

Dissecting the CSR-HRM nexus: A study of changes and challenges for HR
professionals in socially responsible corporates

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Abstract

There is no shortage of normative models describing how Human Resource Management (HRM) should integrate with Corporate Social Responsibility (CSR) and, in so doing, develop a multistakeholder orientation towards its policies and practices. However, empirical evidence about how HRM actually responds to CSR and whether integration with a CSR agenda transforms organisational approaches to HRM is lacking. This study addresses this gap using a systematic literature review approach in conjunction with a qualitative interpretive study to ascertain how human resource (HR) professionals engage with their organisation's CSR agenda and how this engagement prompts changes to HRM philosophies, policies, and practices.

First, this study conducted a systematic literature review (SLR) to establish how the relationship with CSR influences HRM's scope, policies, and practices. Drawing on key SLR findings and stakeholder, paradox, and sensemaking theories, an exploratory study was then designed which examined the experiences and perspectives of HR managers engaged with a CSR agenda. Data were obtained from 34 in-depth interviews with 29 HR managers employed by New Zealand and Australian organisations, which had publicly stated CSR programmes in place. These participants were asked about their experiences of the CSR-HRM integration process, the influence CSR had on HRM in their organisations, and their views about who comprised key HRM stakeholders, and the nature and shape of policies and practices, that developed as a consequence of working alongside a CSR agenda. The data were analysed inductively in NVivo11 using the Gioia methodology.

This study's findings suggest that HR professionals engage with CSR differently, with their approach to engagement being contingent on the complex interplay that occurs between a host of organisation- and individual-level factors. These differing approaches to integration can be viewed as ranging from a disconnection state between the CSR and HRM functions to one which is strongly integrated. This latter approach is evident when HR professionals consciously adapt their strategy, policies, and practices so that an alignment with the organisation's CSR values and objectives is achieved. Analysis of those cases portraying integration revealed that engagement with CSR may support a widening of the HRM remit and facilitate the adoption of a stakeholder perspective with its associated pluralist ideology. Specifically, HR managers involved in CSR reported engagement with three stakeholder groups, recognised the plurality of their interests, and the requirement for HRM to address these interests even if they were divergent.

This study makes several contributions. At a conceptual level it develops and applies an original approach using three theoretical frameworks (stakeholder theory, paradox theory, and sensemaking theory) and demonstrates the utility of this approach for understanding the nuances of CSR-HRM integration. It also contributes to the knowledge of CSR-HRM integration by broadening our understanding about the formation of the CSR-HRM nexus in organisational settings. It assists in identifying some of the salient factors contributing to its effective formation. The ways in which CSR-HRM integration impacts on HRM perspectives, policies, and practices is illuminated, with CSR widening HRM's scope of impact and strengthening its role in both the organisation and at a societal level. These findings also serve to highlight some of the challenges and tensions that HRM faces as it endeavours to integrate with a CSR agenda. Some recommendations for approaches that can help to adapt to these challenges are presented.

Of concern, this study finds that most HR managers' attempts at integration appear to be unsystematic and ad hoc. The practical implications are addressed with the dispensing of some advice about how CSR-HRM integration might be best supported and promoted by organisations, educational bodies, and professional associations – with these ideas being developed from the SLR and interview data.

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Notice of publications and research output

Parts of this study have undergone peer review by been presented at the conferences and also submitted to journals in the form of research manuscripts. This notice serves to indicate that certain parts of the material presented here have already been presented by the author and are therefore subject to copyright by the publisher or by the author outside of this thesis. However, all the publications are derived from the work, which was conducted and written for this thesis in the first place.

Conference papers:

Podgorodnichenko, N. (July, 2018) *CSR-HRM integration: HRM response to the call for socially responsible organisations*. Paper presented at the ILERA World Congress. Seoul, South Korea

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Publications:

Chapter 2, Section 2.4 is based on a publication co-authored with Fiona Edgar and Ian McAndrew. The first author collected and analysed the data for this paper and wrote the full first draft of the paper as a part of the literature review conducted for the thesis.

Podgorodnichenko, N., Edgar, F. & McAndrew, I. (2019). The role of HRM in developing sustainable organizations: Contemporary challenges and contradictions. *Human Resource Management Review*, DOI: 10.1016/j.hrmr.2019.04.001.

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List of abbreviations

ABDC – Australian Business Deans Council

AHR – Human Resource Adviser (group of participants)

AHRI – Australian Human Resource Institute

AMO – Ability-Motivation-Opportunity

BRIC – Brazil, Russia, India, China

CIPD – Chartered Institute of Personnel Development

CSP – Corporate Social Performance

CSR – Corporate Social Responsibility

GRI – Global Reporting Initiative

HRBP – Human Resource Business Partner (group of participants)

HRM – Human Resource Management

HRNZ – Human Resources New Zealand

IR – Industrial Relations

MHR – Human Resource Manager (group of participants)

NZSBN – New Zealand Sustainable Business Network

OCB – Organisational Citizenship Behaviour

PM – Personnel Management

RBV – Resource-Based View

SAHR – Senior Human Resource Adviser (group of participants)

SHR – Senior Human Resource Manager (group of participants)

SHRM – Strategic Human Resource Management

SLR – Systematic Literature Review

SME – Small and Medium Enterprise

SR – Social Responsibility

TBL – Triple Bottom Line

Chapter 1: Introduction

Faced with such unprecedented social and environmental challenges as rapid climate change, depletion of natural resources, the spread of new and contagious fatal diseases, the accumulation of waste, and growing poverty amidst ever widening inequality, modern society increasingly demands that both governments and private institutions, including business, take proactive measures to confront these problems. Indeed the climate change strikes initiated by youth across the world and consumer boycotts of products deemed pollutants and the companies profiting from them are illustrative of the importance placed on social and environmental concerns. This situation is motivating many business organisations to take an active stance towards corporate social responsibility (CSR) to ensure the continuing viability of their business operations (Yusliza et al., 2019, p. 27). It would seem that paying taxes and providing jobs is no longer enough.

In response to these types of demands, the CSR agenda has become more embedded in organisational activities, with a growing number of organisations reporting their progress towards higher social accountability (Tschopp & Huefner, 2015). The literature highlights the need for organisations to more strongly integrate CSR with management systems to achieve better results from CSR programmes (Asif, Searcy, Zutshi, & Fisscher, 2013; Rocha, Searcy, & Karapetrovic, 2007). This integration affects a host of organisational functions that are involved with and which support CSR. The human resource management (HRM) function is one of these (Lopez-Cabrales & Valle-Cabrera, 2019; Preuss, Haunschild, & Matten, 2009; Sarvaiya, Eweje, & Arrowsmith, 2018). As a result of adoption of the CSR agenda by organisations the HRM function is being called on to make a new contribution, extending its role beyond supporting financial performance to one which sees environmental and social objectives supported as well (Cohen, 2010; Cohen, Taylor, & Muller-Camen, 2012; Kramar, 2014).

Arguably, the HRM function is well-positioned to help organisations become more socially responsible. This is because CSR is based on employees' energy, knowledge, and skills, which the organisation can invest in for the attainment of its environmental, social, and economic goals (Hirsig, Rogovsky, & Elkin, 2014). Supporting this sentiment, Schoemaker, Nijhof, and Jonker (2006) note that stakeholders perceive CSR through the actions and behaviours of employees; and Ramachandran (2011) suggests that an organisation's human and social capital are key prerequisites for strategic CSR. Thus, it is widely accepted that the

HRM function can pivot employees' efforts towards CSR goals. The literature also suggests that HRM involvement in CSR affects not only the organisation's ability to attain its broadened goals, but it prompts changes in HRM perspectives, approaches, policies, and practices as well (Arnaud & Wasieleski, 2014; Boudreau & Ramstad, 2005; De Prins, Van Beirendonck, De Vos, & Segers, 2014; Ehnert, 2009).

Perhaps unsurprisingly, this has led some authors to acknowledge the need for more intensive research into the CSR-HRM nexus (DeNisi, Wilson, & Biteman, 2014; Ehnert, 2014; Jamali, El Dirani, & Harwood, 2015; Voegtlin & Greenwood, 2016). This study addresses this call by exploring (1) how the HRM functions within organisations which have endeavoured to genuinely adopt a CSR mandate respond to the CSR agenda and (2) whether integration with a CSR agenda manifests in different perspectives and approaches to HRM being adopted.

The aim of this introduction is to set the scene for this study by presenting the research background, the key aims and objectives, the methodology employed, and the intended contributions. The final section presents an overview of the structure of the thesis along with a chapter summary.

1.1. Research background

To date a number of studies have looked at the interface between CSR and HRM, with both academics and HRM associations concluding that for CSR initiatives to be successful, organisations should involve HRM in their CSR agenda (CIPD, 2015; Cohen, 2010; Cohen et al., 2012; De Prins et al., 2014; Jabbour & Santos, 2008; Jabbour, Santos, & Nagano, 2010; Liebowitz, 2010; SHRM, 2011). For example, Guerci, Shani, and Solari (2014) claimed that involvement of the HRM function is critical for CSR, as this function is well positioned to develop policies and practices to support organisational CSR goals. Indeed, CSR hinges on people (Chang, Oh, & Messersmith, 2013; Ramachandran, 2011) — that is, those who make decisions about CSR programmes and strategies and those who implement these decisions in their everyday activities and further the development of CSR through voicing their own expectations and proposing new initiatives. Thus, HRM involvement with CSR is a highly desirable objective.

HRM can foster CSR by hiring managers and employees who share CSR concerns and have the skills and competences to deliver CSR objectives (Davies & Crane, 2010; Renwick, Redman, & Maguire, 2013), socialise them into organisational CSR culture (Davies & Crane, 2010), as well as direct their efforts towards CSR with the help of performance management

and reward systems (Marshall & Brown, 2003; Renwick et al., 2013; Shen & Benson, 2016). There is a plethora of literature that argues that HRM can significantly contribute to the achievement of CSR objectives, with some commentators going so far as to propose that HRM should take a leading role in CSR (e.g., Cohen, 2010). HRM not only contributes to CSR, it is also reasonable to anticipate that high levels of HRM involvement in CSR and the CSR requirement to address the needs of various stakeholder groups will also prompt changes to the nature of HRM perspectives, approaches, and practices. Identification of these changes is likely to stimulate and further the development of HRM both as an organisational function and as an academic discipline.

Many commentators point to certain issues with contemporary HRM, with the heavy focus on shareholder value often being highlighted. The implication of this concentrated focus is that the needs and interests of other stakeholder groups, including employees can be minimised or even disregarded altogether (Beer, Boselie, & Brewster, 2015; Keegan & Francis, 2010; Steers, 2008). This imbalance can be detrimental for the HRM function, in the extreme preventing it from further development. Some researchers have noticed that an over-emphasis on how the HRM function can support financial performance of organisations undermines trust in the HRM function and diminishes its first-hand experience with employee problems (Francis & Keegan, 2006; Guest & Woodrow, 2012; Toulson & Defryn, 2007). Some argue that a short-term focus on financial results can translate in the design and development of practices that serve to negatively impact on employees' health and motivation and this has the potential to endanger the organisation's long-term viability (Ehnert, 2009; Kira & Forslin, 2008). Moreover, HRM practices that pursue profitability and growth while neglecting the needs and interests of employees may also have an adverse impact on the wider community (Ehnert, 2009; Mariappanadar, 2013) — a situation which may later negatively influence organisations due to customer boycotts or a failure to attract quality talent. Thus, changes to perspectives and approaches to HRM are long overdue. A review of the CSR-HRM literature suggests that should a closer integration between these two be achieved, then this may well act as a catalyst for change in HRM.

Integrating with CSR, the HRM function might broaden its remit by including the needs and interests of multiple stakeholders into its agenda. CSR's elevation of social objectives serves to bring employees into the picture as an important organisational stakeholder for HRM. Indeed, concern for the employee's perspective, and addressing employees' needs and interests are integral to the concept of CSR-HRM integration and its operationalisation in organisational policies and practices (Cohen et al., 2012; App et al., 2012). Thus, engagement

with CSR might stimulate re-humanisation of HRM and revive the focus on employees (Arnaud & Wasieleski, 2014).

Further, the CSR agenda re-introduces to HRM concern with the impact of its practices on external stakeholders such as communities, the natural environment, or customers. The literature highlights a number of ways in which HRM could be involved with these stakeholders with respect to CSR. For example, it can actively promote and facilitate environment-friendly behaviour in employees that becomes so embedded that it translates into the personal domain – manifesting in these practices being applied by employees at home (Muster & Schrader, 2011). The HRM function may help to set environmental objectives as a part of performance management and reward system and recognise desired behaviour in this area (Hobelsberger, 2014). Additionally, the HRM function can offer employees environmental training to increase their awareness of environmental issues and help with the development of skills to mitigate these issues (Tang, Chen, Jiang, Paillé, & Jia, 2017). When considering the community, policies and practices across the various HRM functional areas can be developed to account for the possible negative externalities they may create. For example, among these externalities is increased social costs due to growth of unemployment stemming from organisational retrenchment practices (Mariappanadar, 2003) or irresponsible treatment of agency workers (Zhang, Bartram, McNeil, & Dowling, 2015). HR managers may also consider the impact of HRM practices that involve work intensification not only on employees but also on their families – and review practices so that their negative effects are minimised or obviated altogether (Mariappanadar, 2014). Thus, CSR, with its holistic approach and the requirement to focus on the needs of diverse stakeholders, effectively quells the sole emphasis on shareholder value and in doing so strengthens the value of the HRM role to the organisation and to society.

Interestingly, alongside the optimism inherent in this view, there is evidence of a reluctance by HRM to fully engage with the CSR agenda (e.g., Fenwick & Bierema, 2008; Harris & Tregidga, 2012) and the challenges and tensions posed by this engagement (e.g., Guerci & Carollo, 2016). Moreover, while the HRM policies and practices discussed in the literature may seemingly acknowledge the needs and interests of multiple stakeholders, little is known about how HR managers themselves choose to engage with CSR and how they recognise these diverse stakeholders and seek to meet their unique needs. This has led to the observation that more attention is paid to the organisational and environmental dimensions of CSR as opposed to employees (Cornelius, Todres, Janjuha-Jivraj, Woods, & Wallace, 2008; Pfeffer, 2010; Spooner & Kaine, 2010; Young & Thyil, 2009)—a situation which indicates

that, even when engaged with a CSR agenda, the representatives of various HRM functions often fail to recognise the multiplicity of stakeholders, instead prioritising support of organisational strategy over their responsibilities to employees. This situation signifies the lack of conceptual change that has occurred in HRM despite its response to CSR, a situation, which as noted earlier, is long overdue for change.

1.2. Research aims and objectives

The literature reviews highlight the important role HRM can play in CSR and the different perspectives from which it can integrate with this important organisational agenda (Macke & Genari, 2019; Voegtlin & Greenwood, 2016).. They flesh out new approaches, policies, and practices HRM has to implement to ensure successful integration. Taken together the observations made in the existing literature suggest significant changes in HRM might ensue from CSR-HRM integration. These changes include strengthening of the HRM strategic role, broadening the HRM purview to incorporate multiple stakeholder perspectives, and a shift towards a pluralist frame of reference associated with this perspective. Notwithstanding, some authors have reported under-involvement of the HRM function in CSR (e.g., Fenwick & Bierema, 2008; Harris & Tregidga, 2012) and challenges associated with this involvement (e.g., Guerci & Carollo, 2016). Adopting the lens of stakeholder and paradox theories this study aims to understand how the HRM function responds to the growing demand for organisations to incorporate a CSR agenda into their remit and whether integration with CSR is associated with the adoption of a multiple stakeholder perspective in HRM and new approaches/challenges connected with this perspective. .

More specifically, drawing on the systematic literature review (SLR) and the experience of HR managers working in organisations with publicly stated CSR programmes, this study examines the nuances of CSR-HRM integration. The key objectives of the study were set as follows:

- (1) To contribute empirical data about the nuances of CSR-HRM integration in organisations with publicly stated CSR programmes;
- (2) To observe whether integration with CSR is associated with recognition by HR managers of different groups of stakeholders, both external and internal, and the associated development of policies and practices to meet their needs; and
- (3) By using the lens of paradox theory, ascertain whether recognition of multiple stakeholders, if present, incurs any challenges for the HR managers stemming from

tensions between divergent stakeholders needs, or if the interests/needs of stakeholders are perceived to be aligned.

To address the objectives of this study the experience of HR managers from organisations with publicly stated CSR programmes (e.g., CSR programme published on the organisation's website, availability of CSR report, and/or organisational membership in a sustainability network) are examined. This approach allows the researcher to address the following research questions of this study:

Question 1: How does the HRM function approach integration with CSR?

Question 2: Whom do HR managers identify as relevant stakeholders when operating in a CSR environment? And, what do HR managers see as their responsibilities towards these stakeholders?

Question 3: How does integration with CSR influence the content of HRM policies and practices that are directed at employees as a key stakeholder group?

Question 4: What do HR managers perceive to be the key challenges related to CSR-HRM integration? And how do they respond to these challenges?

A range of research methodologies were analysed to find the most appropriate approach to addressing the research questions. Details of the research methodology employed for this study are provided in Chapter 3 of this thesis, with the next section presenting the methodology in brief.

1.3. Research methodology

In order to understand whether the widening of the HRM remit happens and how HR managers experience the impact of the CSR agenda two approaches were employed. First, a SLR was conducted as a part of literature review. This SLR specifically focused on the identification of key characteristics of CSR-HRM integration and influence of this integration on HRM. The SLR also helped to refine an overarching research aim into research objectives and specific research questions by identifying areas requiring further investigation. Second, the experience of the HR managers in organisations with publicly stated CSR programmes was explored which enabled to explicate both their perceptions of CSR-HRM integration and the influence of this integration on HRM. Analysis of the experience of the HR managers is important to capture their perspective on CSR-HRM integration, as HR managers are one of the key organisational actors who may drive or hinder this process.

To answer research questions developed based on a SLR this study employs a qualitative approach to research underpinned by the interpretive paradigm. This study considers understanding the subjective experiences and subjective meanings as important in understanding social reality (Yanow, 2006), as this is largely constructed by relevant social actors (Burrell & Morgan, 1987). This means the social actors directly involved in the studied phenomena are key informants in this research.

A qualitative inductive approach employed in this research enables rich data to be collected and this allows a better understanding of CSR-HRM integration to be gleaned. Semi-structured interviews were conducted to collect qualitative data that captured participants' meanings. This technique ensured all the key topics were systematically addressed, but at the same time it allowed the researcher to explore new and emerging topics when they arose (Isaacs, 2014; Myers, 2013).

In total 34 in-depth semi-structured interviews were conducted with 29 HR managers from a sample of 25 New Zealand organisations and four Australian organisations with publicly stated CSR programmes. A homogenous purposeful sampling strategy for recruiting participants was employed as this is consistent with the interpretative approach used in this study (Gill, 2014). After the 29 interviews and data analysis were completed, a further five follow-up interviews were conducted to enable some of the emerging themes to be explored in greater detail. The HR managers who reported the strongest integration between CSR and HRM were approached for follow-up interviews to explore, in more depth, the nuances of CSR-HRM integration. In addition to this, nine participants answered follow-up questions via email. Interview data were compared with the secondary data obtained from participating organisations' official CSR communication (e.g., CSR reports, organisation websites). Comparison of these data provided additional insights into the nature of CSR-HRM integration and specifically into the factors relevant to its formation. The data from the interviews were analysed inductively in NVivo11 using the Gioia methodology (Gioia, Corley, & Hamilton, 2013).

1.4. Intended contribution

The HRM function has always been sensitised to the changes happening in socio-political, cultural, and economic environments, responding to new realities with changes of focus, scope, approaches, policies, and practices. Drawing on the findings from the qualitative research, this study aims to contribute to our understanding of how HRM responds to changes in the organisational environment with respect to a stronger integration of the CSR agenda in

organisational strategy and management systems. With some authors going so far as to suggest that CSR-HRM integration may be viewed as a next approach to HRM development (De Prins et al., 2014; De Souza Freitas, Jabbour, & Santos, 2011; Kramar, 2014), this study seeks to ascertain some of the trends that happen in HRM in relation to CSR, the degree to which CSR is currently embedded into HRM, and whether integration with CSR is associated with the changes that might be expected (e.g., widening of the HRM remit and increase of accountability to various stakeholders residing inside and outside organisations). It also seeks to contribute to the literature, which studies the challenges of CSR by looking at how these challenges reveal themselves in the case of CSR-HRM integration. Furthermore, this study intends to identify approaches HR managers develop to accommodate them. It is hoped that findings from this study will make both theoretical contributions and suggest important implications for practice, paving the way for further development of HRM engagement with CSR.

1.5. Overview of the thesis structure

This thesis consists of six chapters. The overview of the thesis structure is presented in Figure 1. The first chapter introduces the research, its aims, and objectives. This chapter provides a brief discussion of the research background and explains the motivation behind the study. It also presents the aims and objectives of the study and proposes its intended contribution. The chapter concludes with an overview of the thesis structure and a summary of the chapter.

The second chapter elaborates on the research background by presenting a detailed review of the literature. The first section of the literature review introduces the concept of CSR and briefly describes its historic development. The aim of this review is to articulate the key stages of CSR development and present the main features of the current stage and its relevance to HRM. A working definition of CSR is also provided in this section. The second section of the literature review focuses on the concept of HRM and a brief historic overview of the development of the HRM function is presented. This section sets the scene for the need for CSR-HRM integration from the HRM perspective. The third section of the literature review presents a SLR of the literature devoted to the CSR-HRM nexus. This SLR summarises how the CSR-HRM relationship has been discussed within the existing literature and presents contemporary research in this field. This SLR helps to position this study within the literature and to identify areas for a more nuanced contribution for this study. The literature review chapter also introduces the key theories that underpinned this research and guided the development of the research questions, namely stakeholder theory and paradox

theory. While stakeholder theory is discussed in its relation to HRM, paradox theory is presented with respect to the challenges of CSR-HRM integration.

Chapter 3 is devoted to methodology of the study. Specifically, it clarifies the philosophical suppositions guiding this research and explains how these inform the research aims, questions, method of data collection (semi-structured interviews), and analysis (Gioia methodology). The chapter further discusses the qualitative inductive approach taken in this study and provides details of the data collection and data analysis. Finally, the chapter addresses the question of research rigour and trustworthiness, focusing on the methods used to ensure its credibility and how ethical concerns were dealt with.

