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THE IMPACT OF HUMAN RESOURCE MANAGEMENT STRATEGIES IN ACHIEVING SOCIAL RESPONSIBILITY STANDARDS (GRI): A CASE STUDY IN MUNICIPALITY OF RAMADI

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Abstract

The aim of this research is to investigate the impact of human resource management strategies on the achievement of corporate social responsibility standards, Global Reporting Initiative standards (GRI) . The indicators of human resources management strategies that were monitored in Ramadi Municipality were identified (Human Resources Planning Strategy, Recruitment Strategy, Training Strategy, Job Benefits Strategy), and examined the impact of these four strategies indicators on the performance and achievement of the GRI standards. The four identified for this study are (Diversity & Equal Opportunities, Non-Discrimination, Occupational health & safety, Human Rights). The methodology of the study was adopted through a semi-regular interview, which was applied with 40 employees in the municipality of Ramadi, Iraq. The results of the study showed that social standards (GRI) can be achieved through human resource management strategies, but they need more time in planning and possessing culture in implementation. Resource management strategies are mostly within the low-lying area of social responsibility, and the human rights standard is the only one achieved through human resource management strategies.

1. Introduction

The concept of Corporate Social Responsibility (CSR) was radically changed in 2001, after the European Commission presented a definition that includes a new understanding of CSR. It emphasized two dimensions of corporate social responsibility: the external dimension, which is

community-oriented and environment-oriented, and the internal dimension that is staff-oriented. She also stressed on the important and proactive role played by human resources management in the development and implementation of corporate social responsibility. (Bučiūnienė & Kazlauskaitė, 2012; Brussels, GREEN PAPER (2001); Lapiņa et al, 2014; Berber et al, 2014)

The studies did not provide an understanding of the nature and substance of the relationship between human resources management and corporate social responsibility, despite their strong association (Dirani et al, 2009: 2), and that this still requires a thorough examination of the relationship between them, which considers essential due to lack of theoretical confirmation in this regard (Voegtlin & Greenwood, 2016: 182).

There is an increasing of participation in the implementation of socially responsible human resource management (HRM) practices by human resource departments, by developing appropriate human resources management policies and strategies (Newman et al, 2015: 1). Many studies link some human resource management practices with corporate commitments to social responsibility (Dupont et al, 2013: 148). After reviewing the interrelationship between corporate social responsibility and human resources management, companies have economic, legal, ethical and discretionary responsibilities towards employees. Employees are corporate stakeholders, and companies have responsibilities in the workplace. Studies confirm that the relationship between CSR and HRM falls into two categories (Çalış, 2012: 46,47 & Maç ; Bombiak & Kluska, 2019: 7 Sarvaiya, 2014: 53):

- A. Implement socially responsible human resource management practices (CSR to HRM).
- B. Implement human resource management activities that support CSR activities (human resource management to CSR).

We emphasize a two-way relationship between CSR and human resources management. CSR is involved in many strategic areas of the HRM business. Employment, training, wages, salaries and benefits offered by companies are clear and explicit evidence that CSR is rooted in key management strategies of Human Resources.

According to studies in this area, the impact of human resources management on the development and implementation of CSR programs and activities has proven to be an integral part of the human resources management work, for example (Voegtlin & Greenwood, 2016; Devi et al, 2011; Jamali et al, 2011). 2015; Dupont et al, 2013; Ming-Chu, Yu, 2017; Doležalová & Holátová, 2015; Mushtaque et al, 2017; Bombiak & Kluska, 2019; Celma et al, 2018; Berber et al, 2014; Obrad & Gherhes, 2018) All these studies emphasize a two-way relationship between HRM and CSR, and demonstrate that HRM strategies and practices can play a greater role in enhancing the responsibility performance of organizations.

On the other hand, the Global Sustainability Council adopted GRI Standards in 2016, of which 19 were listed under the Social Standards (GCCB, GRI Standards, 2016). (Alcaraz et al.) emphasized that HRM can have several dimensions within international reporting certificates (for

example, the Global Reporting Initiative) and human rights frameworks (Alcaraz et al, 2015: 3). The Global Reporting Initiative (GRI) has provided 79 indicators of environmental, social performance and indicators that measure sustainability, and up to 24 indicators are under human resources responsibility out of 79 (Sharma & Tewari, 2018: 7).

The convergence between HRM and CSR has been increasingly observed and is reflected in recent CSR standards (Jamali et al, 2015: 132). Given the indicators of the Global Reporting Initiative (GRI), an independent nonprofit organization that helps organizations and governments understand the impact of its activities on sustainability and outreach issues, reveals that about 20% of indicators are owned by human resources, all of which are related to human resources (Ogbechie et al, 2016: 7).

Barrena-Martínez et al, 2017 confirmed that the analysis of the above indicators is consistent with a set of eight socially responsible human resources policies, through the detailed content analysis of annual CSR reports of (Spanish companies IBEX-35) and corporate social responsibility standards (GRI and ISO26000). As shown in Table (1):

Table 1: Examination of socially responsible human resources policies in social responsibility standards

Socially Responsible Human Resources Policies	GRI	ISO26000
Recruitment	✓	✓
Labor Management Relations	✓	✓
Occupational Health and Safety	✓	✓
Training and Education	✓	✓
Diversity and Equal Opportunities	✓	✓
Equal Reward for Women & Men	✓	
Working Conditions & Social Protection		✓
Social Dialogue		✓

Source: (Barrena-Martínez et al, 2017 : 57)

2. Background of the study

2.1 Human Resources Management Strategy

Having the required resources is not enough on its own and is not useful. These resources need appropriate strategies to maximize profits and outputs (Amollo, 2015: 1). As a result of the strategic management tendencies of organizations in current management practices, the HRM strategy has emerged as a result after trying all strategies, Business Linking, business processes and practices to a consistent strategy to achieve a higher organizational performance (Zehir et al, 2016: 373), and the Strategic Approach to Human Resources Management refers to a management process that requires linking HR policies and practices to the strategic objectives of the organization (Knudsen, 2013: 3).

