The Study of Human Resources Management Practice on Corporate Social Responsibility

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ABSTRACT

The topic of corporate social responsibility and human resource strategy has developed together in the study as well in practice in a business environment. Both have become very powerful tools within the company to achieve sustainable growth for the company. Corporate social responsibility deals with labor-related issues, such as human rights, labor practices, health care, and the environment, and others, while implementing a good human resource strategy will support the practice of corporate social responsibility to be more effective, meaning that there is a mutual relationship among them. Companies that implement corporate social responsibility properly will pay attention to efforts to work legality at the company and improve company performance and more adequate business sustainability. This research has shown that adequate human resources management practice would significantly increase the company's corporate social responsibility.

Keywords: environment, human resources management, CSR, developing countries

INTRODUCTION

Corporate social responsibility has become a hot topic of discussion, analysis, research and scientific papers. This can also be proven by the increasing number of writers from academic circles, organizations discussing topics related to corporate social care. In addition, many organizations and institutions pay attention to the topic and practice of corporate social responsibility, even world organizations such as the United Nations and various non-governmental organizations, even legislative body, and the media and the public are increasingly dealing with this social responsibility topic. Accompanied by the reason that the concept and application of corporate social responsibility has increased due to public distrust of the economic sector due to various scandals, globalization, strengthening of corporate power, increasing business transparency due to developments in telecommunications technology, and increasing pressure from non-governmental organizations and the public. itself to behave more socially responsibly. By applying direct pressure to companies, organizational activists are accelerating changes in company business practices that governments or international law cannot or will not enforce. Often these initiatives aim to impose stricter standards on developed countries when compared to countries that are developing or less developed (Vogel, 2006).

It should be noted that, for the business sector that is socially responsible, effective corporate social responsibility programs and practices are attractive because if implemented

strategically they can allow companies to gain a comparative advantage in the market when compared to competitors. Porter and Kramer (2003) suggests that investing in corporate social responsibility can, when linked to the company's business objectives, bring significant comparative advantages to the company or even the entire cluster of existing companies. The philanthropic activities of cluster members, both individually and collectively, can have a strong impact on the competitiveness of clusters and the performance of the companies that form and operate them (Porter & Kramer, 2003). Research has also shown that corporate social responsibility has a positive relationship with corporate image (Lee & Lee, 2018).

On the other hand, an adequate human resource management strategy has been believed and found to have a relationship with, business sustainability (Santana et al., 2020), efforts to improve a good work environment and employee self-motivation and employee performance (Keeble & Armitage, 2010), total quality management (Ronald, 1991), corporate reputation, employee and organizational performance (Friedman, 2009) etc. The human resource management strategy according to Calderón (2006), initially focused only on fulfilling labor regulations, making welfare programs for workers and workers' families, on industrial safety and on the aspects of business philanthropy, so it is not surprising to say that CSR was initially seen as activities that are not very important for business management and have nothing to do with human resource management strategies (Calderón et al., 2011).

The development of the social and global environment and the increasing need for attention to environmental sustainability, human resource management is a strategic area that can contribute to employee development and organizational sustainability, and CSR has a relationship with human resource management, that is if the function of resource management is well managed human resources will be able to create and run CSR programs that are more adequate for the company. Furthermore, it is also said that companies with adequate CSR programs, practices and disclosures will pay attention to the needs of employees, so that human resource management will be carried out better (Lis, 2012).

Several authors, (such as Kotler and Lee, 2007; Vogel, 2006) agree that implementing a socially responsible business can bring a number of benefits to the company which in turn can have a positive impact on improving employee performance and company finances. Thus, Kotler and Lee (2007: 12) state that the most important thing in this case is efforts to increase sales and market share, strengthen the company's strategic position, strengthen the company's image and influence, strengthen the ability to attract, motivate and retain employees, reduce business costs, and increase attractiveness to investors and financial analysts through effective programs and practices through corporate social responsibility.