The fourth chapter presents the findings of this study in relation to each research question. It comprises four sections. The first section presents the findings pertaining to approaches to CSR-HRM integration delineated in this study. The second section analyses factors related to different approaches to CSR-HRM integration with specific focus on micro-level factors. The third section presents three key HRM stakeholder groups with respect to CSR, along with the responsibilities that the HR managers see towards each of these groups. This section also discusses policies and practices, which operationalise the identified responsibilities. Finally, it presents findings related to the observed changes in HRM approaches to the employee-oriented policies and practices that emerge with respect to CSR integration. The fourth section is devoted to the challenges the HR managers face due to engagement with CSR. Two key challenges are discussed: growth of workload, and tensions between the needs of three key stakeholders. Some approaches to accommodating the tensions used by HR managers are also introduced.

The fifth chapter presents the discussion of the findings with respect to the aims of the research and in relation to the existing literature. It provides discussion of the major themes derived from the research: the nature of CSR-HRM integration and factors pertaining to formation of different approaches to this integration, and the impact of the CSR programme on HRM in terms of new stakeholders, responsibilities towards them, and challenges. It also connects to the relevant literature to explain some of the identified patterns.

Chapter 6 is the concluding chapter. Here the findings are summarised, the contributions to the literature articulated, and some practical implications stemming from the research findings along with directions for future research are presented. The study's limitations are also discussed in this chapter.

1.6. Summary

This chapter has provided an insight into the content and structure of the thesis. It describes the aims and objectives of the research, briefly overviews the research background, introduces the research objectives, and discusses the contribution sought by this study. It also articulates the thesis structure, aiding in the review process.

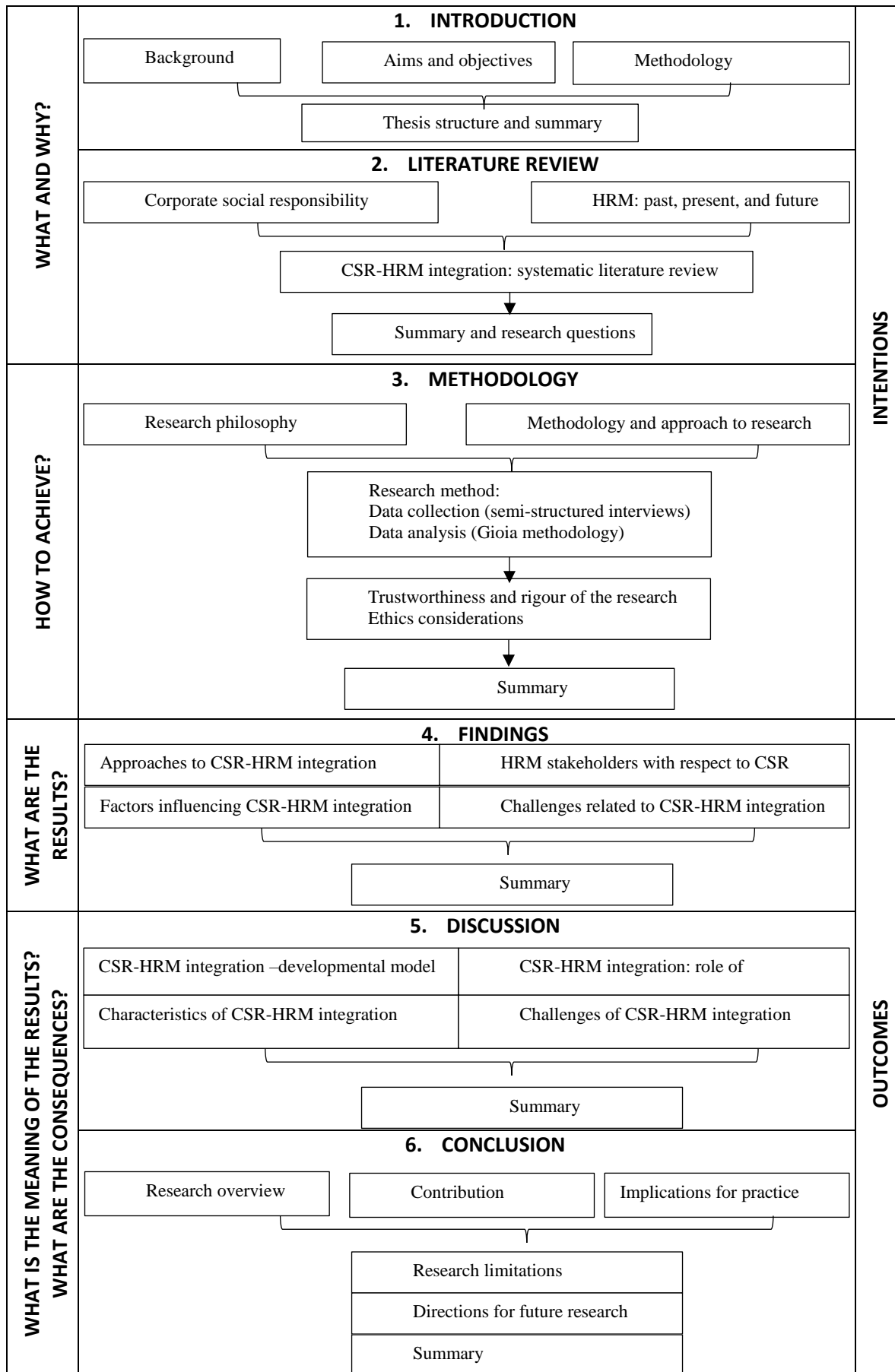


Figure 1 Structure of the Thesis

Chapter 2: Literature review

2.1. Introduction

As with any organisational function, HRM has to be able to develop approaches, policies, and practices that respond to changes in the organisation's socio-political and economic environment. Dulebohn and colleagues capture this sentiment when they state, "While similar to HRM practice of the past, the HRM function today is distinct in its involvement in meeting contemporary needs resulting from changing organizational models" (Dulebohn, Ferris, & Stodd, 1995, p. 32). When trying to support the credibility and legitimacy of the HRM function and strengthen their own role within organisations, HR managers need to position themselves as organisational business partners (de Gama, McKenna, & Peticca-Harris, 2012; Wright, 2008) who support organisational strategy and react promptly to ever changing business realities. The notion of CSR is one business reality that impacts the HRM function (Preuss et al., 2009).

Two strands of literature have developed independent of one another for quite some time (Jamali et al., 2015). More recently, there has been some attempt at integration (Voegtlin & Greenwood, 2016) and this has prompted a number of authors to call for more intensive research in this area (DeNisi et al., 2014; Ehnert, 2009; Ehnert, Harry, & Zink, 2014; Jamali et al., 2015; Voegtlin & Greenwood, 2016). In making these calls, it would appear there is growing recognition by researchers and practitioners that CSR-HRM integration will be beneficial for the future development of both fields. This chapter overviews the existing literature with the aim to identify the key trends in the development of both the CSR and HRM fields as well as to highlight contemporary views on how these two streams are being integrated. In so doing, some areas for further exploration have surfaced. Related theoretical perspectives, which provide the lens for this study, are also presented.

This chapter commences with a discussion of CSR. The aim is to provide readers with the definition of CSR that will be used in this study, to explain how the term will be used in relation to other terms linked to CSR (e.g. sustainability, corporate citizenship), and to briefly overview the evolutionary development of CSR—the objective being to provide a rationale for CSR-HRM integration from the CSR perspective. The second section of this chapter introduces the concept of HRM and traces its evolutionary development. Here, it will be argued that because organisations are now required to be accountable to a range of stakeholders, HRM will need to adopt a multi-stakeholder perspective should it wish to

remain relevant and useful. The second section concludes with a discussion of stakeholder theory. Drawing on the key tenets of stakeholder theory, it is suggested that by integrating with CSR—which essentially explicates multiple stakeholders to organisations—HRM is better positioned to acquire a multiple-stakeholder perspective and a pluralist frame of reference which underpins CSR. By drawing on the extant literature, the first two sections of this chapter briefly trace the historical development of both CSR and HRM, and in doing so the need for CSR-HRM integration is demonstrated and the reasons why both fields might view this integration as desirable are highlighted.

The third section of the Literature review chapter presents a SLR of the research devoted to the CSR-HRM nexus. This SLR fleshes out some of the nuances related to this nexus and identifies some of the ways in which CSR might influence the HRM landscape. This SLR also helps to expose areas requiring further investigation including possible tensions stemming from the necessity to simultaneously cater for the needs of various stakeholders. As paradox theory is a useful lens for understanding some of the conflicts inherent in the integration process, a discussion of this theory is presented in this section. The chapter summary presents the research questions addressed by this study by linking them to the literature review.

2.2. Corporate social responsibility

CSR is by no means a new concept. The antecedents of CSR can be traced to the 19th century with the welfare movement and philanthropic activities of businessmen [sic] being the first CSR manifestations (Carroll, 2008; Hack, Kenyon, & Wood, 2014). More recently, CSR in its modern form considers organisations as being responsible to various stakeholders, with these including local communities, the natural environment, society as a whole, and even future generations. CSR focuses organisational attention on the needs of these different stakeholders and requires the organisation to set social and environmental objectives alongside its economic goals.

This section introduces the CSR concept and overviews its evolution. It will be argued that CSR, as a concept, has evolved from a normative and abstract term used to describe the wider responsibilities of business into a managerial and strategic concept. Because CSR is embedded in organisational strategy and culture, it has the potential to influence a host of organisational functions requiring their active involvement and support; it is this potential to influence organisational functions which makes the CSR agenda important to HRM.

2.2.1. Defining CSR

To explore the CSR-HRM nexus it is necessary to first establish how the CSR concept is going to be used in this study—this in and of itself is no easy feat. The reason being that throughout its history, CSR has been variously defined (Dahlsrud, 2008; Montiel, 2008). For example, Dahlsrud (2008), having analysed various definitions of CSR presented in the academic and practice literature, concluded that the notion of CSR was somewhat ambiguous, finding as many as 37 distinct definitions of CSR. However, a more refined analysis showed that these definitions shared some common themes such as economic, social, and environmental dimensions of CSR, stakeholder relationship, and voluntariness of CSR actions (Dahlsrud, 2008).

A review of the CSR literature conducted for this study also identified CSR definitions proposed at different stages of CSR development (Appendix 1) and the key themes pertaining to these were able to be delineated. The definitions for analysis were chosen based on Carroll (1999) as reflecting the development of the CSR construct since its inception. As a result, three overarching themes that capture the essence of CSR were identified and these are used to guide how CSR has been defined in this study. These themes largely overlap with the themes identified by Dahlsrud (2008).

The first key theme highlights the close relationship that exists between organisations and their environment. Many CSR definitions suggest that organisations constitute a part of society and are closely interrelated with the environment in which they operate. Initially only the social environment was emphasised, however, the natural environment was included later (Bansal & Song, 2017; Sarvaiya & Wu, 2014). Effectively this means that organisations need to understand how their activities impact the social and natural environment and how they can diminish the negative effects of their activities on these environments while simultaneously generating value. Considering an organisation's relationship with its environment, this theme highlights a normative perspective inherent in CSR. Illustrative of this theme is the definition proposed by Davis (1967) who argued: "The substance of social responsibility arises from concern for the ethical consequences of one's acts as they might affect the interests of others. This idea exists in most religions and philosophies of the world. Quite frequently, however, a tendency exists to limit its application to person-to-person contacts. Social responsibility moves one large step further by emphasizing institutional actions and their effect on the whole social system" (p. 46).

The second theme represented in definitions of CSR, and which has become more prominent over the years, is that economic objectives should be considered a part of CSR, but CSR should not be confined to economic objectives. On the contrary, organisations are viewed as engaged in CSR only if their responsibilities go beyond economic goals and legal compliance. The definition of CSR proposed by Carroll (1979) serves as a good example of this theme. Carroll (1979) explained: “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (p. 500). This holistic view of CSR underscores that organisations are expected to set goals, which encompass various dimensions beyond just making profit. However, it also suggests relationships between these different dimensions and complexity involved.

A third key theme identified in analysis is that organisations need to act in accordance with social values and meet social expectations, with these tenets underscoring the requirement for organisations to identify and respond to these expectations. Refinements to this theme over time have been encapsulated under the umbrella of social responsiveness (Frederick, 1994) and stakeholder management (Clarkson, 1995a), both of which connote the need for organisations to be accountable to multiple stakeholder entities. This theme is salient in the definition proposed by Werther and Chandler (2011) who defined CSR as “The incorporation of a holistic CSR perspective within a firm’s strategic planning and core operations so that the firm is managed in the interests of a broad set of stakeholders to achieve maximum economic and social value over the medium and long term” (p. 40). This theme relates CSR to stakeholder theory and encourages organisations to proactively recognise and meet the needs of various stakeholders.

To summarise, the three themes highlight that CSR requires organisations to (1) consider the interrelatedness between organisations and society and the impact organisational actions can have on the environment in which organisations operate (normative aspect of CSR); (2) set goals and objectives which go beyond economic value and legal compliance but take into account social and environmental responsibilities (strategic aspect and triple bottom line (TBL) concern (social, environmental and economic dimensions of business responsibilities)); and (3) manage relationships with various stakeholders by creating value for them (stakeholder perspective). The definition of CSR used in this study was chosen through the identification of these themes.

It was determined that the definition of CSR proposed by Aguinis (2011) incorporates these themes and thus is suitable for this study. This definition sees CSR as the “context-

specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011, p. 855). This definition is used in this study for the purposes of selecting the literature for review and for the recruitment of participants.

Next, an account of the development of CSR is provided. The purpose of this discussion is to demonstrate how CSR has evolved over the years and to highlight the aspects of this development that make CSR relevant to the HRM agenda.

2.2.2. The evolution of CSR

The term CSR, which was initially referred to as social responsibility (SR), emerged in the 1950s in the prominent work of Bowen (1953). Indeed, Bowen's (1953) book was the catalyst for CSR discussions taking place in both academia and in practice (Carroll, 1999). Bowen (1953) defined SR as "the obligation of businessmen [sic] to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society. ... they [businessmen] must not disregard socially accepted values or place their own values above those of society" (p. 6). In his seminal work, Bowen (1953) argued that due to the power that organisations exercise and the impact their decisions have on communities and society, managers need to consider how well their activities and decisions meet social expectations and whether these are aligned with pervading social values. Implicit in this view is that organisations serve people, rather than exploit them, in order to achieve their own goals. Organisations were expected to consider their responsibilities, not only towards employees, but also towards their customers and the community as a whole. The CSR definition proposed by Bowen (1953) overcame the boundaries imposed by the notion of philanthropy and/or employment relations referring to social values, moral obligations, and ethics.

The first two decades of CSR development centred mainly on finding a suitable working definition of the concept. Lee (2008) claimed that during this period CSR was primarily discussed at the social level, rather than the organisational level. Moreover, these discussions had an explicit ethical connotation and were infused by social and ethical, rather than managerial, theories. In the 1970s a shift towards the institutionalisation of CSR in both organisational and management contexts could be observed (Hack et al., 2014). While the definition of the concept of CSR continued to be refined (Carroll, 1999, 2008), the discussion moved to the nuances of CSR implementation and identification of its key components, as well as looking for the ways to integrate the demands of CSR with the economic goals and

objectives of organisations. One of the concerns that was raised at that time was about how well CSR could be integrated with organisational objectives and the needs of shareholders (Hack et al., 2014). It was this concern that largely shaped future discussions concerning CSR.

The 1980s and 1990s saw the development of several models of CSR that aimed to institutionalise CSR by integrating it with management systems and by providing perspectives for assessing CSR development and effectiveness in organisations (e.g., Carroll, 1991; Tuzzolino & Armandi, 1981; Wartick & Cochran, 1985; Wood, 1991). All of these models aimed to provide managers with useful guidelines and instruments for CSR implementation and measurement in organisations. Explaining the purpose of his model Carroll (1991) stipulated, “The intention will be to characterize the firm’s CSR in ways that might be useful to executives who wish to reconcile their obligations to their shareholders with those to other competing groups claiming legitimacy” (p. 39). In analysing the management literature published during the 1990s devoted to CSR, Lockett, Moon, and Visser (2006) observed a shift towards empirical non-normative research; in other words, growth in the applied practical aspects of CSR implementation occurred. A tighter coupling between CSR and organisational performance was also salient (Lee, 2008). Researchers were looking at the relationship between CSR implementation and organisational financial performance in order to establish the effect of CSR on financial indicators. Much of this research was summarised in the meta-analysis conducted by Orlitzky, Schmidt, and Rynes (2003), which demonstrated the positive relationship between CSR and financial performance. In doing so, it was found that CSR and traditional business objectives could be reconciled. All of these debates recognised the possibility for CSR to be integrated with organisational strategy and with organisational objectives.

2.2.3. Strategic integration of CSR

By the 21st century our understanding of the strategic role of CSR has been refined (Galbreath, 2006; Hack, Kenyon, & Wood, 2014; Haski-Leventhal, 2018; Husted & Allen, 2011). Research and practices have started to focus more and more on the need to incorporate CSR principles and values into organisational strategy in order to create value for multiple stakeholders. Aguinis and Glavas (2013) advocate for embedding CSR in organisational strategy as well as integrating it with everyday activities. They opine that only when this occurs can CSR create value for organisations, employees, and society as a whole. Weitzner and Darroch (2009) argue that there is a time for ethical positioning of the firm and for ethics

to become the basis for corporate strategy. They claim that the ethical positioning of the company should lead to stronger performance for the organisation over time. In discussing strategic CSR, Haski-Leventhal (2018) states, “strategic CSR is about tying the company’s social responsibility to its mission and strategy. Instead of concentrating on ‘random acts of charity’, the company uses its competitive advantage and strategy to define its involvement in society and the community” (p. 46). In 2002 Porter and Kramer introduced (or some might say, reintroduced) the idea of strategic corporate philanthropy, arguing that charitable efforts could be used by corporations strategically in order to improve their competitive advantage by improving the context in which they operate (Porter & Kramer, 2002). Later they refined this idea in their notion of shared value (Porter & Kramer, 2011). They argue that “Shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. It is not on the margin of what companies do but at the centre. We believe that it can give rise to the next major transformation of business thinking” (Porter & Kramer, 2011, p. 64). In addition, the beginning of the 21st century has seen the emergence of ‘bottom of the pyramid’ innovations—innovations that can serve the poorest people, and in doing so open new market segments and sources of profit for organisations (Prahalad, 2004; Prahalad & Hammond, 2002). Prahalad (2004) argued that such innovations help to achieve organisational sustainable economic growth while meeting the needs of poor communities and involving them in economic activity (Prahalad, 2004). The 21st century has also observed the growth of social enterprises—businesses established with the broad purpose of creating value for people, the environment, and culture (Granados, Hlupic, Coakes, & Mohamed, 2011).

This integration of CSR principles and values in organisational strategy has started to require the involvement of various organisational functions, including HRM (Sarvaiya et al., 2018). This involvement means more research related to CSR integration at an operational level is now needed. It is hoped that research about CSR at the functional level will help clarify how CSR can be better implemented and supported in organisations, which roles different organisational functions can play in CSR, and how, in turn, CSR might influence the activities and core objectives of organisational functions. The CSR-HRM nexus falls within this strand of research.

2.2.4. CSR and related concepts: CSR-Sustainability debate

It is not surprising that along with the development of CSR, a number of the concepts and terms compatible with CSR started to emerge and proliferate in the literature (Carroll, 2008).

Some of them were developed in order to refine and better explain the social responsibilities of business (e.g., corporate social performance, corporate citizenship); others started to develop independently (e.g., business ethics, stakeholder theory, and sustainability). For example, in the 1980s through to the 1990s the concept of sustainability started to be actively discussed in management literature (Bansal & Song, 2017) and highlighted a vital need to recognise the interdependence between organisations, society, and the natural environment (Montiel, 2008). Given the number of related concepts that describe the relationship between business and society, it is useful to provide a brief explanation of how the term CSR will be treated in relation to associated terms and concepts in this research.

A variety of different concepts are used in both management practice and research to discuss an organisation's responsibilities to its stakeholders and activities that aim to achieve environmental, economic, and social goals. In this regard, Schwartz and Carroll (2008) stated that there are several concepts widely used by both academics and practitioners to discuss the role of business in society, among which are CSR, corporate citizenship, corporate social performance (CSP), sustainability, business ethics, and stakeholder management. They also contend that, with the absence of a single shared definition of each of these concepts, distinguishing among them might be somewhat problematic.

While in management research CSR is often considered to be closely related to the concepts of CSP or corporate citizenship, with Wood referring to them as "sister concepts" (Wood, 2010, p. 50), the differences/similarities between CSR and sustainability are more contentiously debated. Interestingly, no single definition of both concepts exists that would allow either the merging or the separation of these terms (Bansal & Song, 2017; Kraus & Brtitzelmaier, 2012; Moon, 2007; Panapanaan, Linnanen, Karvonen, & Phan, 2003; Sarvaiya & Wu, 2014). Consequently, while some researchers consider them to be distinct (e.g., Bansal & Song, 2017; Ebner & Baumgartner, 2006), others believe them to be similar, using the terms interchangeably (see Montiel, 2008 for detailed discussion).

Practitioners have also demonstrated this same degree of confusion in relation to the relationship between CSR and sustainability. Indeed, a distinct vagueness of definitions of both concepts can be found in the interviews with practitioners involved in the CSR/sustainability problems and responsibilities in the workplace (Panapanaan et al., 2003; Sarvaiya & Wu, 2014; Schaefer, 2004), and this has prompted researchers to conclude that a practitioner's understanding of the concept is highly correspondent to the manner in which it has been implemented within their organisation. This situation creates challenges in deciding which concept to use for particular study and how the chosen concept should be treated in

relation to other terms with these decisions influencing choice of the literature and theoretical perspectives employed in the study.

As this study is concerned with CSR-HRM integration it is important to show how the concepts have been used in HRM literature. Here we find that a variety of terminology has been used (e.g., CSR, CSP, sustainability, sustainable development, and environmental management). For example, the term 'sustainability' in HRM research is used by Boudreau and Ramstad (2005); Ehnert (2009); Guerci et al. (2014); Harmon, Fairfield, and Wirtenberg (2010); Hobelsberger (2014); Jabbour and Santos (2008); Kozica and Kaiser (2012); Taylor and Lewis (2014), while Bhattacharya, Sen, and Korschun (2008); Buciuniene and Kazlauskaite (2012); Duarte, Gomes, and das Neves (2014); Jamali et al. (2015); Randy and Davis (2011) use the term 'CSR'. In addition, some of the authors in the field of HRM prefer the notion of CSP (e.g., Albinger & Freeman, 2000; Greening & Turban, 2000; Turban & Greening, 1997). This situation prompts the question of which term should be used in this study and whether the HRM literature using different terminology should be treated as one strand or as separate strands.