The concept of human resources management strategy is referred to as open and hidden agendas for the organization, to manage its staff to achieve its long-term objectives. The HRM System covers the human resources strategies adopted by the organization and tries to control their impact on performance (Senyucel, 2014: 19), and Armstrong noted that HR strategies

determine what the organization intends to do about human resources management policies and practices, and how to integrate them with the Business strategy (Armstrong, 2009: 48).

The human resources management strategy is believed to be the line that connects the organization with its objectives and that it is the bright future that awaits organizations, if the autonomy of human resources management is granted in their own practices (planning, recruitment, training, career paths, etc.).

2.2 Corporate Social Responsibility

CSR is a global issue today, it was adopted to help companies cope with pressure from stakeholders and increase their competitive advantage (Handayani et al, 2017: 152), CSR should be understood as a tool for corporate governance, which leads to sustainable success in the first place, it also leads to profit for businesses and society (Gazdar et al, 2006: 4). The concept of corporate social responsibility (CSR) emphasizes the ethical and responsible way to treat stakeholders in the company, the largest goal is to achieve a higher life style as well as cope with companies' profit performance (Hopkinsm, 2004:1). Corporate Social Responsibility (CSR) suggests that management is an administrative model whereby business companies take care of society and the environment as a social responsibility (Singh et al, 2016: 1), they came from the concept of sustainable development that meets today's needs without jeopardizing the needs of future generations, (Prins et al, 2014: 264). The European Communities (2001) defined CSR as a concept whereby companies integrate social and environmental concerns into their business processes and their interaction with stakeholders on a voluntary basis (Crowther & Aras, 2014: 12). The definition of the European Commission (2001) provides a new understanding of social responsibility for companies, social responsibility means not only meeting legal requirements, but also investing "more" in human capital, environmental issues and stakeholder relationships. Consequently, corporate social responsibility in the twenty-first century is based on social, environmental and economic responsibility (Lapiņa et al, 2014: 580).

Social responsibility is also the process of integrating economic, social and environmental issues for companies to achieve balanced growth in societies (Sarvaiya & Wu, 2014: 59). It was defined as context-specific regulatory actions and policies that take into account stakeholder expectations and the tripartite baseline of economic, social and environmental performance (MORGESON et al, 2013: 807).

Social responsibility is the concept of giving back from organizations to the communities in which they operate, considering that these societies are the bases from which the organizations started towards excellence and profit making, so it is a win-win concept between organizations and societies.

2.3 Effect of Human Resource Management Strategies on Social Responsibility Performance

HRM policies and strategies create a framework for a culture of sustainable development by raising staff awareness in this area. Most important of all is that the HR function may facilitate the development and implementation of the strategy (CSR). Therefore, the strategic role of HR function is emphasized in CSR initiatives of organizations (Bombiak & Kluska, 2019: 6). At the present time, organizations implement a wide range of progressive HR practices related to CSR which are described as “socially responsible HR practices” (Kundu & Gahlawat, 2015: 43), HR strategies and practices encompass many areas (Mushtaque et al, 2017) according to (Opatha) Job design, job analysis, manpower planning, recruitment, selection, mentoring, performance appraisal, payroll management, training and development, employee movements, welfare management, incentive and benefit management, safety and health management, discipline management, Dealing with grievances and work relations are some human resource management functions (Ambagahawella et al, 2010: 23).

HRM can refine CSR activities, through the organization's capacity, resources and expertise, for example recruitment, selection, communications, training and development, performance management, career development, compensation and benefits used to support CSR activities. (Abdul Halim et al, 2017: 580 Jamali et al, 2015: 135).

The table (2), shows (CSR) Activities included in the (HRM) practices

(HRM) Practices	The Social Responsibility for Compact Companies at Humanity Resources Administration Practices
Recruitment & Choice	<ul style="list-style-type: none"> • Recruit new employees able to contribute in CSR, with previous experience in voluntary work. • Examine new employees about CSR knowledge, awareness and appreciation. • Mention questions & studies about CSR in the interview with candidates. • include sections about CSR activities in employee guide and guidance programs.
Performance Evaluation	<ul style="list-style-type: none"> • Determination of the performance does not rely only on outcomes & results but also on social objectives. • Inclusion of community services, participation, and contribution in social initiatives as a part of performance evaluation, and linking it with rewards like bonuses. • Follow-up with employees in CSR, including CSR work plan, and encourage employees to participate more in CSR during regular performance evaluation meetings. • Allow staff to contribute in editing CSR company indications and involving them into its projects.
Rewards & Compensation	<ul style="list-style-type: none"> • Reward employees on good behavior with CSR values to motivate them, and emphasize on the importance of CSR in the organization. • Make materialistic and motivational rewards to include employees in CSR. • Prepare motives which reinforce social objectives. • Connect such plans with external people with interest to boost the company reputation and appeal.

