

Human Resource Management through the framework of CSR, by Fertetics Mandy

Mandy Fertetics is an economist, specialized in management and organization, major in human resource management, organizational development and minor in environmental management. She is working for almost 6 years in the field of corporate social responsibility, trying different stakeholder roles: working as an NGO employee, consultant and researcher. Now she is working at her own company (Alternate Kft.) and her main field is developing and organizing CSR trainings.

ABSTRACT

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Keywords: human resource management, volunteering, employee satisfaction, career changers, ygeneration, maternity policies, work life balance, family friendly workplace, diversity, gender.

Labour stakeholders:

- assessing employee satisfaction
- the impact of legislative changes
- international agreements and voluntary codes of conducts (such as the Global Compact)

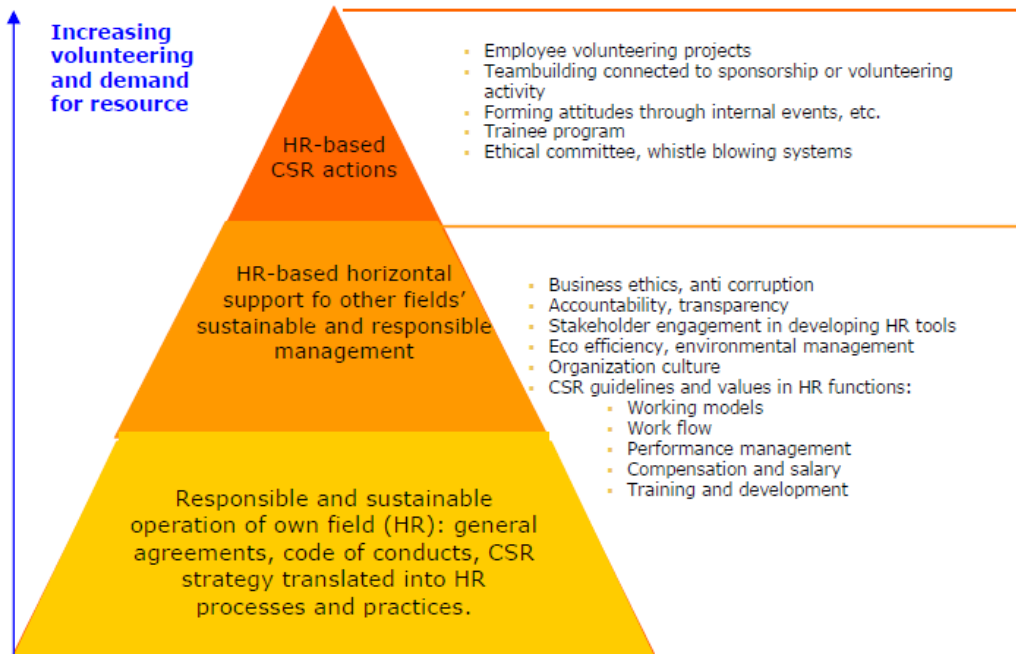
The aim of the paper is to look on Human Resource Management (HRM) through the framework of Corporate Social Responsibility (CSR). How CSR trend and expectations forced specific HRM changes, developments, and HRM influences through internal corporate stakeholders, employees the corporate social responsibility, sustainability performance of a company.

Discussing different important parts and views of CSR we often mention the important formula $CSR=HR=PR$ while indicating a key role for human resource management, and indirectly to employees themselves. How to measure the impact of employees on CSR of a company and how to evaluate a company's sustainability performance through employee's satisfaction and other indicators? The goal of this paper would be to have an overlook on these questions, give a pilot evaluation model, refer to some discussion points and give recommendations.

The paper addresses the following problems: (1) What kind of relationship has HRM and CSR? (2) What influence could have one on the other and vice versa? (3) How to measure labour stakeholders' impact on CSR / Sustainable Development related to a specific company or company activities? (4) How to measure a company's CSR performance by HRM indicators?

