardly to set up all the devices of management of standard human resources. It is much more frequent than the relation extends for a broad part of the active life of paid and even with the retirement, if one takes account of the contribution of the employer in this period.

### 3.4. Engineering training

It presents two fields on the one hand: the activity of social engineering is exerted on a social macro scale of the supranational institutions, the States, the directions of companies or associations, of the local authorities. It makes it possible to indicate a typical activity of the companies in the State. It takes the form of regulations, orientations, framings, incentives, proposals, payment, decree, law, evaluation and control, invitations to tender… Are aimed at stakes of integration, adaptation, anticipation, change, production and social reproduction. In addition, the teaching activity of engineering is exerted on a microphone-social scale of the andragogic, teaching or didactic relation. As written it in connection with opening teaching, (Carré et al. 1999, p. 19): "the concerns of teaching engineering appear in a strictly contemporary way of the rise of the "new devices of training ", which they are known as "remote", "flexible", "opened", "individualized","mediatized", etc ».That probably marks a transition or at least a tension between an artisanal interpretation of the educational space which was a long time exclusive, and an interpretation ingénieriale which tends to gain ground.

### 3.5. Good management of social relations

**Table 2.** Strategy in social relations in 5 points

| Levels of information | | What is it about? |
|---|---|---|
| 1 | The ultimate goal pursued by the company's executives | - A purpose of profitability, the stake is financially in the short term<br>- A heritage purpose<br>- A purpose of development |
| 2 | Contextual economic and social data | - The product market<br>- Level and evolution of the main indicators of the company<br>- The job market |
| 3 | The level of legal compliance from a social point of view | - In terms of human resources management?<br>- Regarding the functioning of the representative bodies?<br>- In terms of mandatory negotiations? |
| 4 | Union establishment | - Nature and weight of the social partners involved?<br>- Functioning of the social dialogue, of the contractual policy?<br>- Functioning of the representative bodies? |
| 5 | The Data concerning human resources | - Quantitative : data resulting from the social assessment and indicators of the social dashboard<br>- Qualitative : gone up managers, analyses leaflets, mails of paid. |

Source: Debande, "Managing social relations in companies"

### 3.6. Equitable system of remuneration

Equity or the impartiality was mentioned like a key element of the creation of an effective system of remuneration. One can define equity, according to three different plans: One speaks about equity in work environments when one has the impression that all the employees of an organization are treated in a right way. One speaks about equity relating to external remuneration when the employees of an organization have the impression that they are remunerated in a right way compared to the people who exert similar employment in other organizations. One speaks about equity relating to internal remuneration when the employees of an organization have the impression that they are remunerated in a right way compared to the relative value of their employment within the organization. An impression of inequity or injustice, compared to the external situation or intern, which can demoralize the employees and decrease the organisational effectiveness. For example, if the employees have the impression not to be remunerated equitably, they can make less effort or leave the organization, which harms the output general of the organization.

#### 3.6.1. Internal equity.

"One speaks about equity relating to internal remuneration when the employees of an organization have the impression that they are remunerated in a right way compared to the relative value of their employment within the organization." Another way of expressing this

concept is by saying that a person will have the impression that his responsibilities, the compensations which he receives and his working conditions are right and equitable when it compares them with those of the other employees exerting of similar employment in the same organization. One regards factors as the qualification level, the efforts and the responsibilities of the exerted role, and the working conditions.

#### 3.6.2. External equity

"One speaks about equity relating to external remuneration when the employees of an organization have the impression that they are remunerated in a right way compared to the people who exert similar employment in other organizations." External equity reigns when the standards of wages inside an organization are at least equivalent to the average rate of the sector or the comparable organizations. The employers want to make sure that they are able to pay the amounts necessary to recruit, retain and justify an adequate number of qualified employees. It is essential to create a structure of remuneration which offers at the beginning competing wages. The employees also compare their role and their wages with the roles and the wages of the other organizations. Unfortunately, they always, do not establish comparisons with similar organizations or even of the organizations of the same sector. To evaluate external equity, the employees consider many other elements generally that the basic wage. Some will evaluate external equity, according to the welfare benefits, of the job security, the physical work environment or the prospects for advancement.

### 3.7. System of evaluation and management of career

The management field of career breaks up into four practical keys whose we detail the activities in the tables which follow:

***- Recruitment/integration.***
To define the strategic recruitment; To define the sources recruitment;
To define the recruitment processes, and To define the process of integration of the employees.
***- Training***
To define the strategy training; To lay down the orientations training;
To conceive it, and To organize the training.
***- Evaluation***
To define the strategy evaluation;
To define the process and the supports evolution; To define the evaluations, and
To make the follow-up of the evaluations.
***- Mobility, reclassification***
To define the strategic mobility; To define the conditions of accompaniment mobility of implementing it an approach dedicated to the higher potentials, and
To define the conditions and the process of reclassification.

## 4. Conclusion

In spite of the obstacles of the integration CSR principles in the human stock management, this one remains a major and essential asset to reinforce and stimulate the motivation of the employees, and to improve the image of the company. For the specialists in human resources who are interested by the concept of social responsibility, they can play a part of sustainability in the ways of making company. Throughout this article, we have tried to demonstrate the importance of corporate social responsibility in contributing to sustainable management of human resources. Our future work will focus on integrating social, economic and environmental concerns into the public sector as it suffers from a lack of effective service quality in public organizations.

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