Training & Development	<ul style="list-style-type: none"> • Training and increasing employees' awareness about CSR, for example: sustainability practices, like green recycling, inside and outside recycling. • Establish seminars and regular workshops about CSR, linking incentives and rewards to share with employees. • Training programs and development of skills for every level of employees' lower and higher. • Invite Non-Governmental organization representatives to exchange experiences with employees' in CSR projects.
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Source: Jamali, DR, El Dirani, AM & Harwood, IA, (2015). "Exploring human resource management roles in corporate social responsibility: the CSR-HRM co-creation model", p 135.

It makes sense for human resources to lead sustainability initiatives. Recruitment, retention, morale, productivity, recognition, rewards and innovation are key components of a business / CSR sustainability strategy (Inyang et al, 2011: 123).

Regarding the above, SHRM not only contributes to the achievement of economic objectives, but also contributes to a long-term balance between generation needs, thus preventing serious environmental or social problems in the future. The implementation of this concept implies the need to modify the philosophy of human resources management to include socio-environmental objectives in all HRM sub regions, from recruitment planning to recruitment, selection, motivation and development of staff, to employee assessment and impact on working conditions (Bombiak & Kluska, 2019: 6).

2.3.1 Human Resource Planning Strategy

The relationship between human resources and CSR can be examined in several ways. Human resources management plays an important role in promoting (CSR). A number of authors emphasized that HR planning helps organizations with those strategies that can help promote CSR activities (Mushtaque et al, 2017: 60). HR managers can contribute, due to their role as strategic partners in defining the CSR's vision, integrating it into HRM's functions, defining its important goals and benchmarks (Jamali et al, 2015: 136).

Organizations need to enable HR to act as an HR expert within their operational framework, to strengthen HR's capacity to help employees increase their activity and integrate their cultures into responsible leadership (Sharma & Tewari, 2018: 6). The role of an HR expert, HR managers can monitor inner key dimensions of CSR, like diversity, equal opportunities, work health and safety case, they can assist in managing the infrastructure for planning and implementing CSR to effectively support CSR goals with the functions and roles required for human resources management (Jamali et al, 2015: 136).

It is noticeable that the HR planning strategy is the basis for integrating social responsibility with human resources management because planning is the cross-cutting function that relates to all HR management strategies.

2.3.2 Staffing Strategy

Institutions should select and recruit staff with certain ethical principles, and develop evaluation systems that enhances employee social performance (Bučiūnienė & Kazlauskaitė, 2012: 9), recruitment as a responsible practice involving particularly non-discriminatory practices, and recruiting wise people without distinction between minorities, sex, ethnicity and religion, to support the reduce in the unemployment rate in society (Ambagahawella et al, 2010: 24). (Dupont et al) assures that if companies face more difficulties in attracting talent, then hiring practices are very important to meet economic and demographic challenges (aging, labor shortage, etc.) (Dupont et al, 2013: 148).

(Jamali et al) pointed out that HRM can add value in recruitment and selection (Jamali et al, 2015: 136), and (Ogbechie et al) assures that human resources must restore the recruitment process, sustainability requires employees who are interested in society and environment, not just organizational profit and personal financial benefits. Therefore, in implementing staff recruitment and retaining top talent strategies, human resources should ensure the development and implementation of policies that promote the social, economic and environmental benefits of employees and society. Human resources must also understand the benefits of creating equal opportunities to ensure non-discrimination with regard to sex, race and tribe, and ensure that human resources develop policies that encourage diversity and multiculturalism in employment (Ogbechie et al, 2016: 8).

It is believed that the recruitment strategy is one of the most important human resource management strategies that achieve the goals of corporate social responsibility, no goal can be accomplished without human resources.

2.3.3 Training Strategy

If the organization selects staff for training and development programs, selection should be made to avoid discrimination such as minority, ethnic, religious, gender, age, disability, etc. (Ambagahawella et al, 2010: 24). Studies have revealed that employee engagement is highly dependent on their knowledge of the CSR process and its implementation. Therefore, institutions must train and develop their staff for optimal results (Ayub et al, 2013: 37). Human resources should develop training programs that create awareness of CSR and sustainability issues (Ogbechie et al, 2016: 8). To ensure this CSR awareness among organizations, the role of HRM should be emphasized (Abdul Halim et al, 2017: 580), and companies must recognize that employee training, well-being and commitment lead to CSR success, well-developed, supervised and implemented by HRM professionals (Ming-Chu, Yu, 2017: 548, 549), minimum investment in training must be to ensure well-being at work and increase career development, and that training contributes to practices such as mobility, internal promotion, professional staff development (Dupont et al, 2013: 149).

It can be seen that a training strategy is important for an organization that seeks to align HRM with CSR. Training can be a socially responsible

strategy, if it emphasizes raising employees' awareness of social responsibility and equipping them with the skills necessary to achieve their goals. It also leads to the achievement of the internal dimensions of social responsibility because it equips employees with the skills necessary to perform their work, which in turn is reflected in achieving the external dimensions of social responsibility.

2.3.4 Functional Benefits Strategy

Welfare management is the management of care within human resources and is the most important function of employees' social responsibility. Care covers a wide area, social welfare includes areas such as employee medical care, employee insurance, sick leave payment, vacations, family benefits, maternity leave, and pensions (Ambagahawella et al, 2010: 24). Stable organizations with predictability provides benefits such as job opportunities (promotions, performance bonuses, ect.) and social benefits for employees due to their loyalty (AOULA & GUEDIRA, 2013: 209).

