# HR AND SUSTAINABILITY TOGETHER: ENCOURAGING SOCIAL AND ENVIRONMENTAL RESPONSIBILITY AT WORK

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***Abstract*- In the global marketplace of today, every little thing can provide an organisation with a competitive edge over competitors and affect its long-term viability. Human resource management and corporate social responsibility have grown to be extremely potent instruments for businesses. Nonetheless, not enough attention has been paid to the potential, growth, and assessment of human resource management (HRM) and corporate social responsibility (CSR).**

**The literature has created numerous case studies on CSR and HRM, examined how these two factors work together, and examined how they relate to social, environmental, and economic sustainability. However, it hasn't yet established a firm foundation on which to discuss the new functions of CSR, HRM, and sustainable business management.**

**The purpose of this work is to look at scientific production trends concerning HRM and corporate social responsibility. For this, SciMAT software and bibliometric approaches have been employed. Three hundred and fourteen publications from journals indexed in the Web of Science (WOS) were examined. The findings show that within the past ten years, there has been an exponential increase in interest in the study of these subjects. It should be mentioned that there are still many different ways to interpret what CSR and HRM are, as well as how the two relate to one another.**

***Keywords:*** **Sustainability, green management, SR-HRM, CSR, and SciMAT.**

## INTRODUCTION

Over the past ten years, there has been an unparalleled surge in the study of human resource management (HRM) and corporate social responsibility (CSR). The corporate community has shown a keen interest in this sector, in addition to researchers and academics, who have contributed to this increase.

There is disagreement on what constitutes CSR in the literature that has been examined . Indeed, it is possible to characterise CSR as ambiguous, multifaceted, localised, and cultural. Depending on the context, the individual reading it, and even the organisation engaging in it, CSR can imply multiple things .

The definition of CSR has changed over time , and it differs according on the nation and cultural background . Actually, Dahlsrud published a research paper in 2008 in which he compiled 37 definitions of corporate social responsibility (CSR), coming to the conclusion that while there is some consensus about the identification of the CSR dimensions—that is, stakeholders—there is also disagreement.

Businesses have implemented corporate social responsibility (CSR) initiatives in response to the changing social needs of their stakeholders. CSR initiatives encompass social and environmental initiatives that extend beyond the traditional business focus of just economic gain. Porter and Kramer present a novel situation in which social benefits and pure economic objectives coexist in one area. A corporation can get a competitive edge by integrating CSR and HRM into its operations to comply with sustainable business and environmental standards.

An overview of the literature on CSR, HRM, sustainable management, and their interactions is what this document aims to convey. There are three stages to this process. In the first, every definition and line of inquiry on the topic is covered in detail.

Next, utilising indications of CSR-HRM activity, a quantitative analysis is performed to determine which writers and publications are the most prolific in the past few decades, among other data. Ultimately, we will be able to see how these ideas have changed over time and what connections they have with one another and other elements that have been more significant in the last several years through a three-stage longitudinal study.

## METHODS

Understanding the trends in scientific research on human resources management and corporate social responsibility is the goal of this project. The cliometric analysis of the scientific literature, which uses the article as the fundamental unit, forms the basis of the proposed study.

A metric analysis of the literature therefore enables the analysis of the specifics of the major research topics within a domain and the relationships at the micro level, producing useful information for researchers evaluating the scientific activity. A bibliometric analysis looks at bibliographic material from an objective and quantitative perspective that is helpful for organising information within a field specification.

During the analytical process, two distinct sets—activity indicators and relationship indicators—will be thoroughly examined. The progression of CSR and HRM research will be made clear through observation and analysis of the chosen papers. Similarly, the data gleaned from the literature—such as the articles' year of publication, authors, citations, places of origin, impact indices, and other details—will enable us to create a comprehensive picture of the significance of scientific output in this area.

## MATERIALS

In October 2019, a review of publications was conducted using the Web of Science database . There were two primary motivations for doing the analysis in the Web of Science database. The Web of Science database's indexed journals showcase some of the best standards of contemporary scientific output. Conversely, it would have been possible to incorporate documents from other databases;

Nevertheless, this presents a methodological challenge at some stages of our investigation. A comparison of articles from different sources may result in errors of appreciation because impact indices and other measures frequently vary between the databases. For this kind of research, we think that concentrating on a single database—like Web of Science—provides high-quality data and information.

The state of the research and its evolution were determined by creating longitudinal and strategic maps as well as thematic networks. On the one hand, a descriptive statistical analysis was conducted using the activity indicators of the literature in detail in order to obtain a global and temporal perspective of the subject's evolution.

## APPLICATIONS

The computer programme SciMAT provided support for the research. SECABA, a research group from the University of Granada, created this software (Cobo, López-Herrera, Herrera-Viedma, and Herrera,2012) .SciMAT makes it possible to create thematic networks and longitudinal,strategic maps that show the chronological development of the themes in the literature under investigation.