The purpose of this study is to describe the influence of human resources management practice on corporate social responsibility. This study will also discuss literature studies on corporate social responsibility in the workplace, strengthening the company's capabilities and strategies to attract, motivate and retain employees. The results of the discussion in this paper are expected to provide additional references for academics and researchers on corporate social responsibility and human resources management practice.

Theories And Hypothesis Development

Given that very few concepts have recently attracted so much attention from academia, legislators and the public, it is clear why there is still no single definition of corporate social responsibility. However, one of the first and, arguably, most frequently quoted definitions of corporate social responsibility is given by Freeman (1984), the originator of the Stakeholder Theory, according to which corporate social responsibility is corporate management with the aim of creating value for all interest groups that can give influence to the company's business. The definition can be considered the most comprehensive, since the use of the term stakeholder provides sufficient space for each company to, taking into account the specific circumstances of its business, define and implement its areas of social responsibility.

The Workplace and Corporate Social Responsibility

Regardless of the specificity of the business of individual economic entities, one of the basic areas of each firm's social responsibility is its responsibility towards the workplace, or human resources (Crane et al., 2008). This area of responsibility is also the first to exist and is accepted by the company and company behaviour towards employees can vary in each company (Cannon, 1994).

There are several reasons why it is important for companies to be socially responsible in terms of human resources. First, in today's knowledge-based economy, human resources are the main resource in any business. Currently, the main resource of most companies is their employees, who donate their time and talents, not the owners who just donate their money from time to time (Hendy, 2003). Second, there are many companies that face allegations of abusive treatment of their employees in developing countries, such as child labour, poor working conditions, low wages, human rights violations, and the like; resulting in a boycott of the company's products, and a decline in the company's reputation. Third, when a company is known to have a social responsibility, it will be easier to attract and retain qualified staff, which in turn can affect the achievement of better company business performance. This suggests that corporate social responsibility is an important factor in motivating employees and attracting and retaining high quality staff (Hopkins, 2009).

Many authors agree that fair and favourable treatment of the workforce, ensuring good working conditions, non-discriminatory employment policies, and the need to identify with company values are just a few of the many social responsibility activities companies can undertake to motivate their employees, but also attracts talented new staff. Companies that have realized the importance of human resources to their success in time, have long based their business on sound employment policies, which in many cases go beyond the legal requirements in this area.

It should be noted that, corporate social responsibility in the area of human resources has different meanings and implications for different business environments, due to different laws and regulations and employee protection, in different parts of the world. For example, because of the traditionally strong union and labor laws that largely protect workers' rights, respect legal provisions and the wishes of associated employees in the union, they have little room to improve relations with employees. In such cases, social responsibility at work, or the absence of social responsibility at work is a very important concern (Matten and Moon, 2004).

On the other hand, the importance and type of social responsibility activities towards employees is very dependent on the type of work. According to Crane et al., (2008) based on the corporate social responsibility program at the workplace, there are four types of work, namely jobs that are partially regulated and regulated, and jobs inside and outside the parent company.

Thus, in regulated work, which is found most often in developed countries where employee rights are regulated by law in such a way as to prevent companies from behaving less responsibly towards workers, socially responsible activities will relate primarily to quality improvement. employee's life. Some things that can be related to this are also related to the opening of kindergartens around the company area, flexible working hours with the possibility of being able to work from home, issues of sexual harassment and discrimination and the like (Hendy, 2003).

In partially regulated jobs, most of which are located in developing countries. Employee rights issues, as a rule, are poorly regulated by law, or even the law is not enforced to the extent that it should be. Crane et al., (2008) said that in this case, corporate social responsibility behavior towards employees will cover issues such as ensuring adequate working conditions, the possibility of joining a trade union, safety and security issues at work, overtime pay, work leave and use of sick leave, and so on.

Jobs within the parent company are jobs that are the direct responsibility of the company, while work outside the parent company is an indirect responsibility of the parent company concerned, because these jobs are most often located in other companies that have a business relationship with the related company. The adoption of socially responsible behaviour towards employees in this case was most often encouraged by non-governmental organizations, the media, and the public, by exerting direct pressure on companies to improve their behaviour. Therefore, often multinational companies, are expected to apply socially responsible business to employees who are not the direct responsibility of the company, and by selecting socially responsible suppliers, they also protect the rights of these employees (Crane et al., 2008).