Studies have revealed that practices that have improved physical safety at work and equal opportunities for workers have been crucial in raising job satisfaction, as ensuring that the organization is keen to protect the health, safety and well-being of workers at work will promote and maintain the social and physical well-being of employees (Anyangwe, 2017: 9); (Celma et al, 2018: 84).

It is noticeable that profit strategy is very important for a socially responsible organization. The organization's sponsorship of its employees through health, residential insurance programs all reinforces internal social responsibility and increases employee loyalty to their organization, which in turn reflects a good reputation for the organization.

3. Search Method & Results

3.1 Research Method

(4) social criteria were selected from (GRI) for this study, and tested these criteria within four strategies of human resources management strategies to examine the impact of human resources management strategies in achieving social responsibility. The criteria and strategies were linked together in a list of (48) indicators for the purpose of examination of the relationship and impact of each HRM strategy on these standards. Each HRM strategy included (8) indicators and the inclusion of these indicators within the four defined CSR criteria, so each standard has two indicators in the same strategy, Appendix (a).

After presenting List (A) to the arbitrators and adjusting it according to their good observations, the research method used on the case study and the interview was semi-organized. The indicators were presented in List (A) during an open workshop with (40) of the organization employees in which the study was applied (Ramadi Municipality Directorate), and was openly presented and not limited to specific answers in order to give each employee what he thinks appropriate and not limited to a particular answer. Also, this strategy of questions and leaving an open space for the answer

will result in more informations. Finally, the researcher categorized and narrowed the answers, after reviewing and filtering, into specific and appropriate options to extract the percentages achieved, most of the answers in the interviews were specific, clear and explicit. 100% of the answers to most questions.

3.2. Results

Table (3), shows the results of interview answers of human resources planning strategy

Standard	1. Human resources planning strategy					
	No.	Indicators	Completely Verified	Verified	Relatively Verified	Unverified Completely Unverified
Diversity & Equal Opportunities	1	Through vocational guidance and assistance in career planning, the organization supports staff in a targeted manner.	0	10	3	7 20
	2	The human resources planning on the basis of diversity and equal opportunities (gender, age minorities, cultural diversity, etc ...).	2	6	4	15 10
Non-Discrimination	3	The human resources planning to combat discrimination (age, disability, religion, political opinion, etc ...).	10	3	5	7 13
	4	Human resources management is planning to create policies to avoid discrimination.	10	3	5	7 13
Occupational Health and Safety	5	The human resources planning to promote a healthy lifestyle and protect employees from diseases through the development of the medical examination program of the staff.	0	2	3	5 30
	6	Human Resources Management is planning to reduce work injuries and the provision of occupational health and safety requirements.	0	3	5	3 29
Human Rights	7	Human resource planning process (identifying the needs of human resources, directing existing staff) take into account human rights.	3	9	8	3 17
	8	Human Resources Management is planning to disseminate the rules of ethical behavior.	4	13	11	9 3

Table (4), shows the results of interview answers of recruitment strategy

Standard	2. Recruitment Strategy					
	No.	Indicators	Completely Verified	Verified	Relatively Verified	Unverified Completely Unverified
Diversity & Equal Opportunities	1	When hiring a new person these tests are used (employment testing, foreign language tests, personality tests, knowledge tests, ect...).	0	2	3	3 32
	2	Human Resources Management is committed to diversity and opportunity issues, and employ people with (disabilities, age group 50 years and above, minorities).	0	0	7	2 31
Non-Discrimination	3	Commitment to non-discrimination in the vacancy announcements, remove anyone that discriminate between (sex, age, disability, etc...).	4	3	11	4 18
	4	The organization uses standardized methods during an interview recruitment.	20	4	7	2 3
Occupational Health and Safety	5	The Human Resources Management has a special program for occupational safety and health, presented to applicants for the job during the interview, also informing them about the risks of the job.	0	0	7	0 33
	6	FAO provides occupational health and safety requirements in the workplace .	0	5	10	2 23
Human Rights	7	Human Resources Management determines the staff on the basis of compatibility between social responsibility values for the organization and employee's value.	1	6	9	5 17
	8	Employment in the organization with global agreed human rights.	5	2	11	4 18

Table (5) shows the results of interview answers of training strategy

Standard	3. Training Strategy
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	No.	Indicators	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified
Diversity & Equal Opportunities	1	The staff in this organization goes to training programs at least once a year .	7	10	11	7	5
	2	Training staff on the skills that prepares them for future jobs, to increase career development and use different tools and methods of teaching.	4	13	12	6	5
Non- Discrimination	3	Organizing training courses on anti-discrimination and theft.	3	3	5	7	22
	4	The organization is committed to equality in staff training .	9	2	7	4	18
Occupational Health and Safety	5	Training is done on safety at work and in accordance with the minimum legal requirements.	0	3	9	9	19
	6	The training and workshops geared towards health action such as dealing with stress etc...	0	3	8	0	29
Human Rights	7	Staff training includes the policies or the application of human rights, or human rights procedures and policies on staff work.	0	5	9	7	17
	8	The organization encourages staff at every level of their professional experience by providing access to vocational education and training.	6	9	10	8	7

Table (6) shows the results of interview answers on functional benefits strategy

Standard	4. Functional Benefits Strategy						
	No.	Indicators	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified

Diversity & Equal Opportunities	1	Working conditions are adjusted to meet the needs of different groups of staff such as those with age 50 and above , Disabled.	0	7	7	0	26
	2	The organization promotes multiculturalism, diversity of competencies and orientation of human resources management to promote this behavior.	2	15	12	3	8
Non-Discrimination	3	The granting of functional feature (such as land) fairly and without discrimination on the basis of affiliation, age, position.	3	3	5	10	19
	4	Functional features of the organization (cars, compensation for injury, provide a convenient place to work, etc...) are distributed in a fair way .	0	2	6	9	17
Occupational Health and Safety	5	The organization takes the work environment into consideration, and that health and safety are more important for the activities of human resources.	0	2	6	3	29
	6	The organization demands the higher authorities to provide staff welfare, including medical care and health insurance.	0	2	3	3	32
Human Rights	7	The organization is reflected in empathy and provide assistance to the personal problems of its employees.	0	7	5	2	26
	8	FAO is providing improvements to employees with disabilities.	10	12	6	9	3

Table (7) shows the total interview results

Standard Indicator	Human Resources Management Strategies																				
	Q. N	Human resources planning strategy				Recruitment Strategy				Training Strategy				Functional Benefits Strategy							
		Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified
		5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1

Diversity & Equal Opportunities	1	0	10	3	7	20	0	2	3	3	32	7	10	11	7	5	0	7	7	0	26
	2	2	6	4	15	10	0	0	7	2	31	4	13	12	6	5	2	15	12	3	8
Non-Discrimination	3	10	3	5	7	13	4	3	11	4	18	3	3	5	7	22	3	3	5	10	19
	4	10	3	5	7	13	20	4	7	2	3	9	2	7	4	18	0	2	6	9	17
Occupational Health & Safety	5	0	2	3	5	30	0	0	7	0	33	0	3	9	9	19	0	2	6	3	29
	6	0	3	5	3	29	0	5	10	2	23	0	3	8	0	29	0	2	3	3	32
Human Rights	7	3	9	8	3	17	1	6	9	5	17	0	5	9	7	17	0	7	5	2	26
	8	4	13	11	9	3	5	2	11	4	18	6	9	10	8	7	10	12	6	9	3

To compare the 48 indicators, each answer is categorized as follows: 5 points for “Completely Verified”, 4 points for “Verified”, 3 points for “Relatively Verified”, 2 points for “Unverified”, and 1 point for “Completely Unverified”, for each indicator, regardless of the criterion and strategy to which it is assigned, the maximum possible score is 200, resulting from the number of (40) interviews, and the maximum scale of the answer “very high” equals (5). This is the result by which the researcher measures the analysis of recorded data for each indicator.

Table (8) shows indicators used in the analysis & comparison of results

No.	Grades and Ratios	Method of calculating grades and ratios
1	Maximum degree	The total number of answers \times the highest value in the scale (5)
2	Total points	The result of the cumulative answers \times scale value included for answer, for each indicator
3	The relative degree (%)	The ratio of total points to the maximum extent of the indicator.
4	Relative coverage rate for each indicator (%)	Ratio achieved from (the relative degree \times maximum ratio for each indicator). It shows the degree of indicator achievement for each dimension of social responsibility within the human resources management strategy.

Total standard ratio = 100%

Criterion ratio in each strategy = $100\% \div 4 = 25\%$

Percentage of indicator coverage in each criterion within one strategy = $25 \div 2 = 12.5\%$

For further clarification, take indicator number (1) of the planning strategy.

Table (9) shows the results of calculation of the performance standards of social responsibility ratios within each strategy

Standard	No.(Indicators)	Human resource management strategies																			
		Human Resources Planning Strategy					Recruitment Strategy					Training Strategy					Functional Benefits Strategy				
		Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified	Completely Verified	Verified	Relatively Verified	Unverified	Completely Unverified
		5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
Diversity & Equal Opportunities	1	0	1 0	3	7	2 0	0	2	3	3	3 2	7	1 0	1 1	7	5	0	7	7	0	2 6
	Response ratio	40 = 100%					40 = 100%					40 = 100%					40 = 100%				
	Maximum degree	200					200					200					200				
	Total points	83					55					127					75				
	The relative degree	41.5%					27.5%					63.5%					37.5%				
	Relative coverage rate	5.1875%					3.4375%					7.9375%					4.6875%				
	Classification index	4					7					1					6				
	2	1	6	4	9	1 6	0	0	7	2	3 1	4	1 3	1 2	6	5	2	1 5	1 2	3	8
	Response ratio	37 = 92.5%					40 = 100%					40 = 100%					40 = 100%				
	Maximum degree	185					200					200					200				
Non-Discrimination	Total points	81					49					125					120				
	The relative degree	40.54%					24.5%					62.5%					60%				
	Relative coverage rate	5.0675%					3.0625%					7.8125%					7.5%				
	Classification index	5					8					2					3				
	3	7	6	5	6	1 4	4	3	1 1	4	1 8	3	3	5	7	2 2	3	3	5	1 0	1 9
	Response ratio	38 = 95%					40 = 100%					40 = 100%					40 = 100%				
	Maximum degree	190					200					200					200				
	Total points	100					91					78					81				
	The relative degree	52.36%					45.5%					39%					40.5%				
	Relative coverage rate	6.545%					5.6875%					4.875%					5.0625%				
	Classification index	3					5					7					6				
	4	7	6	5	6	1 4	2 0	4	8	2	3	9	2	7	4	1 8	0	2	6	9	1 7
	Response ratio	38 = 95%					37 = 92.5%					40 = 100%					34 = 85%				
	Maximum degree	190					185					200					170				
	Total points	100					147					100					61				