This study uses the notion of CSR as an overarching term underscoring a normative perspective adhered in this research (Bansal & Song, 2017). It means that this research considers CSR as moral obligations of organisations to various stakeholders. However, taking into account a significant overlap in definitions, measurements, ontological assumptions, and discussion of antecedents and consequences of both concepts observed in the literature (Bansal & Song, 2017), the literature which uses other terminology is also included in the review of CSR-HRM integration to ensure its comprehensiveness. To provide consistency in the selection of this literature the definition chosen for this research was applied to identify the relevant work. To further ascertain the relevance of the chosen definition for the HRM research, the definitions of different concepts as they are proposed by the HRM literature were analysed and compared at the first stage of reviewing the literature devoted to the interface between CSR and HRM (Section 2.4.2 provides a detailed discussion). The same approach was followed for the recruitment of participants. Organisational activities, irrespective of how they were labelled (e.g., CSR, sustainability, social performance), were analysed with respect to the chosen definition of CSR to establish whether participants from these organisations could be recruited for the study.

2.2.5. Summary

This section has discussed the development of the CSR concept since its inception in 1950 and proposed a working definition of CSR to be used in this research. The overview of the evolution of CSR demonstrates that CSR has developed from an abstract and largely normative term into a managerial and strategic concept. Some authors suggest that when integrating with CSR individual organisations also come through several developmental stages before they achieve strategic integration and transformation with CSR forming the basis for organisational key objectives and activities (e.g. Dunphy, Griffith, & Benn, 2003; Mirvis & Googins, 2006; Van Marrewijk & Werre, 2003; Zadek, 2004).

To be responsible, organisations need to include CSR in their management systems and ensure that CSR objectives exist alongside their traditional financial goals (Asif et al., 2013; Rocha et al., 2007). To achieve this outcome, CSR requires integration with other important organisational functions. HRM is one of these functions. This situation calls for detailed exploration of how HRM engages with CSR and what this engagement brings to HRM.

In addition, the aim of this discussion was to introduce the definition of CSR used in this research. It was argued that due to the large number of concepts comparable to CSR and the difficulties associated with drawing distinctions between them in both academia and practice, the definition becomes more important than the actual term used. Based on the analysis of various CSR definitions, the definition proposed by Aguinis (2011) was chosen for use in this study. His definition is sufficiently broad so as to incorporate the key themes attributed to CSR. It is this definition which was used to select literature for the review and to guide the empirical study.

2.3. Human resource management: past, present, and future

The previous section discussed the concept of CSR and its evolution since 1950. It was argued that nowadays CSR is often considered an integral part of an organisation's strategy, underpinning its goals and objectives. This situation translates in the requirement for different organisational functions to be engaged with CSR and to support it prompting change in their approaches and perspectives. HRM is an important organisational function impacted by CSR (Lopez-Cabrales & Valle-Cabrera, 2019; Preuss et al., 2009). By tracing the evolution of the HRM function, this section aims to identify how integration with CSR might influence HRM and how it might impact its further development.

It seems sensible to commence with a definition of HRM. However, similar to CSR, HRM has also been defined in a variety of ways and accordingly no single definition is shared by the HR community (Collings & Wood, 2009; Farnham, 2010; Kaufman, 2014; Rowley & Jackson, 2010). The reason attributed for this lack of definitional clarity is the moving scope and focus of the HRM field as it responds to changes in socio-political, economic, and organisational contexts (Farnham, 2010; Gospel, 2010; Sparrow & Marchington, 1998; Wilkinson, Redman, Snell, & Bacon, 2010). Notwithstanding, in this study the term HRM is used to refer to “all those activities associated with the management of work and people in firms and in other formal organisations” (Boxall & Purcell, 2008, p. 1). Boxall and Purcell (2008) explain that HRM is related to managing both work and people, involves line managers, is aimed at building individual and organisational performance, comprises different styles and ideologies, and is embedded in society and industries rather than just in organisations. There are two important features which make this definition appropriate for the study of CSR-HRM integration: (1) breadth of the scope of HRM activities and variety of styles and ideologies pertaining to HRM, which is important since CSR-HRM integration is not associated with any particular approach or set of HRM practices, and (2) recognition of the influence of industrial and social factors on the development and shape of HRM, which is relevant to this study as it looks at how the demand for organisations to become socially responsible affects HRM approaches, policies, and practices.

To understand how CSR might impact HRM it is important to delineate the key features of this function as we know it today. To achieve this, the focus of the following discussion will primarily be on the evolution of HRM as an organisational function and research discipline. It will be argued that the concept of strategic HRM (SHRM), which emerged in the 1990s, has brought a strong performance orientation and unitary ideology to HRM, closely linking HRM to organisational strategy and objectives. The interpretation of SHRM in both research and practice has tended to confine discussions on organisational performance to financial goals and shareholder value. This is a situation which has prompted some to suggest that further development of the HRM function is required in order to overcome this shareholder focus and to consider how the value for other stakeholders, including employees, can be created (Beer et al., 2015; Marchington, 2015). Integration with CSR seems to be promising in this regard. As the notion of CSR demands organisations to consider responsibilities to multiple stakeholders and go beyond economic goals and legal compliance, engaging with CSR will require the HRM function to widen its own remit and develop policies and practices to create value for multiple stakeholders. This change should support

further development of the function, strengthening its position in both organisations and society.

2.3.1. The evolution of HRM¹

The need for personnel management (PM) appeared when organisations started to attract large numbers of employees who had no intrinsic relationship with organisational goals and objectives (as opposed to the sentiment, which existed in small family-owned businesses). This situation, which required organisations to develop specific approaches to direct this new workforce towards the achievement of organisational goals, paved the way for the emergence of PM as a specific organisational function. In the beginning of the 20th century, PM emerged as a distinct organisational function and as a distinct academic field (Dulebohn et al., 1995), and was heavily influenced by scientific management and industrial psychology (Kochan & Cappelli, 1984; Mahoney & Deckop, 1986; Ulrich & Dulebohn, 2015).

Ulrich and Dulebohn (2015) pointed out that the emergence of PM as a separate function was largely driven by the need to improve organisational performance and increase efficiency. The pressures of wartime during the World War I saw organisations implement practices that aimed to increase employee productivity. These practices started with rigorous approaches and methods to selection borrowed from military psychology and were supplemented with job analysis, the development of detailed job descriptions, and the designing of initiatives to reduce employees' fatigue and improve their skills acquisition (Mahoney & Deckop, 1986). At that time, PM had to ensure the productivity and efficiency of employees was maximised to compensate for workforce shortages and to support industrial development. Ulrich and Dulebohn (2015) characterised this period of PM development as having a strong performance and productivity orientation and an inside/out perspective, which denoted a strong orientation of the PM function on supporting performance and creating value for organisations.

The changes to approaches to PM started to emerge during Great Depression, which was characterised by significant lay-offs and the development of employee distrust. The economic downturn demonstrated that employees' and organisations' interests were not aligned. This period was characterised by the advent of a pluralist ideology in the employment relationship. Unlike the unitarist ideology, which sees employees and employers' interests to be essentially aligned and consequently a single source of control and power in organisations represented by

¹ The evolution of HRM described in this section reflects the experience of Anglo-American countries—the cluster where both Australia and New Zealand are included.

management to be sufficient (Geare, Edgar, & McAndrew, 2006; Greenwood & Van Buren, 2017), pluralist ideology “sees the organisation as comprising different groups with both common and divergent aims and objectives” (Geare et al., 2014, p. 2277). Consequently, pluralism assumes that organisations should have multiple sources of governance and control—a system more aligned with the presence of divergent interests (Greenwood & Van Buren, 2017). Unsurprisingly, the pluralist ideology effectively acted as a precursor to the emergence of labour unions whose primary role was to protect and promote employees’ interests as an organisational stakeholder.

This trend continued after World War II with the PM emphasis now being on the human relations and industrial and labour relations approaches (Deadrick & Stone, 2014; Dulebohn et al., 1995; Kaufman, 2014). This period was characterised by the shift from scientific management, with its emphasis on efficiency and unitarist ideology, to an interest in industrial relations and personnel administration (Mahoney & Deckop, 1986; Rowley & Jackson, 2010), which reflected a pluralist frame of reference and compliance orientation (Greenwood & Van Buren, 2017, p. 666). PM departments became actively involved in collective bargaining with unions, defending organisations’ interests, and protecting organisations from loss of productivity associated with strikes (Kochan & Cappelli, 1984). Concurrently there was a strong focus on providing administrative support (e.g., payroll recordkeeping) and boosting employees’ morale (Mahoney & Deckop, 1986). PM also had an interest in training and development, cultural changes, and performance-based rewards (Sparrow & Marchington, 1998), thus increasingly establishing employees as an important organisational stakeholder. Ulrich and Dulebohn (2015) suggest that in this period PM “lost its inside/outside approach and direction of adding-value (that it had when first emerging as a profession) and adopted an inside-only approach with little concern for business activity, strategy, or the external environment” (p. 189).

However, the development of labour legislation and waning government support for unionisation resulted in a decline in union activity and, as a consequence, a decline in PM’s involvement in industrial relations (Kochan & Cappelli, 1984). Moreover, currency problems and a series of oil crises (Rowley & Jackson, 2010), pressure for low-cost products/services, and the growth of globalisation (Sparrow & Marchington, 1998) demanded a new approach to the management of organisations and their personnel (Johnson, 2009). New organisational objectives and structures were required to boost productivity and profitability rather than provide cost-minimisation and efficiency. Employees were recognised as an important organisational resource, which, if managed strategically, could become a competitive

advantage (Barney & Wright, 1998). Thence, from the 1980s onwards, a value-adding role and a performance focus returned to the field of PM (Marciano, 1995; Ulrich & Dulebohn, 2015). Changing the name of the function from PM to HRM signified this change in focus (Ulrich & Dulebohn, 2015).

The aforementioned trends described above largely characterise the development of HRM in Anglo-American countries in the 20th century. Researchers have discussed some of the distinctive features of PM in Australia and New Zealand related to the distant locations of both countries, their low population, and multiculturalism. For example, the literature highlights that although PM was introduced into the New Zealand context by British colonists living in New Zealand at the time, it had a stronger effect on administration than on welfare (Cleland, Pajo, & Toulson, 2000; Ransom, 1966). PM also had a more informal character, which was attributed to the large number of small businesses in operation (Hutchison & Donnelly, 2013). However, the general consensus is that the development of PM in both Australia and New Zealand largely conformed to the Anglo-Saxon profile described above (Clarke & Patrickson, 2010; Hutchison & Donnelly, 2013; Rasmussen & Lamm, 2000). Thus, similar to other countries in the Anglo-Saxon cluster at the end of the 20th century, Australia and New Zealand observed a decline in unionisation (Bamber & Davis, 2000; Mylett & Zanko, 2002; Rasmussen & Lamm, 2000) and a shift from the administrative and employee relations role of PM to the more strategic and performance-oriented role of HRM (Dowling & Fisher, 1997; Stablein & Geare, 1993; Toulson & Defryn, 2007).

It is not surprising that given the strong organisational performance orientation, which characterised HRM at the end of the 20th century, the HRM concept was soon further refined into SHRM, with SHRM underscoring its strong link to organisational strategy and performance. Thus, HRM regained its inside/outside approach (Ulrich & Dulebohn, 2015) and the unitary ideology (Greenwood & Van Buren, 2017; Keenoy, 1990) was strengthened. The following section introduces SHRM and describes its key characteristics. The key HRM developmental stages and their characteristics are schematically represented by Figure 2.

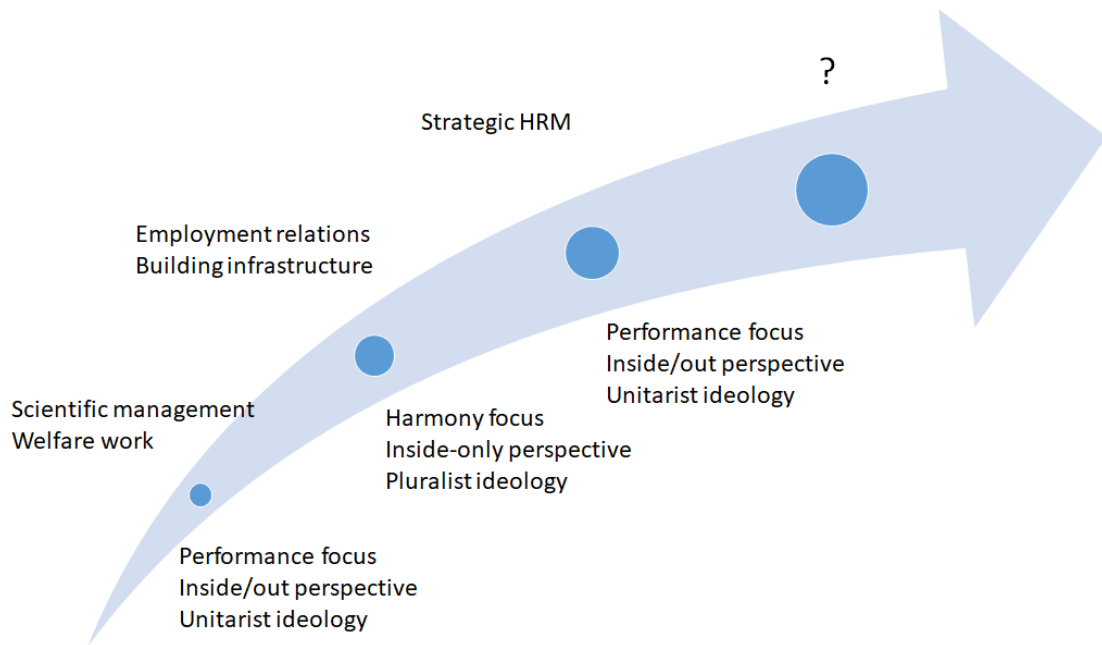


Figure 2 HRM developmental stages

2.3.2. SHRM

The most commonly cited definition of SHRM is that proposed by Wright and McMahan (1992) who describe it as “the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals” (p. 298). Wright and McMahan (1992) suggest that SHRM can be differentiated from HRM by its cohesion with the organisational strategic objectives and strong horizontal integration among practices and functional areas. Here, it is argued that to better support organisational performance, SHRM objectives need to be intimately linked to the organisational objectives, while policies and practices have to be developed to mutually support each other (Bowen & Ostroff, 2004; Macduffie, 1995).

In 1984 the two key conceptual models of SHRM which largely guided further research in the field (Wright & Ulrich, 2017)—known as ‘Harvard model’ (Beer, Spector, Lawrence, Mills, & Walton, 1984) and the ‘Michigan model’ (Fombrun, Tichy, & Devanna, 1984)—were introduced. Both models became very influential as they emphasised how HRM approaches, policies, and practices could add value to organisations and provided suggestions for how the HRM function could strategically contribute to organisational performance. This emphasis on the strategic role and the ability of HRM policies and practices to impact long-term organisational performance, rather than resolve immediate issues with employee shortage or workplace disputes, attracted a great deal of researcher and practitioner attention. The next period in the SHRM evolutionary cycle saw active testing of these models with an

emphasis on the causal link between SHRM and organisational outcomes (Beer et al., 2015; Wright, Nyberg, & Ployhart, 2018). Concurrently, some normative guidelines for HRM on how this strategic role should be delivered started to appear in the literature (Lawler & Mohrman, 2003).

There is a plethora of studies which demonstrate the added value generated by HRM practices and their contribution to the achievement of different types of organisational outcomes (see Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009 for an overview). Researchers have actively studied the effect of individual SHRM practices (e.g., selective hiring, training, and development) as well as bundles of these practices (Macduffie, 1995) on employee and organisational outcomes. These studies demonstrated HRM ability to help organisations attain goals such as higher returns on investments, increases in market share, quality improvement, cost reductions, and increases in productivity (e.g. Ahmad & Schroeder, 2003; Mitchell, Obeidat, & Bray, 2013; Shin & Konrad, 2017; Vlachos, 2008). These studies supported HRM ability to integrate with the organisation's strategy and enable the attainment of organisational objectives via the effective operationalisation of HRM policies and practices, which direct employees' knowledge, skills, and energy towards organisational ends (Wright & Ulrich, 2017). Interestingly, Greenwood and Van Buren (2017) have noted only a limited number of studies focused on employees' views and the influence of HRM policies and practices on employees (e.g., Geare et al., 2014; Mariappanadar & Kramar, 2014; Nishii, Lepak, & Schneider, 2008). The limited number of studies devoted to employees' voice and perspective, alongside the focus on the link between HRM and shareholder value, reflect the primary importance of shareholders as a key organisational stakeholder group for HRM—a feature supported by the unitarist frame of reference.

In practice, SHRM saw the HR professional's role change as well. As the empirical research generally implied there was a causal relationship between SHRM and organisational performance, the need for HR practitioners to become strategic partners of business started to be highly emphasised (Barney & Wright, 1998; Schuler, 1992). In 1997 Ulrich developed his famous strategic partner model (Ulrich, 1997). This model significantly influenced HRM's practice and identity (Keegan & Francis, 2010). The model proposed by Ulrich (1997) comprises four key roles: strategic partner, administrative expert, employee champion, and change agent. The strategic partner role is associated with strategic management of human resources and aligning human resources with organisational strategic objectives; the administrative expert role is related to the development of effective infrastructures (e.g., shared services) and smooth HRM processes; the employee champion role is responsible for

increasing employee contribution through developing commitment and capabilities; and the change agent role is focused on managing and driving transformation in organisations, preparing them for the future (Ulrich, 1997). Later the model was refined, with more roles added (Ulrich, Younger, Brockbank, & Ulrich, 2013). Both the original model and its later versions provided HRM practitioners with the template for how the different roles should be performed and what competences were required by HR practitioners.

It is noteworthy that Ulrich (1997) strongly underscored the need to perform all roles simultaneously so that employee champion and administrative roles are not subverted to strategic partner or change agent roles. Notwithstanding, Ulrich's recommendations to equally attend to all HRM roles were often overlooked by practitioners, who preferred to subjugate other roles in favour of strategic partnership (Francis & Keegan, 2006; Guest & Woodrow, 2012; Marchington, 2015; Sheehan, De Cieri, Greenwood, & Van Buren, 2014; Steers, 2008; Van Buren, Greenwood, & Sheehan, 2011), which promised them higher credibility and legitimacy. As a result, some researchers noted that strategic orientation and a close focus on the 'HRM-organisational outcomes' link almost removed employees from the line of sight of HRM, effectively leaving the HRM function with a single key stakeholder—the organisation. The mainstream approach to HRM, both in academia and in practice, was now based on the idea that people are resources, which should be properly managed to achieve organisational objectives (Boselie & Brewster, 2015; Greenwood, 2013; Ren & Jackson, 2019). Specifically, Marchington (2015) observed:

Structural shifts in the way HRM is organised mean that HR specialists are not expected to devote time to employees because strategic business partners need to promote organisational goals above those of other stakeholders. Moreover, shared service centres are remote from any physical contact with employees as e-HR takes effect, and line managers are encouraged to be self-sufficient in leading their teams (p. 180).

The study by Van Buren et al. (2011) demonstrated that HR managers (who were members of Australian Human Resource Institute (AHRI)) clearly felt the tensions between the employee and shareholder orientations and, while recognising the importance of the employee focus, preferred to stick to the strategic role. This narrowed focus created challenges for the HRM function. For example, Toulson and Defryn (2007) noted that HR practitioners in New Zealand suffered from low trust because of the emphasis on shareholder value and neglect of employee well-being. Practitioners were also at risk of losing first-hand experience and tacit knowledge due to increased outsourcing and a delegation of HRM responsibilities to line managers. Other researchers observed HR managers experiencing

similar problems as a result of a tendency to focus on the strategic partner role (e.g., Francis & Keegan, 2006; Gerpott, 2015).

Interestingly, the early SHRM models had a much broader perspective on HRM. For example, the Michigan model outlined four environmental trends influencing SHRM (technical, social, economic, and political environment), arguing that these trends are no less important than organisational strategy and structure for the HRM system (Fombrun et al., 1984). The Harvard model afforded even more attention to the context in which HRM strategy is developed and implemented. Introducing their conceptual model of HRM, Beer and colleagues emphasised that HRM is influenced by situational factors as well as by stakeholders' expectations (Beer et al., 1984). They also stressed that long-term outcomes of HRM interventions need to include outcomes for organisations, employees, and society: "The well-being of the enterprise, society, and employees were suggested as long-term criteria by which general managers ought to evaluate the HRM policies of their organisations" (Beer et al., 1984, p. 37). Unfortunately, the ensuing research tended to retain its focus on organisational outcomes rather than the value HRM practice can create for other stakeholders (Beer et al., 2015; Boselie & Brewster, 2015). The development of SHRM in both research and practice strongly focused the HRM function on the organisational economic performance and shareholder interests, making HRM involvement with other stakeholders—including employees—less important (Marchington, 2015).

However, organisations are now experiencing a growing pressure to become more accountable to multiple stakeholders (DuBois & Dubois, 2012; Moir, 2001) and consequently this is quelling the focus on the shareholder value. Freeman (2010a) argued that organisations need to create shared value for different groups of stakeholders, and Donaldson and Preston (1995) postulated that organisations have ultimate responsibilities towards various stakeholders. With the decline of government interventions, "stakeholder influence on corporations became a prominent topic for researchers and for practitioners alike" (Steurer, Langer, Konrad, & Martinuzzi, 2005, p. 264). To be a true strategic partner in this new environment the HRM function also needs to be able to identify organisational stakeholders relevant to HRM decisions, their interests and claims, their potential for forming alliances as well as being able to predict the consequences of HRM decisions for those stakeholder groups and their possible reactions (Ferrary, 2005). As a consequence, recently there has been a renewed interest in the multiple-stakeholder perspective in HRM (Guerci et al., 2014; Schuler & Jackson, 2014).

2.3.3. Stakeholder theory, HRM, and CSR

Stakeholder theory is based on the idea that any organisation is closely interrelated with various stakeholders who have personal interests in the organisation, control some of the organisation's resources, have the ability to influence the organisation's operations and decisions either directly or indirectly, and are, in turn, affected by the organisation's activities (Freeman, 1984). In order to be successful, organisations have to be able to recognise and satisfy stakeholders' needs. As Garvare and Johansson (2010) explain: "To survive in the long-term in a volatile and uncertain environment, that is to achieve organisational sustainability, contemporary organisations must satisfy a variety of stakeholders, who are all capable of inflicting unacceptable damage on the viability of the organisation if their interests are not met" (p. 737). Today organisations are expected to meet the needs and satisfy the interests of customers and governments, NGOs, local communities, international organisations, environmental activists, and own employees (Moon, 2007; Smith, 2003). This perspective does not negate the notion of shareholder value, but rather considers shareholders as one of the organisational stakeholders, whose interests and needs have to be commensurate with the interests and needs of other stakeholders. Donaldson and Preston (1995) argue that managers have a moral duty to take the needs and interests of various stakeholders into account and see how these could be met by organisations.