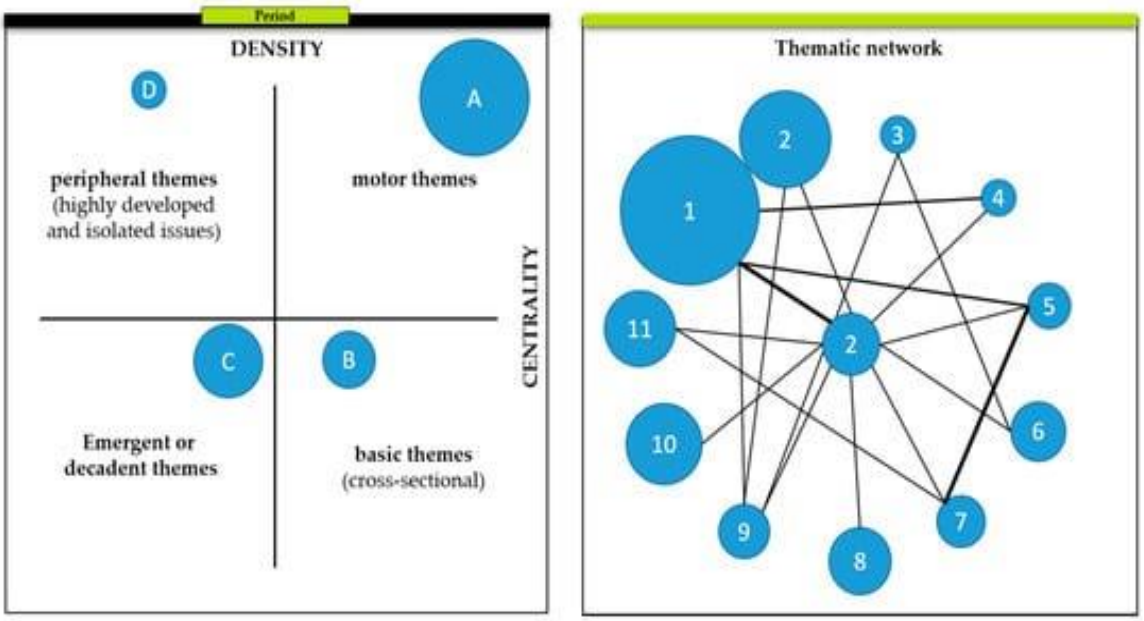
The author's keywords and the keywords from the source were utilised as the unit of analysis, and the co-occurrences were employed to create the networks. This is how SciMAT was configured for the analysis. The scientific network was normalised using the equivalency index as a similarity metric, and the scientific network was created using a single center-clustering technique.

Four quadrants make up a strategy map . The top right quadrant contains the motor themes, the upper left quadrant contains the peripheral themes, the bottom left quadrant contains the emerging themes, and the lower right quadrant contains the basic themes . In relation to the former, they serve as the specialty's motor themes since they exhibit strong centrality, high density, development, and significance for the formation of the scientific area;

However, they have strong external connections to ideas that apply to different themes. In terms of peripheral problems, they are highly specialised, have strong internal connections, and have a negligible impact on science. Emerging or decrepit themes are relatively underdeveloped and peripheral since they have a very low density and centrality. In conclusion, the fundamental themes are critical to the scientific domain, although they lack significant development and are general, cross-cutting concerns.

They are therefore fundamental ideas in the scientific domain. The theme spheres, where their volume can represent various bibliometric indicators, such as the number of documents associated with a theme, the number of citations received by the documents associated with each theme, or the theme's H-Index, incorporate the third dimension into the strategic map.

A network known as a "thematic network" is created from each cluster or primary theme . This is created through the relationship between terms found in the papers linked to each theme. Documents that share certain keywords with the network are given to each theme network.




An illustration of a thematic network and strategic map. A, B, C, and D stand for various clusters. 1, 2, 3,... 11 are the thematic network's members. Source: Written by the writers, drawing on Cobo (2011).

**RESULTS**

The quantity of yearly publications that connect HRM and CSR has greatly expanded. The sample under analysis comprises 314 articles, the first of which was published by Anderson in the Journal of Business Ethics in 1993 and titled "Corporate social-responsibility and worker skills—an examination of corporate responses to work place illiteracy contract."

wherein the near total independence of corporate philosophies from organisational characteristics is demonstrated. The first study that is noteworthy is that done in 2000 [43] by Albinger and Freeman, which was also published in the Journal of Business Ethics. It has 270 citations. As one of the first and still the most prolific in its subject, this journal has been publishing nearly continuously since 2000, adding 38 articles to our collection.

While there are many topics covered during this extremely fruitful time, a few key terms come up: green management; the effect that CSR practices have on businesses, where analysis techniques are looked for to gauge performance; and the effect that HRM and CSR have on workers and other stakeholders.

**RECOMMENDATION AND CONCLUSION**

Organisations should make sure that HR policies and procedures, which address things like hiring, employee relations, and training and development, clearly incorporate ethical issues. This will act as the cornerstone upon which to construct an ethical corporate culture. Organisations ought to regularly conduct training courses on making moral decisions. To assist staff members in gaining the knowledge and abilities necessary to handle moral quandaries, these programmers ought to be dynamic, captivating, and filled with real-world scenarios.

Employers should step up their efforts to diversity their workforce by using inclusive hiring procedures. Adopt tactics to draw applicants from diverse backgrounds and foster a welcoming atmosphere that celebrates variety.

Organisations should evaluate and strengthen their whistle blower protection policies to make sure that staff members are empowered and feel comfortable enough to voice moral issues without worrying about facing consequences. Explain to them the processes and safeguards that have been put in place for whistle blowers.

**CONCLUSION**

To sum up, the thorough analysis of ethics and Corporate Social Responsibility (CSR) in HR highlights the critical role HR plays in establishing moral corporate cultures and promoting the general welfare of society. A basis for ethical and long-lasting company practices is established by the inclusion of ethical considerations in HR policy, prioritising diversity and inclusion, and coordinating HR strategies with CSR objectives.

By implementing these suggestions, companies strengthen their standing as ethical corporate citizens and foster an environment where workers flourish under the guidance of honesty, decency, and a common dedication to moral principles. Organisations may significantly contribute to a more ethical and sustainable future by staying abreast of

emerging trends and pursuing continuous improvement in HR practices. The journey towards ethical and socially responsible HR practices is an ongoing one.
HR may be a catalyst for positive change in the company by promoting impartial and fair hiring practices, placing a high value on employee well-being, and actively participating in CSR projects.

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