	The relative degree	52.36%					79.45%					50%					35.88%				
	Relative coverage rate	6.545%					9.93125%					6.25%					4.485%				
	Classification index	2					1					4					8				
Occupational Health & Safety	5	0	2	3	5	3 0	0	0	7	0	3 3	0	3	9	9	1 9	0	2	6	3	2 9
	Response ratio	40 = 100%					40 = 100%					40 = 100%					40 = 100%				
	Maximum degree	200					200					200					200				
	Total points	63					54					76					61				
	The relative degree	31.5%					27%					38%					30.5%				
	Relative coverage rate	3.9375%					3.375%					4.75%					3.8125%				
	Classification index	4					8					2					6				
	6	0	3	5	3	2 9	0	5	1 0	2	2 3	0	3	8	0	2 9	0	2	3	3	3 2
	Response ratio	40 = 100%					40 = 100%					40 = 100%					40 = 100%				
	Maximum degree	200					200					200					200				
	Total points	62					77					65					55				
	The relative degree	31%					38.5%					32.5%					27.5%				
	Relative coverage rate	3.875%					4.8125%					4.0625%					3.4375%				
	Classification index	5					1					3					7				
Human Rights	7	3	9	8	3	1 7	1	6	9	5	1 7	0	5	9	7	1 7	0	7	5	2	2 6
	Response ratio	40 = 100%					38 = 95%					38 = 95%					40 = 100%				
	Maximum degree	200					190					190					200				
	Total points	98					83					78					73				
	The relative degree	49%					43.68%					41.05%					36.5%				
	Relative coverage rate	6.125%					5.46%					5.13125%					4.5625%				
	Classification index	4					6					7					8				
	8	4	1 3	1 1	9	3	5	2	1 1	4	1 8	6	9	1 0	8	7	1 0	1 2	6	9	3
	Response ratio	40 = 100%					40 = 100%					40 = 100%					40 = 100%				
	Maximum degree	200					200					200					200				
	Total points	126					92					119					137				
	The relative degree	63%					46%					59.5%					68.5%				
	Relative coverage rate	7.875%					5.75%					7.4375%					8.5625%				
	Classification index	2					5					3					1				

Table (10) shows total ratios achieved for each strategy and standard

Standard (Indicator)	Coverage rates for each indicator					The total percentage achieved for each standard
	No.	Planning Strategy	Recruitment Strategy	Training Strategy	Functional Benefits Strategy	
Diversity & Equal Opportunities	1	5.1875%	3.4375%	7.9375%	4.6875%	44.6925%
	2	5.0675%	3.0625%	7.8125%	7.5%	
Non-discrimination	3	6.545%	5.6875%	4.875%	5.0625%	49.38125%
	4	6.545%	9.93125%	6.25%	4.485%	
Occupational Health & Safety	5	3.9375%	3.375%	4.75%	3.8125%	31.0625%
	6	3.875%	4.8125%	4.0625%	3.4375%	
Human Rights	7	6.125%	5.46%	5.13125%	4.5625%	50.90375%
	8	7.875%	5.75%	7.4375%	8.5625%	
College ratio achieved for each strategy		45.1575%	41.51625%	48.25625%	42.11%	

3.3. Analysis of the results

Through Table (10) we can draw the histogram of each of the criteria of social responsibility to illustrate the impact of human resources management strategies on its performance and achievement:

1. The impact of HRM strategies on the performance of the criterion of diversity and equal opportunities:

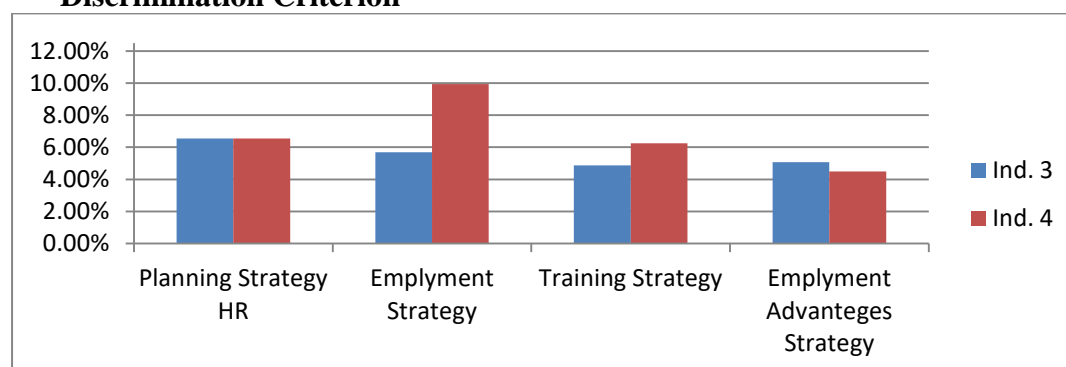


Figure 1: The performance of human resources management standard of diversity and equal opportunities strategies

Human resources management strategies combined recorded a rate of (44.6925%) to cover the criterion of diversity and equal opportunities. The histogram of the Diversity and Equal Opportunity Benchmark shows that the training strategy recorded the highest rate of all strategies, with a coverage rate of (15.75%) of (25%) through the two indicators examined within this strategy, meanwhile the highest indicator of the criterion of diversity and equal opportunities has been recorded by the career path strategy in the index (the employee in this organization participates in training programs at least once a year), this means that the organization

under study and its human resources management is keen on the annual training of employees as well as skills training that prepares them for future jobs. The second-highest was job benefits strategy in achieving the Diversity and Equal Opportunity Benchmark are (12.1875%) from (25%), followed by the Human Resources Planning Strategy with (10.255%) from (25%), while the fourth-highest was recruitment strategy recorded the least coverage (6.5%) from (25%).