As can be seen, the problem of corporate social responsibility towards the workplace, namely towards employees, is very complex, with various dilemmas, different business contexts, and responsibilities imposed on the company. Carefully balancing the different jobs, and the level and scope of responsibility they provide, is a difficult task for managers today, especially in the context of globalization, when large companies operate in both international markets by relocating production to less developed countries, reduce costs, or outsource work.

Motivating Human Resources in The Business Environment

Socially responsible behaviour in the workplace, although complex, brings many benefits to the company. In addition to the savings that can be provided to companies by avoiding product boycotts, court fees, or deteriorating the company's reputation in the event of irresponsible behaviour, social responsibility is an important factor in attracting new employees and motivating and retaining existing staff. Given that more than 80% of the value of many enterprises in the new economy was the intellectual capital of companies, preservation through the positive treatment of internal stakeholders of workers is becoming increasingly important. In addition, the results of studies that have examined the attitudes of prospective employees, in socially responsible companies and the availability of job opportunities in them, show that young people are increasingly paying attention to the importance of socially responsible behaviour in selecting companies or prospective employers. (Hopkins, 2009).

However, as already mentioned, there are differences between social responsibility activities that affect the attractiveness of companies as employers in different business contexts. An interesting example of this is the annual comparison of the most wanted employers by Fortune magazine for the US region. According to a study by Fortune magazine, the top five

most wanted companies in the United States for 2011 are SAS, Boston Consulting Group, Wegmans Food Markets, Google and NetApp. Software company SAS, which has been on this list for fourteen years and is in first place for two consecutive years, offers its employees, among other things, on-site health care, summer camps for children, car cleaning, beauty salon, fitness club etc. One company manager pointed out that people stay at SAS primarily because they love it here, but on second thought, I would say they don't leave the company because they feel we care about our employees. Google, a globally recognized company that is has been one of the five most desirable employers in the United States for several years in a row, providing its employees with a comfortable and creative work environment and in addition to cash bonuses, free food in many cafeterias, artificial climbing walls and even a laundry. Last year, the company's revenue increased by 20%. Given that this is a highly environmentally developed company operating in the United States, the company is well-managed, where basic worker rights issues, such as security and fixed wages, are not social responsibility is reflected in the additional benefits that can be found company offers to employees, which in turn leads to a better quality of life, such as health care, a creative and flexible approach to work, creating a balance between personal and business life, etc. (http://money.cnn.com/magazines/fortune/ bestcompanies/2011.html).

According to a survey conducted, that employers in developing countries must have a different strategy from those in developed countries. The results of research in developing countries show that the most important factors for respondents are company attractiveness, security, amount and fixed salary, and benefits. This is followed by possible advances in the profession, the employer's business reputation, the employer's attitude toward workers, the employer's social responsibility, and leadership in the sector in which the company operates. This means that in developing countries, the most important factors that attract companies are fixed wages and job security, then the organization that is the priority for the workplace is a publicly owned company, where it can be ascertained that legal provisions regarding payroll will be obeyed, which guarantees income. nonetheless, also the income is higher than the average. Salary guarantees are a major attraction factor for all employees, and that employers who wish to attract, motivate and retain quality staff, of all socially responsible activities must be sufficient to offer this to employees on a regular basis. (http://money.cnn.com/magazines/ fortune/ bestcompanies/2011.html).

Rosolen & Maria (2016) also said that in developing countries the attractiveness of employers, such as company reputation, potential for business improvement, and attitudes of employers towards workers, according to respondents were less important. Unlike in developed countries (such as in the United States), where employees appreciate the added benefits that companies can provide to improve their quality of life. In addition, the results of the study indicate that the community views corporate social responsibility as an activity that is separate from work, so that respondents place it in the next order.

The Hypothesis

Study related to corporate social responsibility and human resources management strategy shows that there is a close relationship between these two variables and has even become an important tool in achieving company goals and even sustainable growth, including Del Baldo, M. (2013) who carried out Research with deductive and inductive approaches to CSR found that the practice of corporate social responsibility in the work environment has a positive impact on

human resource management, even to the work conditions of employees, and the lives of employees' families themselves.