Explaining stakeholder theory, its founder, Freeman (2010a), describes it as a theory of value creation and trade, which integrates business and ethics. He also sees the theory as predominantly managerial as it provides managers with ideas and guidelines about how to manage their business effectively given the interests and needs of various stakeholders (Freeman, 2010a). Freeman (2010a) argues that organisations do not exist in isolation, but rather find themselves in constant interaction with numerous stakeholders for whom they create value. In this sense, business cannot be successful if it narrowly links value creation only to shareholders. The business opportunities appear when organisational stakeholders have some unsatisfied needs, which could be met by organisations or entrepreneurs (Freeman, 2010a). The mere existence of organisations often depends on their stakeholders as they "(i) provide essential means of support required by an organisation; and (ii) could withdraw their support if their wants or expectations are not met, thus causing the organisation to fail, or inflicting unacceptable levels of damage" (Garvare & Johansson, 2010, p. 738). Among others, organisations depend on their stakeholders such as employees, who put efforts, skills, and knowledge into attainment of organisational goals; and communities, which provide organisations with the 'licence to operate', that is accept and approve organisational

operations (Lacey & Lamont, 2014). As competitive advantage could be gained from the recognition of the unmet needs of the different stakeholder groups (Freeman, 2010a; Porter & Kramer, 2011; Prahalad, 2004), organisations need to relegate the primacy of shareholder value and start to consider how value for multiple stakeholders could be created. Stakeholder theory describes organisations through stakeholder relationships and discusses “how a business could be managed to take full account of its effects on and responsibilities towards stakeholders” (Freeman, 2010a, p. 9).

This change in organisational approach requires change in HRM as well, which now has to incorporate a multiple-stakeholder perspective in its purview. Being strategic partners, HR managers need to be engaged with the stakeholder agenda in order to help organisations to achieve their strategic goals. Marchington and Wilkinson (2005) argued that organisational strategy and the notion of performance are not confined to financial results, but rather incorporate concern for meeting the needs of wider stakeholders. This view is shared by other authors who agree that further development of HRM should be linked to the recognition of multiple stakeholders and development of strategies which support organisations in satisfying their needs (Batt & Banerjee, 2012; Ulrich & Dulebohn, 2015). Notably Ulrich and Dulebohn (2015) argued that further development of HRM should be associated with the adoption of an outside/inside perspective when services developed within organisations transpire into value for outside stakeholders.

Many researchers consider stakeholder theory to be one of the key theories underpinning CSR (e.g. Bansal & Song, 2017; Carroll, 2008; Clarkson, 1995a; Jamali, 2008; Wood, 1991). And although Freeman initially questioned the concept of CSR, believing it to be redundant or even dangerous (Freeman & Liedtka, 1991), he eventually accepted it and related it to stakeholder theory (Freeman, 2010a). CSR also has an ethical component, promulgated by stakeholder theory (Donaldson & Preston, 1995; Freeman, 2010a; Garriga & Melé, 2004), and emphasises the responsibility of organisations to various stakeholders and the aim to integrate social responsibilities into business contexts. Steurer et al. (2005) claim that CSR, corporate sustainability, and sustainable development of society could be achieved through management of relationships with stakeholders, thus underscoring the relevance of stakeholder theory to CSR. The same perspective can be found in the guidelines of the Global Reporting Initiative (GRI) (2011), actively used by organisations around the world to measure and report their CSR activities. In particular it states:

Sustainability reporting is the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development. ‘Sustainability

reporting' is a broad term considered synonymous with others used to describe reporting on economic, environmental, and social impacts (e.g., triple bottom line, corporate responsibility reporting, etc.) (p.3).

The guidelines specifically emphasise stakeholder engagement and the need for organisations to assess material issues for different stakeholder groups. In the same line Bessire (2005) stated that CSR requires active dialogue and interaction with stakeholders. Thus, endorsement of CSR by governments and NGOs brings the interests of different organisational stakeholders and responsibility of organisations to these stakeholders to the forefront of the organisational agenda, creating a good context for the development of a stakeholder perspective in HRM as well.

Integration with CSR should prompt HRM to recognise multiple stakeholders both inside and outside the organisation (e.g., shareholders, employees, communities, natural environment). The models of sustainable/responsible HRM (De Prins et al., 2014; Ehnert, 2009; Kramar, 2014) illustrate how incorporation of CSR values and principles might change the landscape of HRM, engaging the function with the broader context and needs of multiple stakeholders.

However, adoption of the stakeholder perspective might not necessarily obviate issues surfaced by the inside-out perspective and the unitary ideology, both of which place the main onus of responsibility on the needs and interests of organisations and organisational shareholders. Being essentially contested (Miles, Huberman, & Saldana, 2014), the stakeholder concept allows for a wider range of interpretations (both narrow and broad) and for the possibility to place the importance on particular aspects or components of the concept. For example, to enable managerial application, the stakeholder concept is often refined by discerning among various types of stakeholders (e.g., primary and secondary (Clarkson, 1995)) or those who possess certain attributes (e.g., urgency, legitimacy, and power (Mitchell, Agle, & Wood, 1997)). These attributes influence the salience of stakeholders to managers. In this regard, Tantaló and Priem (2016) noted that managers often tend to prioritise stakeholders and rotate their attention instead of looking at how shared value could be created. The attributes identified by Mitchell et al. (1997) suggest that shareholders are most often going to be prioritised by managers as they possess high urgency, power, and legitimacy with other stakeholders getting attention and resources on a more ad hoc bases (when, for some reason, they acquire all three attributes).

HRM is also impacted by this prioritisation. A study by Guerci and Shani (2013), conducted among Italian HR managers, revealed that among the most salient stakeholders HR

managers define top managers, owners, and investors, as they have power, urgency, and legitimacy at the same time. Employees were considered by HR managers as dependent stakeholders having urgency and legitimacy, whereas communities and unions were seen as discretionary stakeholders, those who had only legitimacy and thus did not require active actions from the HRM function (Guerci & Shani, 2013). This means that even when adopting a stakeholder perspective and recognising various stakeholders, HR managers may not treat their interests as equal. In this regard, Greenwood and Anderson (2009) argued that even when employees are named stakeholders they are often viewed as an homogenous group with similar interests, which could be aligned with the needs and interests of shareholders—an approach that sits comfortably with the unitary ideology. Consequently, Van Buren et al. (2011) argued that in HRM, stakeholder theory has been used as a metaphor as opposed to “an additional theoretical frame to develop new theory and empirical work” (p. 6).

Interestingly, while instilling the stakeholder perspective CSR may not necessarily promulgate a pluralist ideology. In both academia and practice CSR is often discussed from an instrumentalist perspective (Garriga & Melé, 2004). Garriga and Melé (2004) describe instrumental CSR theories as theories that discuss CSR as a strategic tool used to achieve organisational financial performance objectives. Proponents of this perspective emphasise CSR’s instrumental benefits and argue that CSR may and should serve value maximisation. Discussions around strategic philanthropy (Porter & Kramer, 2002) or bottom of the pyramid strategies (Prahalad & Hammond, 2002) exemplify this view. Instrumental CSR focuses both researchers’ and practitioners’ attention on how CSR can be used by organisations to create competitive advantage and develop marketing strategies which allow them to tap into new market niches and attract new customers to increase market share. It also highlights the utility of CSR for acquiring legitimacy in local communities by establishing and managing relationships with stakeholders (Gond, Palazzo, & Basu, 2009) as well as its ability to create new resources and capabilities for organisations (Garriga & Melé, 2004).

The instrumentalist view on CSR does not negate a stakeholder perspective (Mäkinen & Kourula, 2012). On the contrary, management of stakeholder relationships becomes very important for value maximisation enabling organisations to increase legitimacy and acceptance by the community, build trust, and identify customer needs that could be satisfied by products and services offered by organisations. However, Scherer and Palazzo (2011) noted that this view is characterised by a strong prioritisation of stakeholders depending on their importance for organisational economic objectives. Moreover, Gond et al. (2009) argued that “Typically it assumes that the goals of business and society should and could be

integrated” (p.67). This suggests that CSR, especially when approached instrumentally, may not necessarily have a pluralist lens itself and organisations’ managers, while recognising multiple stakeholders, may prioritise their interests based on shareholders’ objectives and try to align stakeholders’ needs with the needs and interests of organisations.

This argument suggests that even by integrating with CSR and adopting the stakeholder approach, HRM may still not recognise the plurality of stakeholders’ interests. This was noted by some authors who pointed to a strong unitary frame of reference (Voegtlin & Greenwood, 2016) and the prevailing inside-out perspective which gives primary importance to economic objectives (Aust, Matthews, & Muller-Camen, 2019) present in the literature devoted to responsible/sustainable HRM. In this regard, empirical investigation of whether integration with CSR facilitates not only recognition of multiple stakeholders but also the adoption of a pluralist ideology seems a worthy endeavour. As HRM models of sustainable/responsible HRM are largely theoretical, empirical investigation of whether and how integration with CSR influences HR managers’ perspectives and approaches may shed some light on how CSR impacts HRM.

2.3.4. Summary

Several conclusions important for this research can be drawn from this brief historic overview of the development of HRM discipline. First, it demonstrates that the function is in constant transformation in response to changes happening in the socio-political and economic environment as well as in organisational contexts. This ability to be sensitive to external environments and internal organisational requirements, and change with respect to them is crucial for HRM to thrive (Lengnick-Hall et al., 2009). The pace of change in the organisational environment continues to increase (Wright et al., 2018), requiring HRM to further change its foci, approaches, policies, and practices.

Second, this review has demonstrated that the current stage of HRM development is largely associated with the notion of SHRM and focuses on the relationship between HRM and organisational performance. While the original models of SHRM (Harvard model and Michigan model) considered the impact of external context on SHRM, as well as reference to the requirement to consider the needs and outcomes for various stakeholder groups (Harvard model), this perspective was soon relegated to an internal focus (Gooderham, Mayrhofer, & Brewster, 2019). As a result, while organisational performance could be defined and evaluated from various perspectives, SHRM research and practice often confine it to financial

performance and the outcomes for organisational shareholders (Beer et al., 2015; Thompson, 2011). This situation creates tensions and challenges for HR managers, who lose trust and disengage from employees—a situation which needs to be remedied should they want to keep their position as one of the organisation’s strategic partners. The growing demand for organisations to take accountability for the impact of their activities on a variety of stakeholders also requires HRM to widen its remit and start to consider how the HRM function supports organisations in creating value for multiple stakeholders.

Engagement with CSR, which focuses organisational performance on the needs of various stakeholders and objectives pertaining to the TBL (Aguinis, 2011), could bring the stakeholder perspective, and hence pluralism, back into HRM. New HRM models suggest that integration with CSR further develops HRM by broadening its purview and role in organisations (Jamali et al., 2015; Kramar, 2014). The next section will focus on the analysis of the literature specifically devoted to CSR-HRM integration in order to establish how the existing literature considers HRM’s response to CSR and the associated changes occurring to approaches to HRM.

2.4. CSR-HRM integration: A systematic literature review²

So far, this literature review has considered the HRM and CSR strands of literature separately. The findings from this review suggest that CSR and HRM have developed as separate fields, however current developmental stages of both see integration as highly desirable: while CSR requires strategic support from HRM in order to be able to achieve its own objectives, HRM might benefit from incorporating a multiple-stakeholder perspective promulgated by a CSR agenda.

Recent years have witnessed the growth of literature devoted to CSR-HRM integration (Macke & Genari, 2019; Voegtlin & Greenwood, 2016). This section presents analysis of this literature. This review will help to establish how the relationship with CSR influences HRM, its policies, and practices, and to identify those areas which require further exploration. To ensure robustness, a SLR has been undertaken to make this assessment, the details of which are now described and discussed. Due to a systematic approach to data collection and analysis

² This chapter represents a publication co-authored with Fiona Edgar and Ian McAndrew with some amendments made to fit this thesis. Reference: Podgorodnichenko, N., Edgar, F. & McAndrew, I. (2019). The role of HRM in developing sustainable organizations: Contemporary challenges and contradictions. *Human Resource Management Review*, DOI: 10.1016/j.hrmr.2019.04.001.

SLRs serve several important purposes: (1) they provide a panoramic overview of the existing literature enabling the researcher to identify directions for future research (Kitchenham, 2004); and (2) they help to collect robust evidence to answer research questions (Mallett, Hagen-Zanker, Slater, & Duvendack, 2012). In this thesis, the SLR plays both roles. First, it is used to overview existing literature in the field of CSR-HRM integration in order to refine the research questions. Second, it generates findings providing initial answers to research questions pertaining particularly to HRM approaches to integration with CSR and challenges related to this integration (see research questions 1 and 4).

2.4.1. Methodology

Different approaches to the analysis and synthesis of the extant literature can be employed to stocktake knowledge, providing researchers with a comprehensive overview of the generalised frameworks and empirical findings available (see Denyer, Tranfield, & Van Aken, 2008, p. for an overview). Arguably, the most salient work for a stocktake is the SLR. By drawing on a larger body of literature, comprising both theory and empiricism, the researcher is not constrained by specificity either in terms of variables or by the testing of relationships between variables. Thus, the SLR can provide the field with snapshots of existing knowledge, insights into the evolving nature of the field, concepts and approaches, and, based on this evidence, proffer generalised frameworks for empirical examination. Unlike a meta-analytical approach, SLRs do not only collect evidence to answer the research questions but they also provide an overview of the broader literature. This helps to identify research gaps (Kitchenham, 2004). These attributes mean SLRs are now being widely used in different fields to address a variety of research questions (Crisp, 2015; Crossan & Apaydin, 2010; Danese, Manfè, & Romano, 2018). Notwithstanding, the SLR does have certain limitations. For example, the search strings used can limit the number of retrieved publications (Wang & Chugh, 2014), the search boundaries can limit the scope of the literature to certain databases, and searching for papers published in a particular language, say English, has the potential to leave outside of scope a host of relevant literature which has been published in a different language. To overcome some of these potential issues, publications reported in journals identified in the Australian Business Deans Council (ABDC) list, which includes journals from a variety of different databases, were sourced. A number of synonymous key words were used in the search string, with searches within entire articles being undertaken where possible, to mitigate issues with rigidity. To ensure consistency, quality, and rigor in the research the well-documented processes reported in previously

published SLRs (Danese et al., 2018; Nolan & Garavan, 2016) were followed as outlined in Appendix 2.

2.4.1.1. Conceptual boundaries

The research started with setting objectives and formulating clear research questions that could be addressed by the SLR. After the research questions had been formulated, conceptual boundaries were defined (Danese et al., 2018; Nolan & Garavan, 2016). This was seen as especially important given the aforementioned number of the concepts identified, which are related to CSR.

Basic key words for the search were, ‘CSR’, ‘Sustainability’, and ‘HRM’. Some of the previous well-known SLRs in this field (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016; Renwick et al., 2013; Voegtlin & Greenwood, 2016) did not use the terms CSR and sustainability with respect to HRM in their search together. In this SLR the concepts were used together as the selection of the literature was based on the CSR definition chosen for the research. This allowed the researcher to widen the scope of the search and to ensure relevant publications were included in the analysis, thus affording an extensive overview of the CSR-HRM integration. After the retrieval and filtering of the articles, it was analysed how CSR-related terms were defined specifically in the HRM literature to discern whether there were significant differences in their interpretations that would prevent from treating them as synonymous (see section 2.4.2 for detailed discussion).

Country and cultural difference is important to a study of this nature. Previous research by Ehnert, Parsa, Roper, Wagner, and Muller-Camen (2016) reported no significant country or cultural differences in approaches to CSR-related HRM practices in their study of multinational enterprises (MNEs) from liberal (‘Anglo-Saxon’ countries) and coordinated (Continental Europe and Japan) market economies, with countries from the BRIC (Brazil, Russia, India, and China) cluster and South European mixed economies (e.g. Spain, Italy, France) used as control variables. This SLR also draws on the research conducted in different countries and while the SLR is limited to English language articles, many of these have examined the CSR-HRM nexus across a variety of different country and cultural contexts.

2.4.1.2. Data collection and analysis

Inclusion criteria

The first step in data collection relates to the establishment of inclusion criteria and search boundaries (Wang & Chugh, 2014). For this SLR journals from the ABDC list published in

the English language were selected. Although this inclusion criteria limits the scope of the study, journal rankings and peer-review improve rigor by ensuring only quality studies are assessed (Colicchia & Strozzi, 2012; Crossan & Apaydin, 2010). Focusing first on journal quality (Danese et al., 2018), journals which were highly ranked in the ABDC list (i.e., A and A*) were first selected. Next, within this list, the scope of the journals were limited to management and human resource/employment relations as these comprise the main outlets for CSR-HRM related publications. In line with the recommendation of Danese et al. (2018), some additional journals were added to the list to ensure search completeness. These included specialist academic journals (without consideration of quality ranking) devoted to CSR, sustainability, corporate citizenship, HRM, human resource development (HRD), or employment relations.

In the next step the time period of the review was established. Publications in journals for the period 2000–2017 (first six months only) were selected. Justification for using this time period is based on study findings by Aguinis and Glavas (2012) who identified a significant increase in articles devoted to CSR after 2005, and the work of Simmons (2008) who noted that the CSR concept became an important research topic early in the 21st century, with the more refined topic of sustainable HRM becoming prominent more recently (Kramar, 2014).

Finally, the search string was developed so that it could be systematically applied to the search within each journal chosen for the review. To avoid limiting the scope of the search, similar concepts often reported together in the CSR and sustainability literature were included in the search string. In a similar vein a number of synonymous terms to search for HRM were selected. As a result, the search equation was based on two strings: the first addressed CSR and its related concepts, while the second addressed HRM and its related concepts. The resultant search equation was as follows:

(CSR OR “Corporate Social Responsibility” OR “Corporate Social Performance” OR
“Corporate citizenship” OR Sustainability OR Sustainable)

AND

(HRM OR “Human Resource Management” OR “Human resource” OR “Personnel
management”).

In addition, a search for ‘Green HRM’ OR ‘Green Human Resource Management’ was run separately to decrease the number of retrievals which appear when ‘Green’ is included as a separate word in the search string. As some of the journals were specifically devoted to either HRM or CSR, when searching within these journals only one string from the equation

was used to diminish the likelihood of omission (e.g., if the search was done within the HRM journal only the CSR component of the search equation was applied).

In applying the exclusion criteria, both theoretical and empirical papers were included. However, editorials, book reviews, articles limited to the economic aspects of sustainability or where CSR and HRM integration was not a main focus of the research, along with articles addressing the direct impact of CSR on employees (e.g., attraction, commitment, engagement) were excluded.

The initial search resulted in 3,677 articles. This large number of articles is attributable to the concurrent use of a range of search engines and databases (e.g., EBSCO, ProQuest, Emerald, Science Direct, JSTOR, Gale Cengage) and searching within the whole text where possible. Different search engines and databases approach search strings differently. Some take the full string and accurately apply it for the whole search, while others employ a two-step process whereby the first step sees the retrieval of the most relevant papers based on the full string and the second step identifies less relevant items based on a search using only parts of the string. Moreover, many of the articles were deemed irrelevant because although the full texts contained words from the string, these words were not related to each other.

All the retrieved articles were downloaded in Endnote and filtered, first based on their title, then on the abstract, and finally on the full-text. Title-based filtering allowed the researcher to exclude the large numbers of articles which had been retrieved using the partial search string application or search within the whole text noted above. To validate the search and filtering processes, the process was repeated with a time lag. This filtering process saw the total number of articles to be reviewed decrease from 3,677 to 483. For stage two the abstracts of articles, and in cases of ambiguity, whole articles, were read and this saw the sample of articles reduced from 483 to 108. This is a large decrease and it resulted from filtering out papers that (a) did not focus on either the CSR-HRM interface or the role of HRM in developing responsible and sustainable organisations (318 articles); (b) discussed the impact of CSR on employees (attrition, engagement, retention) but did not mention HRM policies and practices (46); (c) were editorials (8); and (d) used the term sustainability but only in an economic context (3). Next, the final list of articles was compared to those articles devoted to CSR-HRM integration that had been compiled during the narrative literature review phase to ensure that key writings published in ABDC journals had not been omitted during the search process.

All 108 articles were then read and coded using NVivo11. The aim was to identify key themes from the literature related to HRM's role in CSR. The data related to CSR definitions, theories, the nature of CSR-HRM interface, and HRM policies and practices discussed with respect to CSR were coded. To enhance the coding rigor, several procedures were applied. The first involved a dual coding process. This entailed an initial coding and categorising of data for analysis, with each code accompanied by an explanation about how data was ascribed to it. After a period of two months, the data was re-coded. This process provided an opportunity for the researcher to check and refine coding categories and to identify new sub-codes. Since the correlation between first- and second-time coding was 0.71, it indicated the need for analysis of the accuracy of all initial codes. All coded texts were re-read and compared and as a result some codes were refined. For example, the initial code 'several roles' was divided into 'hybrid model', 'creating organisational context', and 'developing holistic approach', after all texts were re-coded. Second, all codes with their ascribed text segments were retrieved from NVivo11 and checked for coherency and consistency (Lerman & Smith, 2016). A final step to ensure accuracy of coding saw an independent colleague with knowledge in CSR and HRM read through the coded data to check for consistency in coding. This independent check pointed to the need to further refine the coding of the CSR definitions. The colleague highlighted the need to differentiate between definitions focusing on stakeholders and those underscoring organisational responsibilities beyond legal and economic, suggesting that these different definitions might be underpinned by different theoretical perspectives. A more detailed picture of the coding process and code descriptions are presented in Appendices 3 and 4. The findings from the data analyses are now presented. First, the overall trends of the CSR-HRM research will be evaluated to recognise the developments happening in the field.

2.4.2. State of research in the field

While it is noted that the number of publications devoted to CSR has doubled since 2005 (Aguinis & Glavas, 2012), it was important to find whether the number of articles with a special focus on the CSR-HRM nexus did the same, thus showing the growth of interest and importance of this relationship. First, the literature review demonstrated that there are still not many articles devoted to the study of the CSR-HRM link, as only 108 articles were included in the final database. The inability to find many publications devoted to the CSR-HRM nexus among the wide range of articles dedicated to HRM confirms the claim made by Ehnert (2014) and Aguinis and Glavas (2012) that the field of CSR-HRM relationship is still under-researched and requires further investigation. Notwithstanding, the number of relevant articles

in the selected journals appears to fluctuate over the years with some positive tendency (Figure 3), which reflects the general increase of interest in the topic. This finding is in line with the findings of the literature reviews by Macke and Genari (2019) and Voegtlin and Greenwood (2016).