2. Effect of Human Resource Management Strategies on the Performance of the Non-Discrimination Criterion



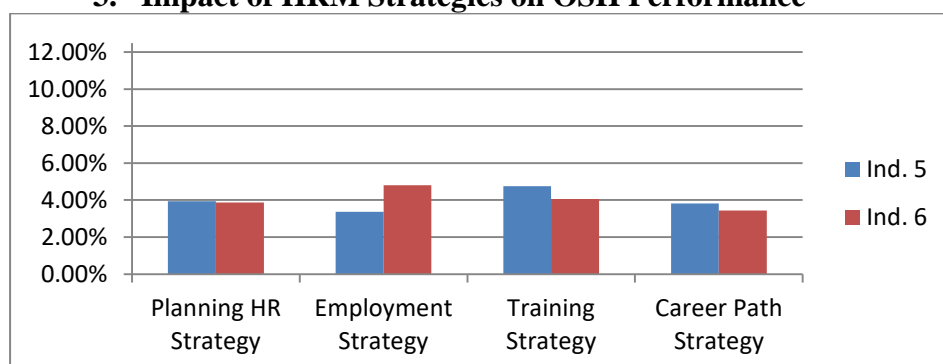
-Figure 2: The performance of human resources management strategies for non discrimination standard

Human resources management strategies combined recorded a rate of (49.38125%) to cover the non-discrimination standard. The histogram of the Non-Discrimination Criteria shows that the employment strategy recorded the highest rate above all strategies, with a coverage rate of (15.61875%) from (25%), through the two indicators examined within this strategy, and the highest index of the non-discrimination standard was recorded by the employment strategy in the index (the organization uses standardized interview methods during recruitment), the human resources planning strategy came second in achieving the non-discrimination standard with a coverage rate of (13.09%) from (25%), and these strategies have recorded a good rate and achieved the non-discrimination standard, which means that the organization under study and its Human resources management strategy used here is keen to adhere to non-discrimination in job advertisements and the use of standardized methods for recruitment interview, and planning to combat discrimination and to establish policies to avoid it.

While the employment benefits strategy recorded the lowest rate in achieving non-discrimination and then the training strategy at a rate of (9.5475%; 11.125%) respectively from (25%), that is why these strategies did not meet this criterion of social responsibility, as the benefits are not distributed, also there is no workshops about discrimination, and there is inequality in training, this is due to certain reasons. In terms of advantages (plots, cars, suitable workplace), it depends on the person's position, diversity, multiple responsibilities, and its duties within the organization. The training and the efforts varies among employees and positions, also in

terms of training there are reasons lie about the employees' position, as there are positions and jobs that have several training courses approved and recommended by the Ministry and the Governorate Council, especially in relation to modern projects, modern specialized mechanisms, methods of work and new electronic governance. While there are positions that do not receive much attention by the higher authorities to provide training programs, in addition to the role of internal relations between staff and management.

3. Impact of HRM Strategies on OSH Performance



The performance of human resources standard for occupational health and safety management strategies :Figure 3

Human resources management strategies combined recorded a rate of (31.0625%) to cover the occupational health and safety standard, which is the lowest among the standards covered in the study. It is evident from the histogram of the Occupational Health and Safety Standard that the training strategy recorded the highest rate above all strategies, with a coverage rate (8.8125%) from (25%) through the two indicators examined in this strategy, but all strategies, including the training strategy recorded low rates in the Occupational Health and Safety Standard, where there is no planning for the development of a medical program and periodic examination of staff and reduce work injuries, the lack of an occupational health and safety program at the Human Resources Department seen by applicants and the lack of occupational health and safety requirements in the workplace, also there is no training on occupational health and safety or workshops geared to deal with stress and other situations, the lack of staff dedicated to the development of the occupational health and safety law or staff capable of guiding employees, occupational health and safety are not given high attention by the human resources department and the lack of social welfare of staff, such as health insurance.

4. The impact of HRM strategies on the performance of the human rights standard:



Figure 4: The performance of human resources management strategies for the standard of diversity and equal opportunities

Human resource management strategies combined recorded a rate of (50.90375%) to cover the human rights standard. The histogram of the Human Rights Standard shows that the human resources planning strategy recorded the highest rate above all strategies, where the coverage rate was (14%) from (25%) through the two indicators examined in this strategy, and that the highest indicator of human rights standard was recorded for functional benefits strategy in the index (the organization provides improvements for employees with disabilities), and that the strategy of career benefits came second in achieving the human rights standard with a coverage rate of (13.125%) from (25%), followed by a training strategy with a coverage rate of (12.56875%) from (25%), and these three strategies present more than half of the standard human rights, which means that the organization under study and its human resources management is keen to respect human rights even in penalties and disciplinary procedures, so it punishes behavior, not people, and the organization is commitment to employees, and human resources management is sensitive to human rights. It promotes this behavior, as well as providing benefits to persons with disabilities in bonuses, reducing working hours and taking into account their humanitarian situation.

While the employment strategy recorded the lowest rate in the human rights standard at a rate of (11.21%) from (25%), meaning this strategy did not achieve this standard of social responsibility, as the selection of employees is not taking into account the compatibility of employee values with social responsibility and that the recruitment strategy needs to include in its phases global human rights laws.