Andrei et al., (2018); Santana et al., (2020) show that because the practice of corporate social responsibility is becoming increasingly important for every company stakeholder, human resources management professionals play a key role in identifying the right employees to help improve corporate social responsibility performance. Fuentes et al., (2008) states that corporate social responsibility can be used as a tool for strategy practitioners for human resources management to encourage the achievement of business sustainability and therefore develop social and environmental conditions. Sihombing et al., (2017) also stated that corporate social responsibility deals with problems related to employment, such as human rights, labour practices, health care and the environment. Human resources management is at the center of this system that directs and educates companies on corporate social responsibility, which clearly demonstrates the strong relationship between corporate social responsibility and strategic of human resources management.

Herrera and De Las, (2020) examined the development of corporate social responsibility and strategic human resources management and found that corporate social responsibility and strategic human resources management both experienced very rapid growth, both in terms of definition, research and practice in organizations. Both have become very powerful tools within the company in the pursuit of achieving sustainable growth for the company. Furthermore, Ketschau (2017) said that corporate social responsibility and Human Resource Development will be a lifelong learning idea, and continue to develop by combining concepts and ideas from the field of education into a framework and research in this field, which allows to examine the issue of promotion and social progress even in other topic areas.

CSR was initially seen as activities that are not very important for business management and have nothing to do with human resource management strategies, further stated that human resource management practice has no significant correlation with corporate social responsibility (Calderón et al., 2011). While the other results of previous studies Santana et al., (2020) and Andrei et al., (2018) indicated that there is a reciprocal relationship between corporate social responsibility and strategic human resources management in various countries (outside Indonesia), this can encourage academics to confirm studies in Indonesia to find the relationship between these two variables and can also linking other variables to enrich the findings further. However, this paper further discusses how the workplace as an area of social responsibility and corporate social responsibility practices can motivate and even retain employees in a business environment. Based on this description, the research hypothesizes that:

H1: There is a significant influence of human resources management on corporate social responsibility practices.

METHOD

This research is a confirmatory descriptive study that aims to obtain answers again about the influence of human resources management practices on corporate social responsibility in accordance with the existing facts from the findings based on respondents' perceptions. The data used in this study are secondary data and primary data. Secondary data comes from references

that function to support conceptual research theory, while primary data is data obtained from the results of questionnaires distributed to the respondents to be processed in order to find the answer the influence of human resources management practices on corporate social responsibility.

Questionnaires were distributed to the respondents, namely at the supervisory level, managers and senior managers at four medium-sized manufacturing companies in Jakarta and it was found that there were 47 questionnaire results that were feasible to be processed, the data was processed using a covariance based approach using SPSS for further interpretation of the results to obtain the magnitude research in accordance with the facts that occurred. The questionnaire used in this study follows the one that has been used (with minor adjustments), for the variable human resources management practices following the research of Li et al., (2019) and for the variable corporate social responsibility following the research of Lis, B. (2012) with a scale number 1 which indicates strongly disagree to the number of, 5 which indicates strongly agree.

RESULT AND DISCUSSION

This study uses primary data, in the form of answers from respondents in four manufacturing companies in Jakarta. There were 60 questionnaires distributed to respondents, it was found that there were 47 complete and proper questionnaires that were suitable for processing. The results of the questionnaire show descriptive data as presented in Table 1. Descriptive Statistics, which show that respondents' perceptions of human resource management in the companies where they work are already in the very good range, with a mean of 4.4028. The standard deviation value of 0.48991 indicates that on average the data collected is quite good, with the level of data variability being below the mean.

Table. 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SDM	47	3.67	5.00	4.4028	.48991
CSR	47	2.86	4.22	3.9972	.23201
Valid N (listwise)	47				

Descriptive statistics also shown that respondents' opinions on the practice of corporate social responsibility in the companies where they work were in the good range, with a mean of 3.9972. The standard deviation value of 0.23201 indicates that on average the data collected is quite good, with the level of data variability being below the mean.