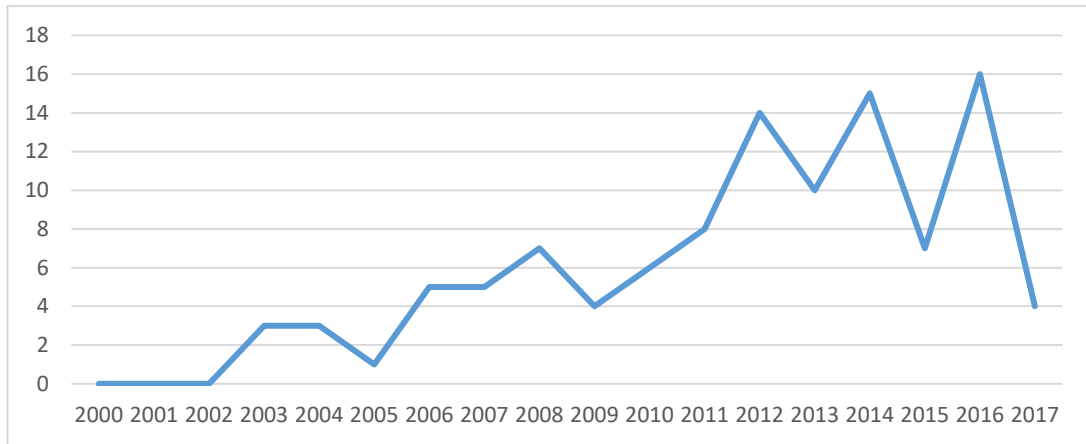


Figure 3 Number of CSR-HRM publications per year

In terms of publishing outlets, the highest number of publications appeared in *The International Journal of Human Resource Management*, followed by the *Journal of Business Ethics*. Overall, the highest number of papers were found in journals devoted to HRM and business ethics, while only a few articles were found in top-ranked general management journals such as the *Journal of Management* and the *International Journal of Management Reviews*. Journals specifically devoted to the questions of sustainability, social and environmental responsibility, though included in the search with the hope to retrieve more papers, also provided very few results (Figure 4). These findings may show that the topic of HRM response to the CSR challenges is still not an established theme and is not widely discussed outside the specialised HRM or business ethics fields.

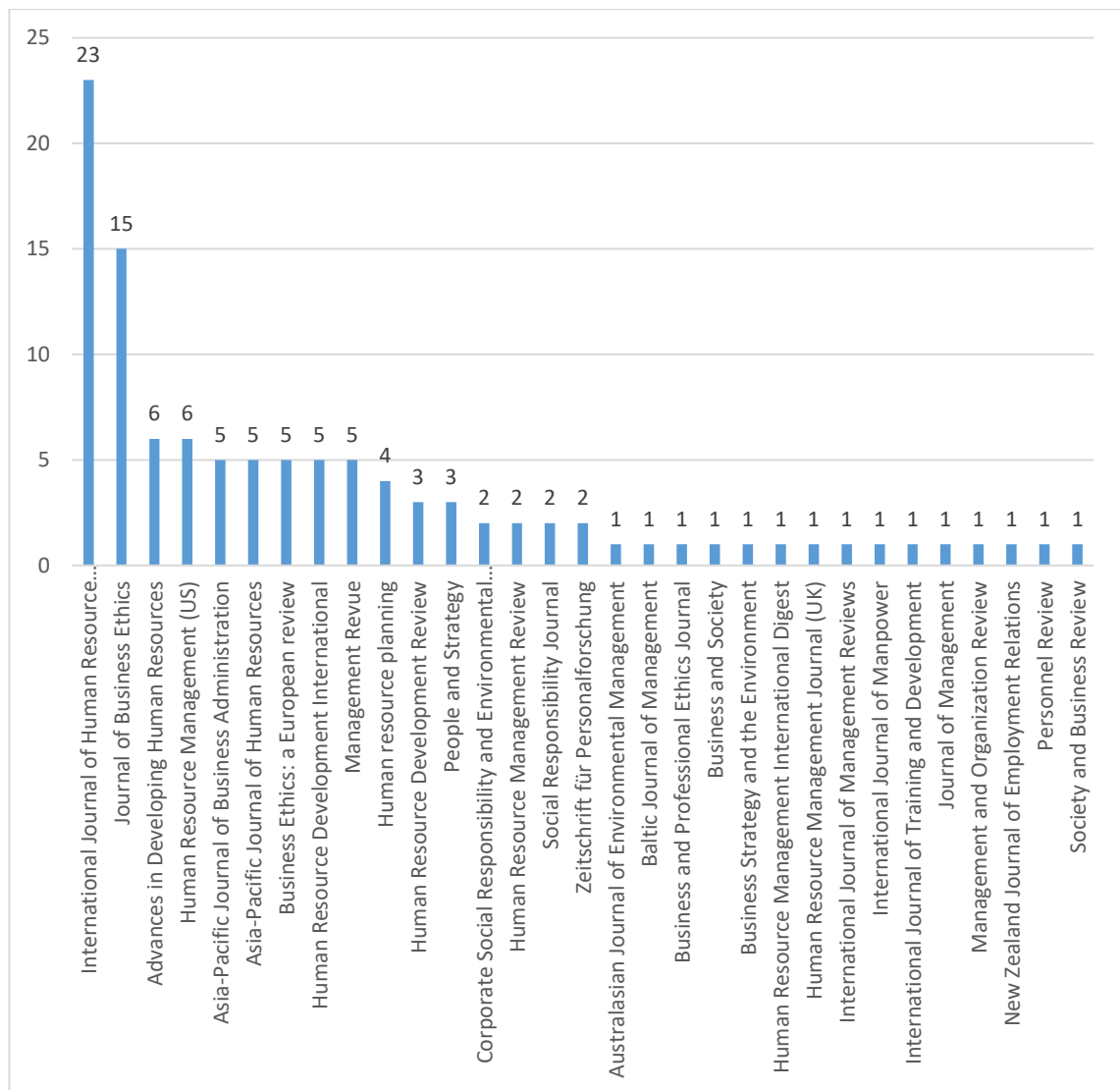


Figure 4 CSR-HRM publications in different outlets

While the SLR was limited to English language articles, many of these have examined the CSR-HRM nexus across a variety of different countries and cultural contexts. Specifically, 60 papers in the SLR reported the countries where the research had been conducted. Of these 10 studies were conducted in China, six in Australia, Spain, and the UK, three used samples from Germany, Italy, Finland, and the USA, two were conducted in France and there was one study each from Canada, Denmark, Lithuania, Malaysia, Netherlands, New Zealand, and Romania. In addition, 11 studies reported undertaking research using multiple countries. This shows that the research at the interface of CSR and HRM is not specific to particular cultural contexts or limited to developed countries. Moreover, the largest number of CSR-HRM publications found in *The International Journal of Human Resource Management*, which positions itself as an outlet for international scholars and professionals further supports this observation.

With respect to methodology, 57% of all publications were empirical studies mostly using either quantitative or qualitative research methods (Figure 5). 38% of publications included in this SLR were theoretical while 5% comprised of literature reviews. Interestingly, during the first five years of analysis (2003–2007) only 29% of all publications were empirical. In the next five years (2008-2012) this grew to 55%, with further growth to 62% in the last five years (2013-2017). This shift towards empirical studies reflects the development and establishment of the field. Overall, the publication trends reflect the growing interest in the CSR-HRM nexus. It also demonstrates a gradual establishment of this research field supporting the assumption about the desirability of CSR-HRM integration made in previous sections.

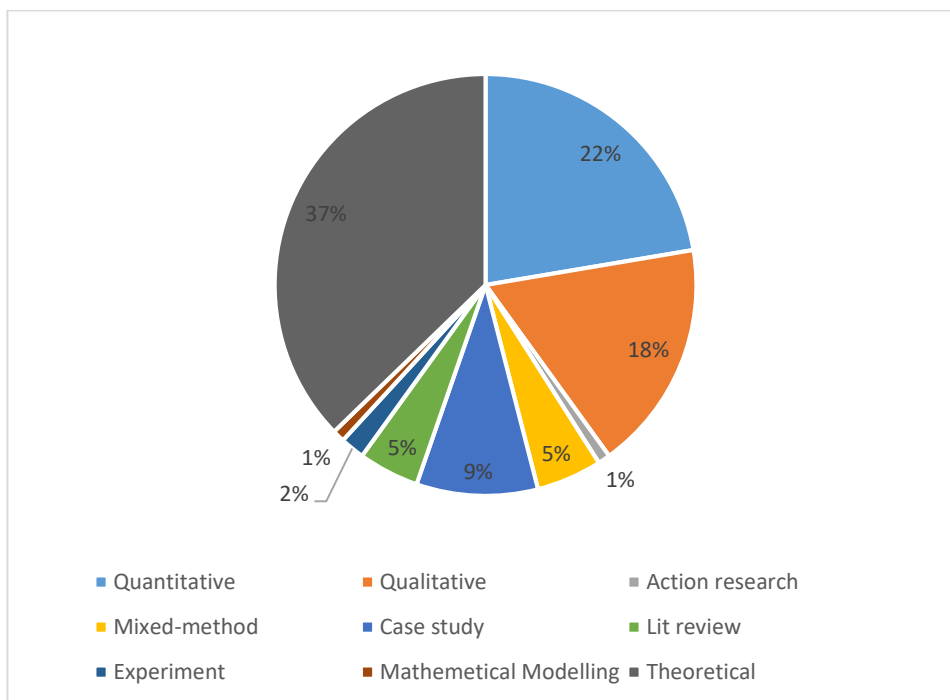


Figure 5 Methodological approaches to CSR-HRM studies

Concepts and theories

The first stage of the SLR explored whether different CSR-related concepts, as they are used in the HRM research, can be treated as synonymous. To make this assessment, definitions provided in the articles were analysed to identify distinctiveness or similarity in terminology. To do this, all available definitions were coded, with codes clustered into categories (see Appendix 3 for details). Here 86 articles were found to have definitions.

The distribution of articles suggests HRM is more closely related to CSR than it is to sustainability and this is possibly due to the strong connection that exists between CSR and social and human capital (Montiel, 2008; Sarvaiya & Wu, 2014). It was also found that an

increasing number of papers discussing sustainability appeared after 2011 and this supports commentaries which suggest there has been recent growth in cross-disciplinary sustainability research (Elsevier, 2015).

The plethora of content covered in current definitions reported in the literature devoted to the HRM-CSR nexus shows that, at this stage at least, HRM research does not treat CSR and sustainability as discreet and distinctive concepts, with some of the articles providing multiple definitions of the same concept while concurrently alluding to the concepts of TBL, stakeholder responsibilities, and continuity (see for example De Prins et al., 2014). As the definitions provided in the articles largely conformed to the definition of CSR chosen for this research it was concluded that all the 108 articles selected for the purposes of SLR could be analysed together.

Finally, those theories that were most commonly applied in research looking at the CSR-HRM relationship were identified. Out of the 108 analysed articles, only 58 clearly stipulated the theory used, with the remaining 50 articles not making any explicit mention of a particular theoretical background. The most commonly applied theory was stakeholder theory, which was reported in 18 studies. This was followed by the resource based view (RBV) (11 studies) and Ability-Motivation-Opportunity (AMO) framework (5 studies). Articles that used CSR as a main concept or used the CSR and sustainability terms together mostly utilised stakeholder theory (13 articles). Articles that used either sustainability or environmental performance as the primary concept primarily used RBV (9 articles). Only two articles drew on paradox theory, which could be seen as symptomatic of an overall lack of attention being afforded to the tensions and challenges present in the CSR-HRM integration literature.

The next phase of the SLR concerned the coding and analysing of data related to the strength of HRM integration with CSR, as well as HRM approaches, policies, and practices which reflect its integration with CSR. This was done to ascertain what is expected from the HRM function with respect to CSR and how engagement with CSR might influence the landscape of HRM.

2.4.3. Strength of HRM involvement with CSR

The argument developed in section 2.3 implies that integration with CSR might change the scope of HRM and re-shape its policies and practices. However, it remains unclear how well HRM is actually currently engaged with CSR. Indeed, while CSR-HRM integration is generally viewed in the literature as a win-win solution for both CSR and HRM (Voegtlin & Greenwood, 2016), empirically the research suggests that approaches to CSR-HRM

integration are not as unified as some might think and that the integration does not always happen at the desired level (Alcaraz et al., 2017; Fenwick & Bierema, 2008; Sarvaiya et al., 2018; Sroufe, Liebowitz, & Sivasubramaniam, 2010). For example, Harmon et al. (2010) pointed to a lack of HR managers' awareness about how they can support organisational CSR strategy as a reason for their non-involvement in CSR at a strategic level. Moreover, surveyed HR managers explained that they did not have competences required for successful integration, nor did they see any benefits of this integration for the HRM function. In this regard Harmon et al. (2010) explained: "they do not perceive many concrete incentives or other payoffs to offset the added burdens of sustainability activities to their workloads" (p. 19). Similarly, research by Fenwick and Bierema (2008) demonstrated that often HR managers do not consider the CSR agenda to be relevant to HRM, believing that the legal and public relations functions of the organisation are better positioned to support a CSR agenda. Consequently, HRM is often found to be only weakly involved in CSR endeavours.

Based on the analysis of the role of HRM in organisations and the support of corporate community involvement initiatives in Australia, Zappalà (2004) concluded that HRM is not sufficiently engaged in CSR despite the benefits and positive outcomes it could gain (e.g., attraction of talent, increased employee commitment and motivation). Notably, Zappalà (2004) argued that, in his research, HR managers did not appear to recognise ethics and stakeholder management as comprising an HRM concern; the preference was to focus on shareholder support. They also believed that CSR was just a new fad. Further, Zappalà (2004) argued that, with the growing importance attached to the public relations function, CSR is often assigned to this area, thus weakening any incentive for HR managers to be involved.

Harris and Tregidga (2012) reported that HR managers often fail to act as strategic partners in terms of environmental sustainability. Their research found that HR managers were not involved in the development of environmental strategy and did not align it with core HRM responsibilities such as recruitment and selection, socialisation, development, and performance management. HR managers explained this situation citing a lack of resources, a necessity to focus on other, more relevant to HRM, activities, and a perception that environmental concerns should sit within other functions. More recently, Sarvaiya et al. (2018) found that HRM prefers to limit its engagement with CSR to a supportive role refraining from strategic involvement. They linked the proclivity to strategic involvement with CSR to the following factors: existence of structural links between CSR and HRM functions; content of the CSR strategy (inclusion of both internal and external dimensions of CSR); and resourcefulness and the influential position of the HRM function in organisations.

Interestingly, Sarvaiya et al. (2018) noted that current research in CSR-HRM integration is not geared towards identifying the drivers and factors influencing this integration, although further research in this area could recognise how to foster this integration.

To sum up, the SLR revealed that integration between CSR and HRM is not unified and that HRM functions in different organisations might be differently engaged with CSR—a situation which prompts further exploration. Indeed, it may be suggested that in different organisations CSR might be differently integrated with HRM, having a different scope of influence on the function. Thus, it seems to be important to identify nuances in approaches to CSR-HRM integration, various levels of integration between CSR and HRM, and the outcomes of these different levels of integration.

2.4.4. Features of HRM integrated with CSR

The SLR enabled to identify some of the key features of the CSR-HRM integration and characteristics of HRM integrated with CSR. A summary of the findings is presented in Figure 6. The coding process could be found in Appendix 3.

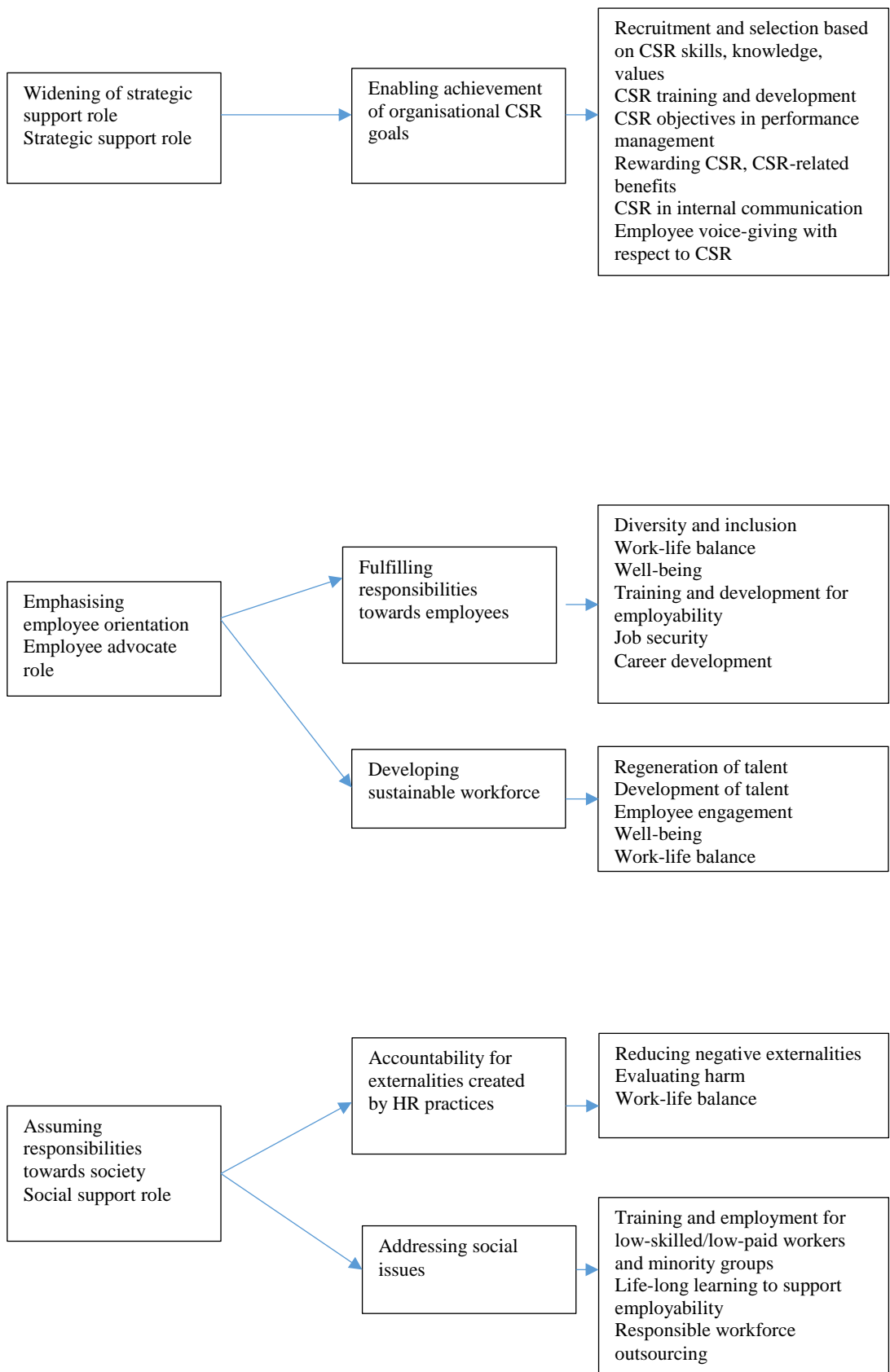


Figure 6 Characteristics of CSR-HRM integration

2.4.4.1. *Widening strategic support role*

First, it was found that integration with CSR requires new approaches to the strategic partner role. The HRM strategic role in CSR is based on the strategic partner role of HRM (Ulrich, 1997) but with a specific focus on the facilitation of achievement of environmental and social goals in addition to organisations' traditional economic objectives (e.g., Benn, Teo, & Martin, 2015; Christina, Dainty, Daniels, Tregaskis, & Waterson, 2017; Haddock-Millar, Sanyal, & Müller-Camen, 2016). The SLR found nearly one third of articles (31) discussed the importance of the HRM role in supporting the delivery of the organisation's CSR strategy and commitments. This was particularly salient in articles which addressed environmental performance as well as those that combined the concepts of environmental performance with sustainability (93% and 100% of those articles respectively emphasised this need). The strategic support role in CSR endeavours has been well discussed in HRM literature, with this work describing how the HRM role can be best utilised to support CSR strategic initiatives and thus assist organisations to achieve their goals towards a variety of different stakeholder groups, some of whom will reside outside of the organisation (e.g., natural environment).

By integrating with CSR, HRM is striving to ensure that the CSR goals are delivered by employees and the organisation as a whole. The studies reveal that the main foci of the HRM activities related to CSR are to ensure employees' abilities are sufficiently developed, their motivation is enhanced, and they are afforded appropriate opportunities, thus enabling successful attainment of the organisation's CSR agenda. To achieve this, HR professionals are required to adapt traditional HRM policies and practices from the functional domains of recruitment and selection, training and development, performance management, and internal communication. Examples of this adaptation for a variety of functional areas are now highlighted.

For recruitment and selection, organisations are encouraged to hire employees with CSR-related values, experience, skills, and attitudes (DuBois & Dubois, 2012; Guerci, Longoni, & Luzzini, 2016). The reviewed literature emphasised the need to consider candidates' awareness and attitudes towards CSR in recruitment and staffing activities, as well as personal CSR values, viewing them as important for the achievement of organisational CSR objectives (Renwick et al., 2013; Tang et al., 2017). Although outside the remit of this SLR, the psychological micro-foundations for employees' engagement with CSR are actively under investigation. These studies are concerned with how instrumental (e.g., self-concern, need for power and control, need in extrinsic rewards), relational (e.g., need for networking and

recognition), moral (e.g., concerns for environment and society, personal values), and other individual (e.g., self-evaluation, consciousness, narcissism) characteristics can act as drivers for CSR engagement (see Gond, El Akremi, Swaen, & Babu, 2017 for a detailed discussion). Illustrative of this body of research is the study by Kim, Kim, Han, Jackson, and Ployhart (2014) which demonstrated that consciousness can positively influence engagement in pro-environmental behaviour by impacting moral reflections about the environment. Along with the aforementioned indicators, employees' knowledge, skills, and experience in CSR have also been discussed to influence their proclivity to be involved in CSR (Boudreau & Ramstad, 2005; Jamali et al., 2015). This body of work has prompted some to suggest that HR professionals should consider these characteristics during the recruitment stage in conjunction with the skills, knowledge, experience, and attitudes required by the position.