Finally, the percentage of coverage must be taken into consideration in order to assess the social responsibility exhibited by HRM strategies towards employees and community, as well as the overall percentages achieved for each criterion, thus, the following percentages were considered as criteria for understanding the state of the social responsibility phenomenon:

1. Less than (25%): Can't talk about a strategy that shows social responsibility, or a verified criterion.
2. Between (25%) and (50%): strategies show a low general level of social responsibility that does not meet the ambition, as well as the standards.

3. Between (50%) and (75%): Human resources management strategies include a correct ethical component and clearly defined ethical standards that support and monitor them.
4. More than (75%): Human resources management has strict ethical and proactive behavior, and a high level of social responsibility.

It is clear from Figure (5) that the strategies of career path and career benefits include a correct ethical component and clearly defined standards supported by the organization and monitored by the Human Resources Department in Ramadi Municipality Directorate, and that the rest of the strategies included in the study show a low level of social responsibility that does not meet the ambition, with emphasis on wage, salary and training strategies are close to achieving the desired rate that meets ambition, that the recruitment and planning strategies need more awareness to deal with social responsibility, and that HRM has not been proactive overall in any strategy of the study, except in some indicators.

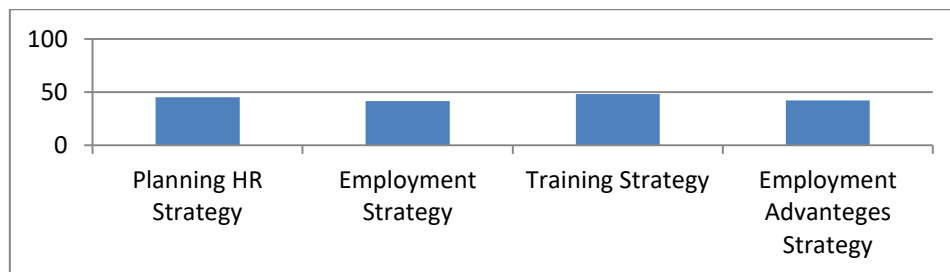


Figure 5: Coverage of human resources management and social responsibility strategies rates

If another indicator was used to calculate the overall performance of human resources management strategies for social responsibility by the total sum to cover each strategy and divide the total by the number of strategies:

Total coverage rate = $(52.37\% + 49.28\% + 56.25 + 48.37\% + 41.22\% + 40.61\%) \div (6)$

Total coverage rate = 48.0166667%

This means that the overall rate of coverage and performance of human resources management strategies for social responsibility is low, taking into account that the organization under study is from the non-profit sector and that it operates according to laws set by the ministry and the criteria for this study is very modern and rare in developing countries.

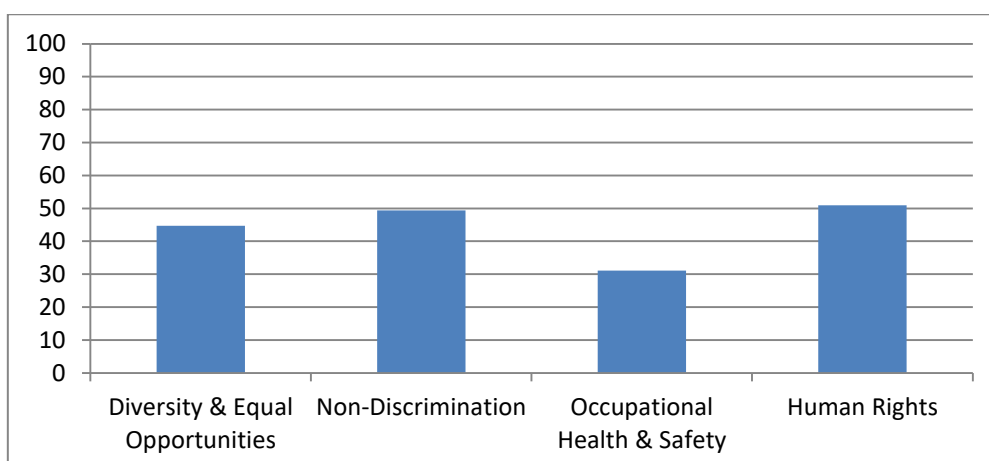


Figure 6: The percentages achieved standards of social responsibility

As can be seen from Figure (6), HRM strategies have achieved one standard of social responsibility (human rights) at an acceptable rate, and very close to achieving the (non-discrimination) standard where HRM strategies include a correct ethical component and clearly defined ethical standards. While the standards (occupational health and safety, diversity and equal opportunities) fall within the area of low level of performance and achievement of social responsibility.

4. Conclusions

There is a relative social responsibility achieved by human resources management through its strategies adopted in the municipality of Ramadi, but this percentage is low and most of its strategies fall within the area of low percentage of social responsibility.

GRI standards can be applied within human resources management strategies in the municipality of Ramadi, but it takes a longer time to reach acceptable rates that lead to ethical responsibility, since HRM operates according to government laws.

Overall, the results showed that human resources management is not socially responsible in its strategies and practices, and that the impact of its strategies on the performance of social responsibility was weak and showed performance gaps that exceeded half (50%), and in this way it cannot be integrated with social responsibility. The human resources planning strategy was found to be weak and socially irresponsible. It was also found that the recruitment strategy was socially irresponsible after being tested within the social responsibility criteria included in the study where it failed to achieve the principle of diversity and equal opportunities and occupational health and safety as well as human rights, and that the training strategy is not socially responsible, also it is not based on non-discrimination strategy and occupational health and safety. The Functional Benefits Strategy has achieved the principle of human rights only and failed to meet other social standards.

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