The model used for this analysis is the following own developed process model and the CSR pyramid of HRM:

The CSR pyramid of HRM



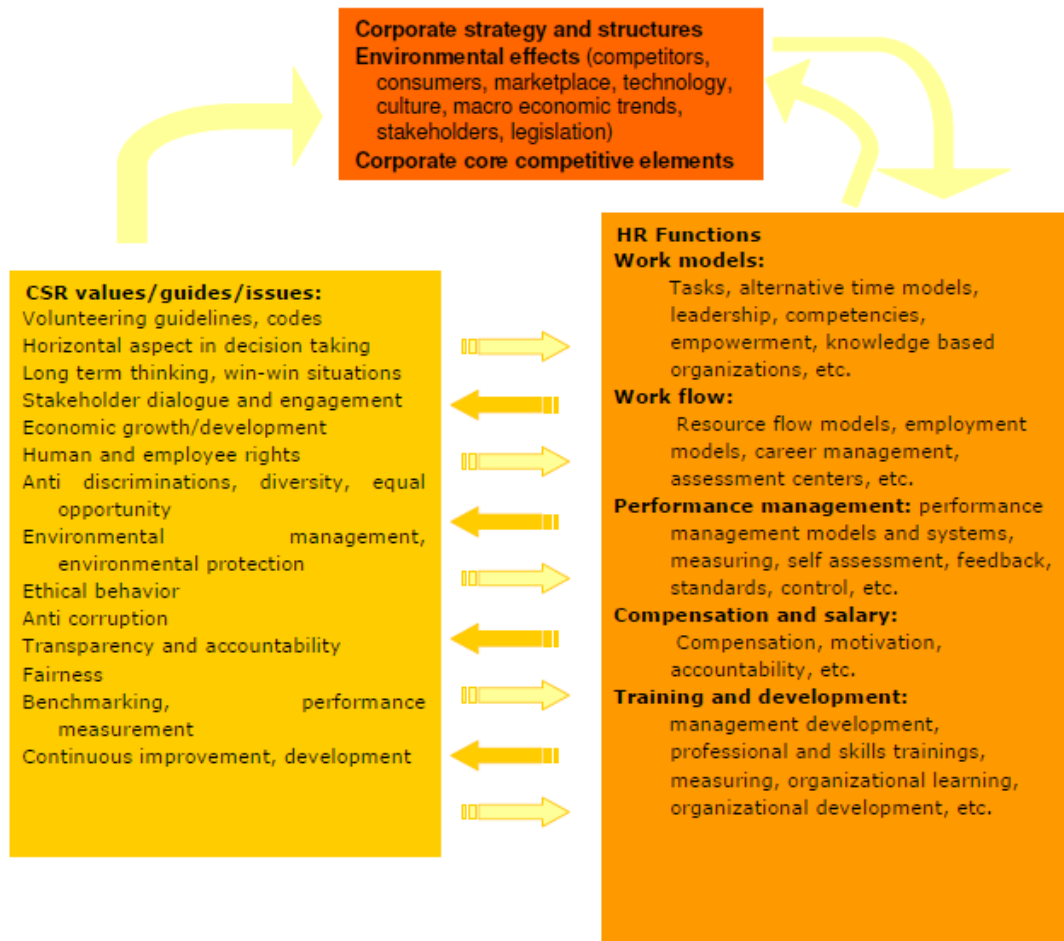
This pyramid and the process model gives a framework on how to analyze:

- the impact of employees on realizing CSR strategy of their workplace
- the impact of employees influencing CSR of their workplace
- the impact of CSR practices of the workplace related to employees.

This frameworks also give the possibility on look on:

- how international, general guidelines and agreements can be adapted
- how employee activism can lead to corporate changes
- how CSR strategy has to be translated into every day practices and employees need to be trained and motivated to align their decisions and practices to it.

Part of the paper will be best practices, also small case studies for examples. By analysing them I can make recommendations and highlight some debate points for the conference, the participants and other professionals by asking for their feedback and opinion



My objective in this special issue is to synthesize the parallel literature and topic areas, in an effort to examine, prudent, integrated management of financial, social, and environmental pressures. The analysis is based on interviews, consulting works, NGO experiences, observations, document analysis, and also on analysis of secondary research materials.

Findings of the analysis and paper are complex and relevant on macro and micro level as well, but the paper will focus on the micro level – the role of employees and their behaviour. Some of the findings are the followings:

There are several external and internal prerequisites which determine the success of employee influence.

- Tools and practices existing and possible rising for employees having impact on companies.
- Signs for companies to prepare themselves.

The analysis is mostly based on Hungarian experiences but some of the findings may also be relevant outside this country (or region), the paper also includes initial international benchmark and best practices.