The reviewed literature also suggests that to strategically support a CSR agenda in organisations, the HRM function needs to integrate CSR into other policies. Thus, training and development practices would be designed to help create and develop CSR knowledge, skills, and competences among employees (Guerci & Carollo, 2016; Guerci et al., 2016; Haddock-Millar et al., 2016). For example, Stolz and Mclean (2009) suggested that to support the CSR initiatives of organisations, middle managers need to be equipped with such skills as “knowledge of process structure principles, group dynamics, understanding of both the task environment and the team’s technology, and the ability to intervene in the team to help” (p. 185), while employees need to develop their networking and communication skills as well as their professional skills to support CSR innovations. Garavan and McGuire (2010) proposed that employees’ communication skills with various stakeholders and understanding the influence of organisational activities on society should be emphasised in developmental initiatives. Again, outside the remit of this SLR, Stubbs and Schapper (2011) pointed to research, analytical, communication, negotiation, and change management skills as relevant to CSR and required to be included in the CSR curriculum. Decisions about particular skills need to be based on organisations’ CSR goals, requirements of each particular role, and the extent of each employee’s involvement with CSR (for some positions CSR-related activities may be core (CSR manager, engineer, or designer) while for others they may be more peripheral (office clerk), thus placing less emphasis on CSR skills).

For performance management, the focus would be on directing employees’ attention to CSR goals and supporting responsible behaviour in this area (Christina et al., 2017; DuBois & Dubois, 2012; Haddock-Millar et al., 2016) by setting CSR-related metrics and benchmarks. For reward and recognition, practices which promoted and reinforced delivery of CSR goals

by managers and employees would be employed (Knudsen, Geisler, & Ege, 2013; Lothe & Myrtveit, 2003); and for internal communication, both top-down communication and employee voice-giving practices would be used to engage employees with CSR objectives and to give them opportunities for input into the development and attainment of CSR goals (Benn et al., 2015; DuBois & Dubois, 2012; Guerci & Carollo, 2016). It is noteworthy that for HRM to be efficacious in supporting a CSR strategy, the goals of this joint endeavour need to be explicitly articulated in the organisation's business strategy and management need to afford them the same level of legitimacy as more traditional profit-oriented goals (Christina et al., 2017). The workforce are more likely to be engaged with CSR, and the HRM function has more legitimacy to promote it when CSR comprises an integral part of the management system and where its goals are embedded in the job descriptions of both managers and employees (Christina et al., 2017).

These explicit initiatives do not, however, obviate the importance of employees' discretionary behaviour (Boiral, 2009; Paillé, Boiral, & Chen, 2013). Indeed, it is noteworthy that this SLR identified a number of articles addressing the relationship between CSR and organisational citizenship behaviour (OCB). OCB is discretionary employee behaviour which makes a positive contribution to organisational effectiveness, but which is not directed by the job description nor recognised by the formal rewarding system (Organ, Podsakoff, & MacKenzie, 2006). Illustrative of this work are the studies by Newman, Miao, Hofman, and Zhu (2016) and Zhang, Di Fan, and Zhu (2014) which found CSR to positively impact employees' OCB. Arnaud and Wasieleski (2014) suggested that OCB could be considered an important pre-requisite to employees' active involvement in CSR.

In sum, the aforementioned discussion surrounding CSR-related HRM policies and practices has shown that HRM, through its ability to influence recruitment, selection, rewards, and performance management, could be successfully utilised to support a CSR agenda. By engaging with CSR, HRM changes and develops policies and practices to support the organisation in its endeavours to fulfil responsibilities to a wide range of stakeholders, not just shareholders. In doing so, the HRM purview is broadened to consider the outcomes for a wide range of stakeholders.

2.4.4.2. Emphasising employee orientation

CSR recognises multiple organisational stakeholders, including employees, and as such CSR-HRM literature places the HR professional's focus on the development and implementation of responsible and sustainable HRM policies and practices which support the interests and needs

of employees (Macke & Genari, 2019). This SLR found 27 articles that considered this to be a primary responsibility for HRM when pursuing a CSR agenda. Although this perspective could not be linked to a particular definition of CSR, it was generally associated with an ethos, which recognised that organisational responsibilities extend beyond those of just shareholders.

For the HR professional, initiatives which addressed responsible HRM policies and practices towards employees included the provision of an inclusive environment, the promotion of equality, diversity (Demuijnck, 2009; Gellert & Graaf, 2012; Lis, 2012), and labour rights (Ehnert et al., 2016; Fuentes-García, Núñez-Tabales, & Veroz-Herradón, 2008; Preuss et al., 2009). Initiatives also extended to address employees' well-being and work-life balance (Apostol & Näsi, 2014; Celma, Martínez-García, & Coenders, 2014), as well as their employability, job security, and development of a sustainable career (Apostol & Näsi, 2014; Cornelius et al., 2008; Waring & Lewer, 2004).

The focus of the remaining articles was on HRM's role in promoting and developing a sustainable workforce. This was addressed through talent management, with a particular emphasis on the continual regeneration and refreshment of talent and ensuring the availability of talent in communities (App, Merk, & Büttgen, 2012). A further focus of this literature saw HRM needing to assume some responsibility for diminishing the negative effects on employees from some of the tensions inherent in HRM practices (Mariappanadar & Kramar, 2014).

Similar to the articles which considered broadening the HRM strategic role with respect to CSR, the articles focusing on the HRM responsibilities towards employees saw the explicit tailoring of traditional policies and practices as the means to achieving this objective. Analysis of the literature demonstrated that integration with CSR can address the concerns expressed by some authors that HRM has largely subjugated employees' interests to organisation and shareholder needs. Integration with CSR might support re-introduction of pluralist ideology to HRM and bring back employees' perspective into its agenda. Indeed the number of articles devoted to this topic indicates that development of responsible and sustainable practices towards employees is viewed as one of the important aspects of CSR-HRM integration.

2.4.4.3. Assuming responsibilities towards society

Finally, some of the articles included in this SLR argued that integration with CSR requires the HRM function to assume responsibilities towards communities and society as external

organisational stakeholders. These articles pointed to the HRM ability to have impact outside organisations, claiming that integration with CSR makes HRM more cognisant of this ability. While HRM policies and practices discussed with respect to community were similar to those which aimed to fulfil responsibilities towards employees insofar as the needs of employees lie at their core, the stakeholders of these practices were viewed differently. Illustrative of how these differing foci have been addressed in prior work, the literature focusing on the HRM responsibilities towards employees might see employee development practices discussed in terms of their benefits to employees (e.g., helping employees to familiarise and identify with the organisation (App et al., 2012)), while the literature emphasising HRM's ability to address social needs might instead focus on the impact of developmental practices on the community (e.g., reducing social costs by developing the capabilities of low-skilled/low-paid employees (Devins & Gold, 2014)).

The social support role of HRM has been discussed in the extant HRM literature (e.g., Baek & Kim, 2014) and given society is also an important organisational stakeholder for CSR, its emergence as an important dimension in this nexus was not surprising. It was surprising to find only eight articles in the SLR emphasising this role. In addition, discussion of the impact HRM practices might have outside of the organisation was found in several articles whose goal was to present a model of sustainable/responsible HRM (De Prins et al., 2014; Jamali et al., 2015; Kramar, 2014).

Of the eight articles which explicitly addressed HRM responsibilities towards society, four alluded to the side-effects of the HRM practices that can occur if organisations focus solely on profitability goals, neglecting the impact of practices and decisions on employees and the social environment. These articles specifically emphasised the need for HRM to develop policies and practices that minimise the negative impact the pursuit of organisational goals has on employees, their families, and the community (Au & Ahmed, 2014; Mariappanadar, 2003, 2012). The authors discussed how some HRM practices (e.g., redundancies, job intensification, work inflexibility) can negatively affect not only employees, but also their families, who may suffer from spill-over effects (e.g., a lack of attention, reduced participation of family members in family activities, child neglect, alcohol abuse, family violence, low income), and also the communities in which they live (e.g., lack of engagement in community life, costs associated with divorce, re-training/re-employment, mental health issues). This research called for more HRM cognisance about the side-effects of its policies and practices and also the need for these to be developed with a genuine respect for family and community needs.

The second group of articles scrutinised HRM's policies and practices with a view to highlighting the role HRM may play in addressing pending social issues. These authors argued that in considering organisational CSR commitments, HRM may need to address issues of social imbalance. To do this, the authors suggested that policies and practices should be developed with a view to ensuring access to training and employment for low-skilled and low-paid workers and minority groups (Devins & Gold, 2014; Wilcox, 2006); the promotion of life-long learning to support employability (Packer & Sharrar, 2003); and ensuring social responsibility when engaging in outsourcing, part-time work, and agency work practices (Zhang et al., 2015).

The literature, which focuses on the HRM responsibilities towards society with respect to CSR shows the broader impact of HRM policies and practices and the potential for HRM to have influence outside of the organisation. Strategic HRM research suggests there is a need for HR professionals to consider organisations and their environments, thus this might quell the over-emphasis placed on internal elements (Marchington, 2015; Schuler & Jackson, 2014; Ulrich & Dulebohn, 2015). The social orientation explicated by integration with CSR is an effective means for HRM to achieve this as performance in the social role also requires cooperation with different external stakeholders such as governments, NGOs, and educational institutions. However, given only eight articles out of the 108 analysed applied a specific focus on this role, with the majority of these being theoretical, achieving this external focus may still be a long way off.

Summary

Thus far, the analysis of the literature has demonstrated that HRM can be involved in CSR from a variety of perspectives: it can support CSR strategy and organisational objectives towards various stakeholders, broadening the remit of the traditional strategic partner role. It can design policies and practices, which identify and meet the needs of employees as important organisational stakeholder. Finally, it can focus on the impact HRM activities can have on external stakeholders such as community, identifying and actively addressing the needs of these external stakeholders.

The analysis of the literature devoted to CSR-HRM nexus suggests that integration with CSR might change the HRM approaches prompting inclusion of stakeholder perspective and a pluralist frame of reference in HRM. Indeed, most of the reviewed articles discussed how HRM might enable attainment of the environment or community-oriented CSR goals. However, whom HR managers perceive as stakeholders relevant to HRM in this case is not

obvious. Indeed, some of the authors lament, for example, that even integration with CSR does not mean that employees start to be considered as an important HRM stakeholder (Pfeffer, 2010; Spooner & Kaine, 2010). In this regard, based on the research of McDonald's labour practices in European countries, Royle (2005) demonstrated that though the organisation had CSR policy and internal ethical codes at the time of research, the rights of employees were often neglected; they had to work longer hours, got minimal wages, and unionisation was prohibited. In addition, a small number of articles devoted to the HRM social role also implies low concern of HRM with the needs of external stakeholders and a tendency to focus on organisational goals rather than stakeholder needs with respect to CSR. While this situation does not diminish the contribution HRM could make into creation of value for multiple organisational stakeholders it may prevent HRM from actively recognising stakeholder needs and from playing a leading and strategic (rather than supportive) role in CSR. Therefore, it is necessary to explore whether the observed trends in HRM approaches and practices with respect to CSR reflect more significant shifts such as introduction of a multiple-stakeholder perspective in HRM. To ascertain this the view of HR managers should be actively sought.

2.4.5. The hybrid model and challenges of CSR-HRM integration

One more conclusion, which could be drawn from the SLR is that CSR-HRM integration can be a challenging task for HRM. Among the 108 articles included in SLR, 17 argued that HRM needs to endeavour to engage with CSR from different perspectives simultaneously. The authors of these papers underscored the ability of HRM to effectively support CSR programmes, simultaneously addressing the needs of various stakeholders and supporting objectives pertaining to several dimensions of the TBL. This ability to perform several approaches in conjunction could be viewed as an ultimate goal of the CSR-HRM integration, as the core principles of CSR dictate organisations to afford equal attention to the needs of different stakeholders and ensure that the interests and well-being of some stakeholder groups are not jeopardised in the quest to meet the needs of others. Often being introduced as a conceptual model, the hybrid approach ultimately calls for HRM to go beyond adjustment to CSR and to create a new approach to HRM based on sustainability and CSR principles (De Prins et al., 2014; Kramar, 2014).

While some of the authors demonstrate confidence in HRM's ability to be involved in CSR from various perspectives simultaneously, some researchers warned that this could be a challenging task (e.g., Kramar, 2014). Indeed, the need to perform different roles and design

and implement policies and practices aimed at supporting organisational objectives towards different stakeholder groups can create tensions for HR managers due to incompatibility between the goals and needs of these various stakeholders. Kramar (2014) argued that HRM needs to be very cautious developing its policies and practices, taking into account how the attainment of the goals towards one stakeholder group might impact the needs and well-being of other stakeholders.

The SLR identified 24 articles which discussed the challenges pertaining to CSR-HRM integration. Among these articles, five discussed problems related to the multi-stakeholder nature of CSR. This group described tensions that occur between the interests and expectations of different clusters of stakeholders and the organisational goals aimed at meeting these opposing demands. Tensions were identified between financial and environmental goals (Lothe & Myrtveit, 2003; O'Donohue & Torugsa, 2016); corporate needs in profitability improvement, employees' interests, and community interests (Lähtenmäki & Maarit, 2011); and the need to pursue social, economic and environmental goals (Guerci & Carollo, 2016). Interestingly, the SLR showed that tensions between the interests of various stakeholders rarely became the focus of discussion in the literature (exception being Guerci & Carollo, 2016). This is surprising given that stakeholder theory was found to be one of the most used theories in CSR-HRM research.

While stakeholder theory proclaims the need to coordinate stakeholder interests and create shared value (Freeman, 2010a), in reality it can be a daunting task (Polonsky, 1995; Tantalo & Priem, 2016). Ferrary (2005) underscored that the interests of various stakeholder groups may clash, demanding organisations to understand the conflict, the claims of the all involved parties, and the extent to which these interests have the potential to converge. This discussion demonstrates that concern with the possible clash of interests and needs of various organisational stakeholders is inherent to stakeholder theory.

Admitting potential conflicts among the interests of various stakeholders, Freeman (2010a) nevertheless stated that organisations need to avoid trade-offs between stakeholder interests focusing on jointness and how organisational propositions can be restated to align stakeholders' interests. However, Hahn, Preuss, Pinkse, and Figge (2014) observed that managers can overlook stakeholders and make their decisions based solely on the demands of the more powerful and proximate ones, whose needs are more salient. Mitchell, Agle, and Wood (1997b) argued that as organisations can't attend to the interests of all stakeholders at the same time, they choose those stakeholders who are more explicit based on the number and combination of attributes they possess (power, legitimacy, and urgency), understanding of

organisational goals, personal values of managers, and the motives they have. This may create situations where the balanced achievement of goals towards different stakeholders is jeopardised and potential opportunities related to the satisfaction of different stakeholders' needs are not seized. For example, by trying to create value for shareholders as the primary and the most powerful stakeholder, managers may overlook the needs of communities and face consumer boycotts, which put the shareholder value at risk. In the same vein, prioritising shareholder goals over employees' needs in well-being, safety, and work-life balance results in the exhaustion of the human resource base not only in the organisation but in local communities, thus endangering organisational ability to continue sustainable business due to a lack of talent (Ehnert, 2009).

This debate brings stakeholder theory close to paradox theory, the latter being concerned with how organisations respond to competing demands (e.g., exploration vs exploitation; change vs structure), with these demands viewed as being both inherent in organisational logic and strongly interdependent (Smith & Tracey, 2016). Demands coming from multiple organisational stakeholders and the need to simultaneously attain economic, environmental, and social objectives could be viewed as creating paradoxical tensions (Hahn, Pinkse, Preuss, & Figge, 2015).

2.4.6. Paradox theory

Lewis (2000) describes paradox theory as “contradictory yet interrelated elements—elements that seem logical in isolation but absurd and irrational when appearing simultaneously” (p. 760). These contradictory but interrelated elements have a tendency to persist and even strengthen over time if ignored or treated as dilemmas (Smith & Lewis, 2011). The alternatives in the paradox are so interrelated that the pursuit of one possibility at the expense of another makes salient that the alternative now also requires action (Lewis, 2000). In comparison to a dilemma, there is no either/or choice with a paradox; thus attempts to achieve one alternative while ignoring another cannot be successful. Indeed, the more one option is pursued the more obvious the demand for the other alternative is present (Smith & Tracey, 2016).

Paradox theory considers tensions to be inherent in the management process, arguing that organisations can't possibly resolve all tensions as all solutions will be optimal just for a short period of time and may exacerbate tensions in the long run (Smith & Tracey, 2016). Due to the nature of paradoxical tensions, their resolution is more an act of embracing and accommodating them rather than a one-time solution, which is able to bring the tensions to an

end. Paradox theory argues that organisations need to accommodate the tensions by explicating and accepting them, and by fostering creativity and innovativeness through engaging with them (Smith & Tracey, 2016). This way some synergies between the stakeholder interests can be discovered and shared value can be achieved.

Hahn, Figge, Pinkse, and Preuss (2018) underscore the presence of paradoxical tensions in the CSR agenda, noting that CSR and sustainability strategies present the organisation with conflicting, but still highly interdependent goals and objectives requiring equal attention. Indeed, organisations cannot pursue financial goals at the expense of natural resources and social well-being, as this strategy will inevitably jeopardise the organisation's ability to achieve its financial goals due to a lack of resources and an absence of the 'licence to operate'. Therefore, the inability to recognise the paradoxical nature of CSR might prevent organisations from making a meaningful contribution to sustainable development (Hahn et al., 2018).

Apart from tensions inherent in CSR, it is well-documented in the literature that the HRM function itself is susceptible to its own tensions which stem from the need to concurrently perform various roles (Keegan & Francis, 2010; Steers, 2008). This situation has led some to conclude that there will inevitably be tensions and conflicts should both functions become integrated (Guerci & Carollo, 2016). Several authors have drawn attention to the presence of paradoxical tensions in sustainable HRM and, moreover, have highlighted a need to further investigate them and develop approaches to cope with these tensions (Ehnert, 2009, 2014; Kozica & Kaiser, 2012; Kramar, 2014).

Lewis (2000) and Smith and Lewis (2011) describe different types of paradoxes which may be experienced by organisations. Among these, the paradox of performing seems to accurately describe the tensions the HRM function may experience when integrating with CSR. The paradox of performing refers to the need for the HR manager to simultaneously contribute towards the attainment of a variety of organisational goals. The SLR demonstrated that engagement with CSR means that the HRM function needs to support organisational CSR goals towards external and internal stakeholders. With regards to this, Hahn et al. (2014) explained: "Overall, sustainability confronts managers with situations in which they need to simultaneously address multiple desirable but conflicting economic, environmental, and social outcomes at firm and societal levels that operate in different time frames and follow different logics" (p. 21). The tensions result from the organisation needing to draw from the same resource base to achieve goals related to the different CSR dimensions and the associated needs of each of their stakeholder groups. For example, economic growth is often

associated with more intensive depletion of natural resources (DuBois & Dubois, 2012; Pogutz, Micale, & Winn, 2011); while demand for suppliers to maintain environmentally friendly practices and/or ensure that the human and labour rights of the employees are observed, might result in significant increases to the cost of supplied goods and low economic feasibility (Longoni & Cagliano, 2016; Yu, 2008). Being involved in supporting an organisation's CSR strategy will likely see HR professionals come face to face with these tensions and therefore they need to consider how HRM policies and practices will support each of the goals related to different stakeholders creating value for all (Ren & Jackson, 2019).

2.4.6.1. *Approaches to coping with tensions*

Among the possible approaches to managing paradoxical tensions are: acceptance, spatial separation, temporal separation, and synthesis (Ehnert, 2009; Smith & Lewis, 2011). While “the resolution of paradoxes by level distinctions or temporal analysis leaves each set of assumptions or processes basically intact” (Poole & van de Ven, 1989, p. 567), synthesis is related to the creation of a new, often overarching approach, which aims to address both alternatives without prioritising one over another or separating them. Examples of such new approaches are found in base-of-pyramid innovations, eco-innovations, hybrid organisations, and stakeholder inclusion in corporate governance bodies. Clegg, Vieira de Cunha, and Cunha (2002) see synthesis as the most viable approach to paradox management.

Jarzabkowski, Lê, and Van de Ven (2013) presented the model of paradox-response cycles in which they demonstrated the importance of the response given to the paradox at the unit and individual level. Their study revealed that while paradoxes occur at the organisational level, they tend to spill over to departmental and individual levels, where they are responded to in either a defensive or active (resolving) manner. The response may become embedded in organisational procedures, which in the case of a defensive response tends to exacerbate the initial paradox and bear a new cycle. This model demonstrates the importance of studying the dealing with paradoxes at the unit and individual level, as the way units and individuals respond to paradoxes and embed this response in organisational procedures influence ability of the organisation as a whole to cope with the tensions.

The SLR identified two types of HRM approaches which might be conducive to the accommodation of paradoxical tensions related to the multiple-stakeholder nature of CSR. Both of the approaches can be viewed as synthesising. They comprise (1) creating an organisational context for CSR; and (2) developing mutually supportive HRM practices,

which can simultaneously contribute towards the performing of roles related to the various dimensions of a CSR agenda.

Creating organisational context

The SLR showed that, alongside of performing roles focusing on the needs of different stakeholders which have potential to enhance the tensions, HRM also plays a role in creating a foundation for sustainable/responsible organisations by paying attention to the development of a culture and a leadership style that are complementary to CSR and that assist in creating a context conducive to paradoxical thinking and innovations. To be able to resolve paradoxical tensions, organisations first need to be able to acknowledge the presence of various goals and the contradictions between them, and then apply these to a paradoxical rather than a business-case lens to this problem (Hahn et al., 2014). In this regard, the literature in this area is replete with examples of how the HRM function can create conditions that facilitate recognition and simultaneous achievement of different CSR goals by organisations. See Table 1 for a summary of this information.

From the papers selected for this SLR, twelve discussed the HRM role in developing appropriate foundations for sustainable and responsible organisations. These articles suggested this was achieved best via leadership and employee development, along with the generation of organisational cultures, structures and processes conducive to a CSR strategy. This literature also addressed how HRM could help organisations to attract and develop leaders who shared the organisations' CSR and ethical value ethos (Blakeley & Higgs, 2014; Vickers, 2005; Williams & Turnbull, 2015). HRM practices have been found to be an effective mechanism for helping leaders to recognise CSR issues and also to sensitise them to the paradoxical tensions and contradictions (Blakeley & Higgs, 2014; Pless, Maak, & Stahl, 2012). Organisations can then benefit from the virtuous cycle created when those in leadership positions develop their followers so that all have healthy respect for the CSR - related needs and goals pursued by the organisation.

At the employee level, the ethical stance of employees is enhanced by instilling CSR values in the organisation's culture. This can be achieved through the use of internal communications, training and development programmes alongside the targeted recruitment of applicants who share the organisation's sentiment and values (Colbert & Kurucz, 2007; Wirtenberg, Harmon, Russell, & Fairfield, 2007). It is these types of initiatives, along with their effective operationalisation at the shop floor level, which is most important to this resolution process (Clegg, Vieira de Cunha, and Cunha, 2002).