Table 2. Correlations

		SDM	CSR
SDM	Pearson Correlation	1	.715**
	Sig. (2-tailed)		.000
	N	47	47

CSR	Pearson Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	47	47

The results of the correlation coefficient were used to measure how strong the relationship between human resource management and corporate social responsibility practices in the respondents' companies work. The results shown that the correlation coefficient value of 0.715 means that the relationship between human resource management and corporate social responsibility practices is in the strong and positive categories, this means that the increase in human resource management in the company coincides with the increase in corporate social responsibility practices.

Table. 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715ᵃ	.511	.497	3.37893

a. Predictors: (Constant), SDM

Table 3. Summary model shown that the contribution of human resource management in companies in determining good corporate social responsibility practices is 0.511 or 51%, while the remaining 49% is determined by other variables outside this research, the other determinant variables can be in the form of financial support policies, management commitments and others.

Table. 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.587	2.261		3.355	.002
	SDM	.790	.131	.715	6.053	.000

The significance test aims to answer the acceptance or rejection of the research hypothesis that has been built. Based on Table 4. Coefficients, it is found that the t-test value is 6.053 and the significance level is 0.000 or less than 0.01, which means the hypothesis was accepted, that there was a significant and positive influence between the management of human resource practices on corporate social responsibility in the company. Table 4. Coefficients, also shows that the regression equations from the findings of this study are:

$$CSR = 7.587 + 0.790SDM$$

This shown that if the human resource management practice implemented properly or improved through adequate programs and support for the human resource management activities themselves, it would significantly affect the increase in corporate social responsibility and matters related to the awareness program for human resources. These findings were in line with the research of Andrei et al., (2018) and Santana et al., (2020) which shown that human

resource management can significantly improve the practice of corporate social responsibility, but this study contradicted with the findings of Calderón et al. , (2011) who stated that there was no significant influence of human resource management on efforts to increase corporate social responsibility.

CONCLUSION

The human resource management strategy with respect to the workplace is conditional to action. In developing countries or at workplaces in an economic context with low capacity, it can be said that the corporate social responsibility program in the work environment in the form of meeting basic needs, including the amount and stability of salary payments, is a basic strategy in effective human resource management. Whereas in developed countries (such as the United States), attention to higher needs (such as work comfort, health care at work, summer camps for children, car cleaning, beauty salons, fitness clubs) is an important concern for employees. Management must appropriately implement a human resource management strategy in the workplace associated with a corporate social responsibility program so that it will have a positive impact on the company.

The problem of human resource management strategies and related to corporate social responsibility, the main emphasis is related to compliance and implementation of laws that govern this issue. Particularly which implies several things, first, given that this is a regulatory issue, companies have a big responsibility to ensure that the basic rights of workers are respected. Second, corporate social responsibility means that the company works for the community and is more than what is regulated by law. One way to do this is to include provisions on workers' rights from standards in company codes of conduct, particularly in areas not defined by domestic law. Third, in spite of the unfavourable economic situation and the difficulties of the transition faced, harmonization of labour market regulations for operating companies will soon become an enforced obligation. Last but not least, is the need to strengthen activities to educate prospective employees as well as the public about the importance of corporate social responsibility to the workplace, to ensure that future research is on the factors that affect the achievement of a better quality of life for employees. The provision of worker rights and educational factors (as part of the corporate social responsibility program) given to employees are the main factors that attract motivated employees to remain in the employing company.

Good human resource strategy and management are crucial concerns for business development. Human resources are seen as the main intellectual asset that can boost business growth, improve financial performance and even place the company in a strategic position that is advantageous, including in efforts to improve the practice of corporate social responsibility. There is a positive relationship between the human resource management strategy and corporate social responsibility, where companies with an adequate human resource management strategy will be better able to implement an effective corporate social responsibility program so that it has a positive impact on performance and a good image for the company. On the other hand, a company with adequate corporate social responsibility will also pay attention to and meet the needs of employees to be motivated, keep performing well and comfortable working at the company concerned.

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