Finally, the HR manager needs to ensure that the organisational structure is conducive to the delivery of CSR goals. In this regard, the structure should promote collaboration, creativity and innovation (Stolz & Mclean, 2009) as these are all central tenets necessary for tension resolution. For example, there are a plethora of initiatives which are considered to support CSR goals and these include such things as diversity and inclusion (Jabbour & Santos, 2008; Sroufe, Liebowitz, & Sivasubramaniam, 2010), the promotion of networking (Schoemaker et al., 2006), affording job security, and enhancing trust (Chang, Oh, & Messersmith, 2013). These HRM activities do not resolve paradoxical tensions pertaining to CSR per se. However, they do help to create an organisational context that recognises and acknowledges these tensions and supports an environment where accommodation of these tensions is achievable through innovation (synthesis).

The ethical principles and sustainability values which are instilled through leadership development, recruitment, communication and socialisation and training create the foundation for decision-making connected to different CSR needs and in doing so the context is surveyed for solutions which can synthesise contradicting demands, not ignore them. The extension of HRM's focus beyond leadership development ensures that the organisation's priorities and values are shared and supported across all organisational levels and that employees engage with paradoxical frameworks which help them to recognise the different needs at play and to assist them in making decisions or providing suggestions which are aligned with the organisation's ethos.

Developing a holistic approach

Developing a holistic (synthesising) approach is another type of HRM intervention. Specifically, HRM practices are developed in such a manner that they simultaneously help to meet the needs of different stakeholders. The academic literature devoted to CSR integration with HRM is replete with examples of HRM policies and practices that address different CSR dimensions simultaneously (see Table 1). For example, Arnaud and Wasieleski (2014) explain how HRM practices focused on employees' needs (e.g., empowerment, job enrichment, and continuous learning) can both support employees' self-actualisation, self-determination and sense of dignity, and also assist the organisation to meet its sustainability goals (i.e., goals directed towards environment, customers, or communities). These goals are achieved by having employees who are highly motivated, engaged and committed to the organisation and who are capable and willing to make decisions concerning CSR needs. Becker, Carbo, and Langella (2010) and Becker (2011) argue that it is the sustainable and

responsible treatment of employees (i.e., considering employees as a long- not a short-term investment) that helps the organisation achieve its social as well as economic and environmental goals. In this regard, research has shown that HRM practices which increase employees' job satisfaction also promote 'green' behaviour as employees are more willing to invest in the achievement of organisation's environmental goals and less prone to sabotage them (Harvey, Williams, & Probert, 2013). In a similar vein, O'Donohue and Torugsa (2016), in their study of small Australian machinery companies, found 'green' HRM practices represented by environmental training, work-life balance, health and safety, and employee involvement initiatives moderated the relationship between proactive environmental management and financial performance. In concluding, these authors argued that investment in employees' motivation and commitment had potential to improve both environmental and financial performance – a conclusion also reached by Buciuniene and Kazlauskaite (2012). Although outside of the remit of this SLR, some authors see volunteering practices to have a dual role – fulfilment of organisational community responsibilities and benefiting employees and organisations by developing employees' capabilities and creating a meaningful workplace (Hartog, Morton, & Muller-Camen, 2008). Designing policies and practices that simultaneously address the needs of different stakeholders is one way in which the HRM function contributes to the co-achievement of different organisational CSR-related goals thus coping with the paradox of 'performing'.

Table 1 HRM approaches to tension resolution

Approach	HRM policies and practices	Outcomes
Creating organisational context	<p><u>Leadership development</u> (Blakeley & Higgs, 2014; Pless, Maak, & Stahl, 2012; Vickers, 2005; Williams & Turnbull, 2015; Wirtenberg, Harmon, Russell, & Fairfield, 2007)</p> <p>Exposing leadership to ethical, sustainability, and CSR needs and problems:</p> <ul style="list-style-type: none"> - Responsible leadership development programs – work with NGOs - International service assignments for leaders - Ethics training, mentoring, discussions - Sustainability training <p>Leadership selection with respect to ethics</p>	<p>Recognition of CSR needs Setting of CSR goals Development of paradoxical frameworks Ethical decision-making Development of followers’ awareness of CSR and ethical behaviour</p>
	<p><u>Organisational culture</u> (Chang et al., 2013; Colbert & Kurucz, 2007; Sroufe et al., 2010; Vickers, 2005; Wirtenberg et al., 2007)</p> <p>Goals alignment at all organisational levels through communication, staff participation, and performance management Inculcating sustainability and ethics values Recruitment of employees with shared values Socialisation with respect to CSR Employee selection with respect to ethics</p>	<p>Acceptance of CSR needs and values at all organisational levels</p>
	<p><u>Employee development</u> (Chang et al., 2013; Colbert & Kurucz, 2007; Harvey, Williams, & Probert, 2013; Williams & Turnbull, 2015; Wirtenberg et al., 2007)</p> <p>Stimulating thinking about CSR problems Sustainability training Developing resilience Internal promotions</p>	<p>Recognition of CSR needs Acceptance of CSR goals Everyday behaviour and decision-making with respect to CSR goals and values</p>

	<p>Organisational structures and processes development (Benn, Dunphy, & Griffiths, 2006; Chang et al., 2013; Schoemaker et al., 2006; Sroufe et al., 2010; Stolz & Mclean, 2009; Vickers, 2005; Wirttenberg et al., 2007)</p> <p>Process structures Product team-based structures Promotion of networking Whistle-blowing policies and hotlines Performance-contingent pay Diversity and inclusion Employment security Development of trust</p>	Organisational environment conducive to recognition of CSR issues and innovation, experimentation, creativity in order to resolve them
Creating holistic policies and practices	<p>Developing employee motivation and commitment (Arnaud & Wasieleski, 2014; Becker, Carbo, & Langella, 2010; Becker, 2011; Harvey et al., 2013; O'Donohue & Torugsa, 2016; Saratun, 2016; Zhang et al., 2014)</p> <p>Autonomy, job-enrichment, empowerment Participative performance management Continuous development and training Intrinsic rewarding Ensuring justice and human rights Long-term employment Career development Regular performance reviews Reward linked to performance</p>	Simultaneous achievement of employee responsibility, organisational, financial, and CSR goals
	Voice-giving practices	Simultaneous achievement of employee responsibility and CSR goals
	Work-life balance practices Promoting employee participation Health and safety initiatives	Simultaneous achievement of organisational financial and environmental goals
	<p>Developing sustainable human capital (Benn et al., 2006)</p>	Building sustainable human capital and environmental sustainability

<p>Autonomy, job-enrichment, empowerment Continuous development and training Long-term employment and career development High remuneration Promotion of teamwork</p>	
<p>Developing competitive skills (Li, Tang, & Chen, 2012)</p> <p>Training Multi-tasking</p>	<p>Simultaneous achievement of financial and environmental goals</p>
<p>Talent management (Palacios-Marqués & Devece-Carañana, 2013)</p> <p>Work-life balance Rewarding individual commitment and innovations Promoting diversity Promoting knowledge-sharing through international assignments Observing human rights</p>	<p>Simultaneous achievement of financial and CSR goals</p>
<p>Providing 'Good HRM' practices (Buciuniene & Kazlauskaitė, 2012)</p> <p>Flexible work arrangements Communication about strategy and performance outcomes Voice-giving</p>	<p>Simultaneous achievement of financial and environmental goals</p>

2.5. Summary, research questions, and theoretical perspectives

This chapter is divided into two parts (narrative and systematic literature reviews). Part one addresses the concepts of CSR and HRM separately briefly tracking historic development of both areas. The aim of this part was to identify the reasons for encouraging CSR-HRM integration. Part two focuses on CSR-HRM integration reporting the findings from the SLR, and in doing so it highlights some of the areas requiring further investigation should CSR-HRM integration be a desirable goal of organisations. While the first part of the literature review helped to identify the broader context of this research, the SLR served to refine specific areas for exploration.

The literature is generally optimistic about CSR-HRM integration, considering it to be a win-win approach (Voegtlin & Greenwood, 2016). The literature review first looked at the reasons, which make this integration desirable and beneficial for both functions. To that end, HRM and CSR literature was first reviewed separately with the objective of identifying antecedents of the CSR-HRM integration, and based on this analysis, theoretically propose some of the possible outcomes of this integration. Analysis of the CSR and HRM literature demonstrated that for HRM, this integration could widen the scope of the function by explicating a wider stakeholder range, which included both internal and external stakeholders and bringing employees' needs and interests back to HRM's attention. It was also concluded that CSR could benefit from the integration due to strategic support received from HRM, as well as from the HRM's ability to develop policies and practices to meet employees' and social needs—a situation, which should prompt HRM engagement with CSR in organisations.

These theoretical assumptions were supported by the SLR devoted to the CSR-HRM nexus, which showed that HRM indeed can integrate with CSR from various perspectives and in doing so, strengthen its own strategic role and broaden the remit of its own objectives, policies, and practices. It was also argued that HRM has historically developed a host of policies and practices that could be successfully geared towards attainment of CSR goals. However, the literature review highlighted that there is still a dearth of literature, which describes how well CSR and HRM are currently integrated in organisations, affording little attention to the nuances of integration and reasons driving it. Some works suggest that while strategic integration between CSR and HRM is highly desirable for reaping all the potential benefits, this type of integration is rarely the case (Fenwick & Bierema, 2008; Sarvaiya et al., 2018). In this regard, this study aims to qualitatively analyse HR managers' accounts of their own experience with CSR involvement in order to further discern HRM approaches to CSR.

It is hoped that better understanding of the different approaches to the CSR-HRM integration might help to glean some insight into how the development of CSR-HRM integration occurs. Moreover, description of different approaches could be used to inform practice about different ways HRM may be engaged with CSR, including identifying the most beneficial approaches. Finally, delineating approaches to CSR-HRM integration is needed in order to explore the different nuances of HRM involvement in CSR and the different contingencies affecting this involvement. Accordingly, the first research question explored in this study is:

Question 1: How does the HRM function approach integration with CSR?

Next, the literature review devoted to the evolution of the HRM function highlighted that to further develop it needs to widen its purview and adopt a multiple-stakeholder perspective. It is believed that this change should help the HRM function to make a meaningful contribution to organisational objectives, which currently try to integrate a stakeholder approach in their strategy. Adoption of a multiple-stakeholder perspective by the HRM function might strengthen its strategic role in organisations, help to resolve challenges, which emerge in response to the negation of the employee advocate role, and also prompt HRM to consider how policies and practices developed internally might affect external organisational context including communities. In this regard, the SLR supported the notion that HRM's integration with CSR might facilitate the achievement of these objectives. The analysis of CSR-HRM literature suggests that by integrating with CSR, HRM might acquire a multiple-stakeholder perspective, thereby fostering a more pluralist ideology, which would see HRM recognising the divergent needs of its key stakeholders with the requirement to develop policies and practices to respond to them. At the same time, it was highlighted that whether this shift happens in reality or HRM still continues to focus on the organisational needs viewing goals towards other stakeholders through the interests of organisations is an agenda requiring investigation. To answer this question it is necessary to explore how HR managers involved in CSR perceive their stakeholders and their responsibilities towards them, and whether CSR-HRM integration indeed observes the introduction of multiple-stakeholder and pluralist perspectives in the HRM agenda. Drawing on the findings from the SLR and by using a qualitative research approach, this study seeks to ascertain (1) whom HR managers engaged with the CSR agenda perceive to be their key stakeholders; (2) how HRM responsibilities towards these stakeholders are viewed with respect to CSR; and (3) which policies and practices are used to operationalise these responsibilities. Thus, the second research question is:

Question 2: Whom do HR managers identify as relevant stakeholders when operating in a CSR environment? And, what do HR managers see as their responsibilities towards these stakeholders?

With respect to this question of particular interest to this research is the perception of employees as an HRM stakeholder relevant to CSR. Indeed, CSR sees employees as an important organisational stakeholder whose needs and interests organisations have to meet. The literature review ascertains that HRM has developed a host of policies and practices to address the needs of this stakeholder group. However, some authors indicate that integration with CSR does not always put employees in the spotlight for organisations and HRM (Spooner & Kaine, 2010; Young & Thyil, 2009). This study therefore seeks to explore whether integration with CSR drives any changes in the organisation's HRM policies and practices, which are oriented towards supporting employees' objectives. In this regard, this study asks:

Question 3: How does integration with CSR influence the content of HRM policies and practices that are directed at employees as a key stakeholder group?

Finally, both stakeholder and paradox theories assume that integration with CSR, and the need to recognise various stakeholders and fulfil responsibilities towards them, may not be a seamless process for organisations and HRM. While striving to integrate with CSR, HR managers might face challenges and tensions. However, as the SLR underscored, scant attention has been paid to these challenges and this means it is not clear whether HR managers are cognisant of these challenges and, if they are, how they deal with them. An aim of this study is to therefore examine some of the challenges HR managers face when engaging with CSR. This is an important endeavour as challenges may deter the HR managers from trying to integrate the function with a CSR agenda. Moreover, identifying the challenges that are posed through integration might also help to stimulate discussions about how challenges can be addressed at both organisational and policy levels. In this regard, this study focuses on the challenges associated with CSR-HRM integration and the ways HR managers evolve to overcome them. It is hoped that these findings will contribute to both the CSR and HRM literatures by identifying the challenges and tensions associated with adopting CSR programmes in organisations. To address this the following research question is posed:

Question 4: What do HR managers perceive to be the key challenges related to CSR-HRM integration? And how do they respond to these challenges?

To sum up, this literature review has used both narrative literature review and a SLR approach to identify a current state of CSR-HRM integration and understand how the literature views the nuances of this integration and discusses HRM approaches and ‘philosophies’ with respect to CSR.

Since this study aims to investigate whether CSR-HRM integration may change the landscape of HRM, bringing back the stakeholder approach and the pluralist ideology, two theories introduced in this chapter underpinned the development of the research questions: stakeholder theory and paradox theory. Stakeholder theory (Donaldson & Preston, 1995; Freeman, 2010) was used in this research as an overarching theory which directed an exploration of how HR managers employed by organisations with a CSR agenda perceived their stakeholders, what they recognised as HRM responsibilities towards them, and how these responsibilities were enacted in HRM policies and practices (research questions 2 and 3). While this theory could be used at different levels of analysis including a macro (systems) level (Freeman, 2010), in this study it was applied at a meso (sub-unit) level, focusing the analysis on the HRM function and its policies and practices (Björkman, Ehrnrooth, Mäkelä, Smale, & Sumelius, 2014).

In addition, paradox theory (Lewis, 2000; Lewis & Smith, 2014; Smith & Lewis, 2011) provided a useful lens for this study. Paradox theory is closely linked to stakeholder theory, as the presence of multiple stakeholders with potentially divergent interests and needs (Freeman, 2010) can create paradoxical tensions for managers. These tensions may be seen by HR managers as potential CSR-related challenges. Consequently, paradox theory was used as a supplementary theory to obtain a more nuanced insight into the changes and challenges experienced by HR managers as a consequence of CSR-HRM integration (research question 4). Additionally, the lens of paradox theory applied together with the stakeholder theory elucidates (1) whether HR managers perceive a plurality of interests of organisational stakeholders, in which case paradoxical tensions among the stakeholders’ needs would be recognised; or (2) whether they view stakeholders’ interests and needs from a unitary perspective, believing they could and should be reconciled and aligned with the needs and interests of the organisation. Thus, the use of paradox theory adds some insight into HRM ideology when dealing with CSR-related stakeholders. The relationships between theories and research questions are presented in Figure 7.

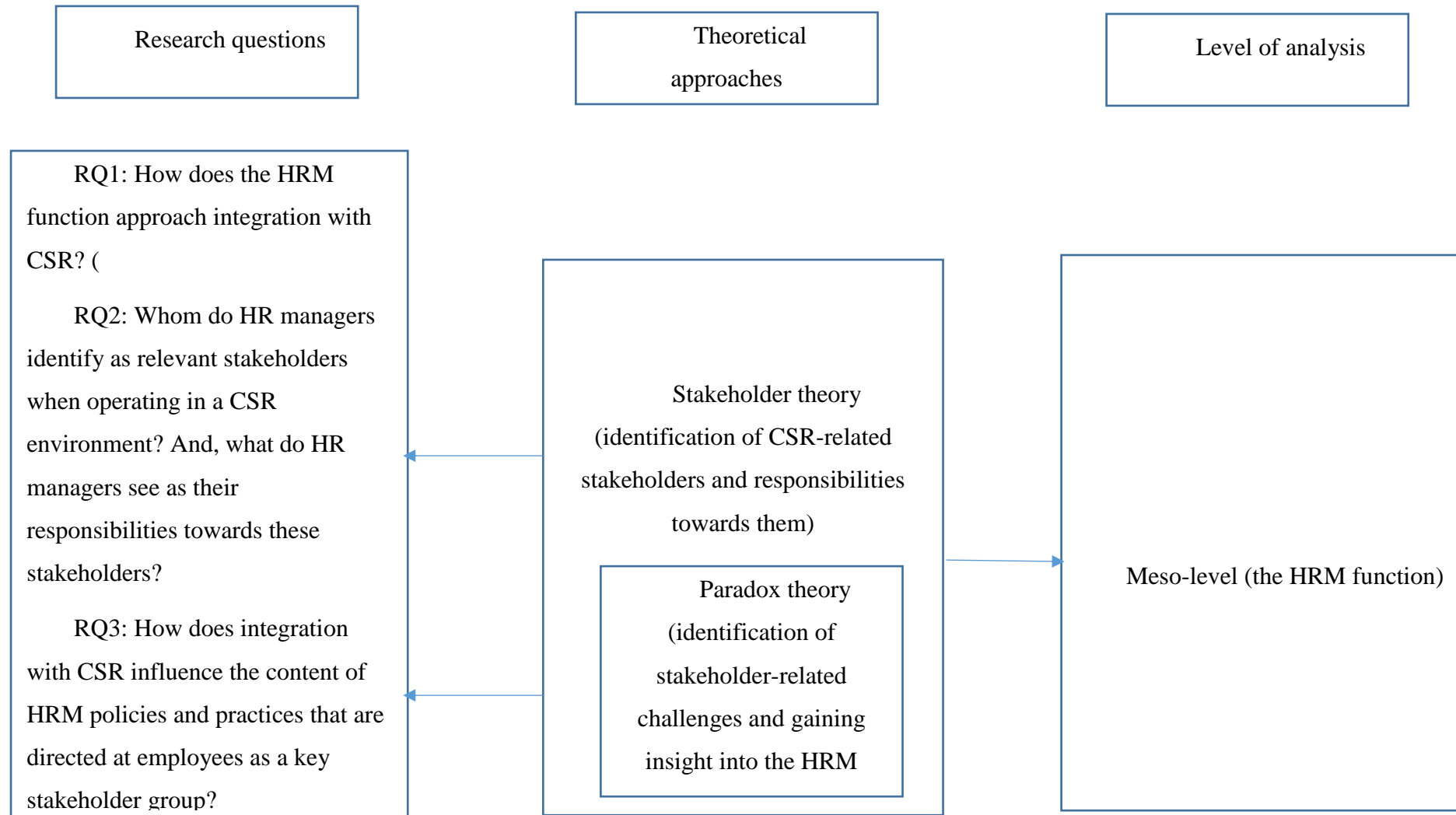


Figure 7 The use of theories

This study now turns its attention to developing new insights into the phenomenon of CSR-HRM integration. Focusing on the perspectives and experience of HR managers working in organisations with publicly stated CSR programmes, it seeks to explore how the integration develops in organisations and how it impacts the HRM approaches, policies, and practices, including the challenges HR managers face with respect to it. It is hoped that the findings from this phase of the study will pave the way for further exploration of the relationship between CSR and HRM, enabling HRM to make a meaningful contribution to the development of socially responsible organisations.

Chapter 3: Methodology

3.1. Introduction

The aim of this chapter is to introduce the research methodology used in this study, focusing on the philosophical beliefs of the researcher, the research approach, research methods (including data collection and data analysis techniques), as well as on trustworthiness, and ethical considerations. In exploring the nature of CSR-HRM integration and changes in HRM approaches ensuing from this integration as perceived and experienced by HR managers, and in giving consideration to the researcher's philosophical assumptions, this study is positioned within the interpretivist paradigm. The research approach (qualitative inductive research) as well as the specific techniques of data collection (semi-structured interviews) and data analysis (Gioia methodology) employed have been largely dictated by the interpretivist paradigm of the researcher and the research questions this study has attempted to answer. This chapter addresses these aforementioned areas of research methodology.

3.2. Research philosophy

Every study starts with two fundamental questions, which while not demanding explicit answers, determine the nature of the research, the questions asked, and the approach that will be used to answer these questions. These two questions address (1) what reality is (ontology) and (2) what constitutes knowledge about this reality (epistemology) (Saunders, Lewis, & Thornhill, 2013). The way researchers think about the nature of reality and about what is going to be counted as facts about this reality determines the nature of the research questions and guides all the methodological choices.

When considering the nature of reality, researchers often refer to this as either being objective and external to individuals who are trying to comprehend it (realism) or as being the product of individuals' sensemaking, interpretations, and practices (nominalism/relativism) (Burrell & Morgan, 1987). While realism treats social reality as something tangible which exists independently of individuals and consists of certain 'hard' structures immutable to individuals' influence, relativism or nominalism views the social world as constituted of names and labels which individuals use to make sense and structure this reality (Burrell & Morgan, 1987). Thus reality, or more accurately multiple realities, are a product of sensemaking and interpretations of individuals, their beliefs, and practices. In this sense, reality worth studying is something that is enacted by social actors rather than something that simply exists outside of them (Burrell & Morgan, 1987). Of course, this does not mean that

reality does not exist—indeed it is inconceivable to suggest that the material world outside us is a product of imagination, however this reality gets its meaning or comes into ‘being’ as a result of individual experience, engagement in intersubjective sensemaking, interpretation and/or practices (Dreyfus, 1991; Heidegger, 1962). Individuals can create different meanings, and consequently structure and experience different realities (Amis & Silk, 2008).

Related to the nature of reality are questions about how this reality could be comprehended, what type of knowledge individuals can get about this reality, and what may be considered a true representation of reality. These epistemological questions can be answered from different positions as well. Some might believe that ‘true’ knowledge about reality should be objective, and it should exist independently of the researcher, or social actors, hence facts about reality can be acquired from the world (objectivism). What the researchers are looking for from this position is some regularity or causality—relationships between the objective structures. These relationships are duly tested and unsupported hypotheses discarded (Burrell & Morgan, 1987). The knowledge can be viewed as scientific and warranted if the same facts can be obtained by different researchers under similar circumstances. Essentially, the knowledge should be value-free. To obtain this knowledge the methods used should be maximally objective and independent of the researchers’ interpretations and subjectivity (Saunders et al., 2013).

At the other end of this continuum are those who believe that knowledge about reality is predicated on sensemaking, interpretation, and the experience of individuals (subjectivism). There are no structures which exist independently of the social actors, thus to understand reality, it is necessary to understand how social actors experience this reality in particular situations. Coming from this perspective researchers are not seeking a universal truth, but rather believe that “research cannot provide the mirror reflection of the social world that positivists strive for, but it may provide access to the meanings people attribute to their experiences and social worlds” (Miller & Glassner, 2004, p. 126). Uncovered meanings embedded in context and practices constitute scientific knowledge about reality. The researcher plays an important role in the research not only at the stage of the research design, but also at the stage of analysis and interpretation, serving as the instrument of obtaining knowledge about reality (Amis & Silk, 2008; Saunders et al., 2013).

Burrell and Morgan (1987) suggest that social researchers always have an idea of the relationship between individuals and reality; that is, they consider an individual’s behaviour as being determined by external reality either existing independently of the individuals or as socially constructed (determinism), or they see the relationships as more voluntary in nature

(voluntarism). Burrell and Morgan (1987) argue that “insofar as social science theories are concerned to understand human activities, they must incline implicitly or explicitly to one or other of these points of view, or adopt an intermediate standpoint which allows for the influence of both situational and voluntary factors in accounting for the activities of human beings” (p. 6). This question, while not being important for natural science, is of essence for social science, as again it gears the research questions either towards looking for the rules, laws, and regularities which guide human actions, or towards the expression of free will which changes reality. Thus, social scientists may strive to either describe reality or stimulate social change and transformation with their research (Burrell & Morgan, 1987).

Based on this discussion, the philosophical views of the researcher (the researcher’s own ontological and epistemological presuppositions) can be seen to largely impact the types of questions to be asked and the approaches (methodologies) chosen to answer these questions. It is, however, too simplistic to see the philosophical assumptions (ontological, epistemological, and about human nature) as always representing one or other of the anchors on the continuum (Burrell & Morgan, 1987). In reality researchers more often share views which lie between these anchors. Moreover, different combinations of ontological, epistemological, and human nature assumptions are evident in social science, comprising a set of different paradigms available to researchers (Burrell & Morgan, 1987; Lincoln, Lynham, & Guba, 2011).

3.2.1. Research paradigm

Willis, Jost, and Nilakanta (2007) define a paradigm as “a comprehensive belief system, world view, or framework that guides research and practice in a field” (p. 8). Paradigms comprise sets of beliefs about reality and knowledge, as well as theories and instruments which can be used to obtain this knowledge (Kuhn, 2012). Lincoln et al. (2011) have identified several key paradigms in social science research: positivism, postpositivism, critical theory, constructivism (interpretivism), and participatory. These paradigms differ in their ontological and epistemological premises. Positivism and postpositivism share realism ontologies (naïve realism and critical realism respectively) and an objectivist epistemology (Lincoln et al., 2011). They stimulate the researcher to look for the single truth about reality, using scientific methods and/or statistics analysis. Moreover, the researcher needs to be removed from the research process as much as possible, trying to avoid bringing their own interpretations and meaning to the research at any stage, as these interpretations and meanings are considered as bias. Postmodernist paradigms (critical theory, interpretivism, and

participatory paradigms) adhere to historical realism, relativism, and participatory reality ontologies respectively (Lincoln et al., 2011). This means they consider reality to be structured/enacted by social actors and transactional in nature. These paradigms also share a subjectivist epistemology, seeing sensemaking, interpretation, and experience as sources of knowledge about reality.

Postmodernist paradigms, recognising that “the social world is not seen as external to us, waiting to be discovered; everything is relative to the eye of the holder” (Symon & Cassell, 2012, p. 25), prompt researchers to ask questions about reality as perceived and experienced, or structured and co-created by the social actors. The social actors are viewed as being best positioned to provide a comprehensive account of reality due to their involvement and first-hand experience. In addition, these paradigms suggest close involvement of the researcher in the research process, giving importance to the interpretations and meaning-making processes, and by implying that the knowledge is going to be built by both researcher and participants from the context. Thus, the approach advocates for dialectical and collaborative methods of inquiry (Lincoln et al., 2011).

This study is informed by the interpretivist paradigm. It comes from relativist ontological presuppositions and subjectivist epistemology but at the same time, the researcher looks at describing reality rather than instigating change. These philosophical assumptions guide the methodological approach, choice of data collection, and data analysis methods. Describing the interpretive paradigm, Burrell and Morgan (1987) state that it “sees the social world as an emergent social process which is created by the individuals concerned. Social reality, insofar as it is recognised to have any existence outside the consciousness of any single individual, is regarded as being little more than a network of assumptions and intersubjectively shared meanings” (pp. 28-31). Interpretivism as a research paradigm gives central importance to the role of sensemaking and meaning which social actors give to reality; actions or practices which are viewed as inseparably related to sensemaking and meaning; and context in which both sensemaking and actions happen (Bevir & Blakely, 2018).

First, interpretivism in social science starts from the idea that unlike natural objects of scientific exploration, human subjects interpret reality and make sense of it; their interpretations, sensemaking, and intentions influence how they behave and act in this reality; human subjects do not only perceive, but make sense of what they perceive and act in accordance with this sensemaking. In this regard, Hammersley (2013) commented: “Interpretivists argue that we cannot understand why people do what they do, or why particular institutions exist and operate in characteristic ways, without grasping how people

interpret and make sense of their world and act on their interpretations” (p. 27). This study views CSR-HRM integration to be a consequence of sensemaking and enactment by different organisational actors, and accordingly the nuances of this integration are best understood from the perspective of the social actors involved. By exploring, in detail, HR managers’ perspectives on CSR-HRM integration this study aims to understand how integration forms in organisations and how it influences and shapes HR managers’ perceptions of their stakeholders and their responsibilities towards them. The goal is to better understand this influence through HR managers’ experiences. Following the interpretive approach, the study looks at individual sensemaking and experience with respect to CSR with a view to identifying patterns that might help explain the nature of the phenomenon of interest.

Second, in line with the interpretive paradigm this research pays specific attention to the role of practices and actions. This is because actions are informed by the meanings and beliefs held by the actors (Bevir & Blakely, 2018). Organisational actors’ beliefs are informed through practices and behaviours as well and through interpretations. In this regard, Leonard states, “Skills, practices and meanings are “objective” in the sense of being shared and therefore verifiable with both research participants and colleagues. They are not objective in the sense of being ahistorical, atemporal, or acontextual, or of corresponding to things as they really are” (1994, p. 58). Hence, HRM practices developed and implemented in response to CSR are important to help grasp the meaning attached by HR managers to CSR-HRM integration, the role of HRM in CSR and responsibilities related to this role. To understand CSR-HRM integration, the HRM stakeholders connected to CSR, and HRM responsibilities towards these stakeholders, this research focuses on the HRM policies and practices developed in relation to CSR. Identification and analysis of these policies and practices, in addition to analysis of how HR managers interpret HRM engagement with CSR, helps to grasp the essence of CSR-HRM integration and what the concept of CSR means to participants in the HRM context. Indeed, the connection of CSR to certain HRM practices and the lack of connection to others demonstrates how the CSR-HRM relationship is conceived by HR managers, whom they see as HRM stakeholders with respect to CSR, and how the HRM role in CSR is understood. This research is based on the premise that in order to better understand the nature of CSR-HRM integration and the impact of CSR on HRM, the researcher needs to understand how those people who play an important role in this nexus view and experience this integration. Baxter and Wai Fong (1998) relatedly note: “While these questions do not take the form of conventional hypotheses which examine causal

relationships between measurable variable, these questions indicate substantive aspects of practice that are to be examined by research” (p. 74).

Finally, it is important to note that from the interpretivist perspective, social actors do not experience absolute autonomy in their sensemaking and actions, but rather sensemaking and enactment are viewed as being embedded in the context. Thus, while the interpretivist paradigm places a strong emphasis on how individuals make sense of reality and enact this sense, this does not obviate the role of context in which this sensemaking happens (Bevir & Blakely, 2018). Interpretivist researchers attempt to understand meanings and actions in relation to the context stipulating that acontextual interpretations tend to be inaccurate and fail to grasp the meanings the researcher is looking for (Bevir & Blakely, 2018). In this study HR managers’ meanings of CSR-HRM integration, as well as their perspectives on HRM stakeholders and responsibilities towards them, are viewed as being related to their organisations’ stance towards CSR and organisational perceptions of CSR stakeholders. The nuances and enactment of organisational CSR programmes are important for the formation of CSR-HRM integration and changes in HR managers’ perceptions of stakeholders and responsibilities towards them. Further, the interpretivist emphasis on context suggests that understanding the sensemaking of individual HR managers and their approaches to CSR-HRM integration may help glean insights into more than just the subjective reality. At the practical level the researcher uses subjective meanings and analyses individual practices with the aim to understand the broader reality experienced by the social actors (Yanow, 2006). This is important because not only do meanings construct reality, they also serve as a key to its understanding (Yanow, 2006). Interpretivist researchers study the lived experience of participants, but not with the aim of getting to the subjectivity of a person or his/her subjective meaning, but rather the aim is to see shared meanings outside this subjectivity (Packer, 2010). The interpretive researcher assumes that, based on the subjective meaning and lived experience of participants, patterns can be identified in social reality (Yanow, 2006); the aim of the researcher is to understand how and why these patterns are constructed (de Vries & Miller, 1987).

3.3. Methodology and approach to the research

As such, the nature of interpretivist inquiry calls for research methods which help to glean an in-depth insight into what people do and how they think. Hammersley (2013) indicated that interpretivist research needs to adopt exploratory orientation with the researcher trying to

understand perspectives of people and uncover how these perspectives justify people's actions, thus the research needs to not only explain but provide thick descriptions as well. Research methods which lend themselves well to interpretivist paradigm are methods based on the qualitative approaches and analysis of the qualitative data (Corbetta, 2003; Myers, 2013) obtained through conversations, observations, or text analysis. Lee, Mitchell, and Harman (2011) identified the following characteristics of qualitative research: (1) it is conducted in a natural setting rather than in a laboratory; (2) it looks at participants' perspectives, which are then interpreted with the help of theoretical approaches; and (3) it requires less standardisation of research instruments and provides possibilities for change. Maxwell (2010) saw the key characteristic of qualitative research in its interest in events and processes, when processes are observed and analysed to discern how some events influence others. Thus, processes, rather than relationships between variables, become the focus of qualitative research.

As a result of qualitative research, rich non-numerical data are acquired. These data require further interpretation and understanding by the researcher (Plager, 1994; ten Have, 2004) rather than statistical analysis. The rich qualitative data help to better grasp participants' views and understand how they make sense of reality (Smith & Bowers-Brown, 2010). This is especially important in the research of CSR-HRM integration. One of the objectives of this research is to consider how CSR programmes adopted in organisations influence perception of stakeholders by HR managers, as well as HRM approaches, policies, practices, and challenges. To answer this question, a detailed account of the HR managers' experience is required, which cannot be achieved with quantitative methods. For example, to understand what CSR means in the HRM context and how it impacts the HRM landscape, it is necessary to identify how HR managers conceptualise CSR in relation HRM and how they perceive their stakeholders with respect to CSR. These conceptualisations and perceptions may not be readily available and explicit even to the HR managers themselves. To date, there does not appear to be consensus surrounding what to consider as CSR-HRM integration and HRM practices related to CSR (Gond, Igalens, Swaen, & El Akremi, 2011). This suggests this is a task which might best be achieved through qualitative inquiry; whereby the researcher personally engages with the research context and uses this opportunity to probe the assumptions by interviewing key stakeholders.

A further argument in support of using a qualitative approach to this research can be drawn from this study's objective of exploring phenomenon about which little is so far known (Saunders et al., 2013; Smith & Bowers-Brown, 2010). When concepts are not well-

developed in the literature and open-ended questions are asked, the qualitative approach to research is deemed more suitable: “In studies where theory is nascent or immature, researchers do not know what issues may emerge from the data and so avoid hypothesizing specific relationships between variables” (Edmondson & McManus, 2007, p. 1162). Qualitative research methods such as interviews, observations, and ethnography provide researcher with the rich data, which can help in formulating theoretical conceptions and further questions. As was discussed in the literature review, the study of CSR-HRM integration is still at its early stages, requiring better understanding of its nature and key features, which can inform hypotheses.

Reliance on rich textual data in qualitative research does not exclude a possibility of using some numerical support as well. Indeed, quite often researchers use ‘quasi-statistics’ (e.g., some, often) to present data (Becker, 1970), or even indicate exact numbers of participants who made a certain statement (Maxwell, 2010). With respect to this, Sandelowski, Voils, and Knafl (2009) explained: “Quantitizing here is done to form qualitative data in ways that will allow analysts to discern and to show regularities or peculiarities in qualitative data they might not otherwise see or be able simply to communicate, or to determine that a pattern or idiosyncrasy they thought was there is not” (p. 210). In this study numerical data is used (1) to present the findings in order to support that the findings characterise the sample; (2) to show variability and diversity in the sample, that is absence of uniform perceptions and beliefs; and (3) to identify emerging patterns (Maxwell, 2010). However, the usage of numbers does not imply any causality; either it does not mean that the findings can be generalised to a larger population.

3.3.1. Researcher’s position

Interpretive paradigm and the nature of qualitative research make researchers think about their own position in the research process as well as the role of theory and how it is going to be applied.

Lincoln et al. (2011) argue that different scientific paradigms see different roles for researchers in the research process. The positivist paradigms strive to eliminate researchers from the research process, minimising their impact through diminishing the interactions between researchers and participants, adhering to strongly standardised protocols and using various statistical procedures, which account for possible biases. In line with interpretivist paradigm in this study researcher assumed the role of a co-creator/active interpreter of knowledge (Lincoln et al., 2011). Here Dwyer and Buckle (2009) explain that the “process of

qualitative research is very different from that of quantitative research. As qualitative researchers we are not separate from the study, with limited contact with our participants. Instead, we are firmly in all aspects of the research process and are essential to it. The stories of participants are immediate and real to us; individual voices are not lost in a pool of numbers” (p. 61). In interpretive studies the researcher sets themselves as a “facilitator of multivoice reconstruction” (Lincoln et al., 2011, p. 101), acknowledging their own important position as a research instrument. The questions asked, the perspectives and theories applied to analyse and interpret data depend on the researcher’s own intellectual upbringing and perspectives creating an important dimension of research context (Cooke, 2018). Therefore, the position of the researcher (outsider or insider of the researched group), their knowledge, and experience are important and should be accounted for.

Leonard (1994) argued that researchers commence their study with some prior understanding (understanding of the structure and relationships which characterise a particular phenomenon, some ideas from which perspectives to study the phenomenon, and an understanding of what should be counted as important questions and important findings). This understanding plays a significant role in the motivation for the study and the formulation of the research questions (Maxwell, 2005), as well as for gaining access to participants and establishing a rapport (Dwyer & Buckle, 2009).

In this study, the researcher’s own experience and prior knowledge played an important role. First, the researcher’s work experience as an HR manager prior to undertaking PhD study provided the motivation for this research and it helped to inform some of the key research questions and approaches (Maxwell, 2005). The researcher’s own working and industry experience largely motivated the interest in how HRM integrates with CSR and what this integration might bring to the function, placing a special emphasis on HR managers’ experience and perspective on this integration. Second, being a member of the HRM community (the researcher’s prior experience was revealed to all the participants) helped to establish rapport with the participants due to shared experiences and an understanding of the nomenclature (Dwyer & Buckle, 2009) thus enabling cognitive access to the data (Saunders et al., 2013). Next, the experience and insider position of the researcher were useful in identifying when probing questions needed to be asked. For example, when some HRM clichés were recognised the researcher always used the opportunity to probe them so as to bring to the surface and understand their underlying meanings.

Despite the benefits ensuing from experience and an insider position, there were some issues the researcher had to address. First, knowledge that the researcher was coming from the

same background meant participants sometimes refrained from going into greater detail (Miller & Glassner, 2004; Muir, 2014), and for the same reason, the researcher also at times felt uncomfortable asking for explanations when probing. Second, there is always the possibility of researcher bias stemming from their prior experience and knowledge, thus the researcher had to keep the possibility of bias in mind at all times during the development of the interview guide, data collection, and data analysis, ensuring openness to participants' views—the reason why inductive approach was adopted in this study.

3.3.2. Inductive approach

Apart from the researcher's own interests and experience/familiarity with the research subject, the researchers also bring some theoretical perspective to the study, which serves to either guide the research from the beginning (deductive approach) or appear more towards the end of the study by giving meaning to the findings (inductive approach). When the researcher chooses the deductive approach to research, the theory informs the research and suggests what the researcher should be looking for. Usually such research starts with some hypotheses or propositions based on the theory (Woo, O'Boyle, & Spector, 2017) which guide the data analysis. The deductive approach to research emphasises the move from theory to data, the need to find and explain causal relationships between variables derived from the theory, collection of quantitative data, controlling for factors, which might affect the relationship between variables, accurate operationalisations of the concepts, researcher independence, and necessity to select samples, which can represent the studied populations. Such an approach to research helps to predict, confirm, or disconfirm causal relationships between variables (Mantere & Ketokivi, 2013), while the usage of sufficient samples supports generalisation of conclusions to larger populations (Saunders et al., 2013).

The inductive approach to research takes the opposite route, moving from data to theory. The key objective of inductive research is to analyse data, looking for patterns using theory to explain the emerging patterns (Mantere & Ketokivi, 2013). Thomas (2006) identifies three key objectives of the inductive analysis of qualitative data: (1) to condense rich qualitative data into a number of themes or categories (these could be viewed as patterns the researcher is looking for); (2) to link the key themes from the data to the research questions; and (3) to develop a model or theory of the underlying structure of the processes found in the data, thus coming to an understanding of the phenomenon.

While qualitative research is often associated with the inductive approach (Gavin, 2013) it can be conducted both inductively and deductively (Bettis, Gambardella, Helfat, &

Mitchell, 2015). This research takes mainly an inductive approach, which matches the research objectives of identifying and understanding the nuances of CSR-HRM integration as they are viewed and experienced by HR managers. Inductive approach is deemed to be appropriate when the researcher seeks to explore participants' perceptions, perspectives, and behaviours (Mueller & Lovell, 2015).

Furthermore, since the researcher had her own perspective on CSR-HRM integration stemming from her practical experience in HRM and a detailed SLR conducted prior to commencement of the field study, following an inductive approach helped to ensure that the researcher's own perspectives did not silence the voices of participants. For instance, the inductive approach helped to ensure that the normative perspective of the researcher and her belief that organisations have moral obligations towards various stakeholders did not preclude her from identifying the perspectives of research participants. The usage of Gioia methodology (Gioia et al., 2013) for analysis also enabled achievement of these objectives (see Section 3.4.2.2 for a detailed discussion). In addition, abductive approach (Dubois & Gadde, 2002; Timmermans & Tavory, 2012) was employed at one stage of the analysis to analyse data pertaining to the formation of approaches to CSR-HRM integration, which will be explained in greater detail further (section 3.4.2.).

As was discussed in section 2.5. of the Literature review theoretical perspectives guided the formulation of the research questions and thus shaped the research at the conceptual level (Aspers, 2004). Stakeholder theory (Freeman, 1984, 2010a) was one of the key theories which guided this research, prompting the consideration of CSR-HRM integration and the impact of this integration on HRM approaches from a stakeholder perspective. Paradox theory (Lewis, 2000; Lewis & Smith, 2014; Smith & Lewis, 2011) was another theoretical perspective that informed this research by steering the development of research questions. This is perhaps unsurprising since stakeholder theory highlights the possibilities of tensions among the interests of various stakeholders and the need to reconcile them. Thus, informed by paradox theory this research looked at possible tensions between stakeholder needs experienced by HR managers and approaches developed to accommodate them. Additionally, paradox theory helped to explicate the HRM ideology in managing CSR stakeholders and identify challenges pertaining to CSR-HRM integration.

While both theoretical perspectives informed the research questions, they were not used to derive any prior coding categories or templates, with all the data initially being coded inductively and "in vivo" (in the participants' words) (Miles et al., 2014; Saldana, 2009). The researcher returned to the theory during the later stages of data interpretation, where she

moved back and forth between data and theory to merge analytical codes into second-order codes and aggregated themes. By using an inductive approach and by suspending usage of the theoretical lens at the earliest stages of the analysis (bracketing), this process allowed the researcher to stay close to participants' experiences and meanings (Gioia et al., 2013), and also open to other theoretical perspectives relevant to the observed phenomena. The benefit of this approach is that by not having restrictions imposed by theoretical perspectives from the outset of the research, the researcher was able to stay open to new and emerging patterns in the data and apply additional theoretical perspectives during analysis. While both stakeholder and paradox theories allow us to discern changes occurring in HRM approaches and rhetoric with respect to integration with a CSR agenda, describing them did not identify why and how CSR-HRM integration is formed. As a result, during the data analysis phase sensemaking theory was applied to enable a better understanding of the phenomenon under investigation. Traditionally macro-level factors, such as institutional and organisational context, have been considered to have a significant impact on CSR in organisations. However recent research in CSR has started to pay more attention to the role of individuals (see for example, Mitra & Buzzanell, 2017; Risi & Wickert, 2017). Indeed, some researchers pointed to the important role of individual decision-making and enactment in CSR (e.g. Arnaud & Wasieleski, 2014; Clementina, 2013) and the need to investigate micro-level factors pertaining to CSR in more detail (Aguinis & Glavas, 2012). The application of sensemaking theory enabled this call to be addressed.

Sensemaking theory (Weick, 1995, 2001; Weick, Sutcliffe, & Obstfeld, 2005) provides a useful lens for a systematic investigation into how different organisational and individual factors connect to inform approaches to CSR-HRM integration. This is because sensemaking essentially describes how organisational actors make sense of these factors and how they enact their realities based on environmental cues and conceptions of their own identity, providing rationalisations and justifications for their actions (Basu & Palazzo, 2008; Weick, 1995, 2001). The use of sensemaking theory supplemented initial analysis based on stakeholder and paradox theories, which aimed to capture and describe the changes in HRM occurring in response to the CSR agenda. It explicated how HR managers made sense of CSR and HRM's role in it based on the cues extracted from organisational environment, and how they enacted this sense in different approaches to CSR-HRM integration. Sensemaking theory spanned meso (i.e., organisational context and HRM policies and practices) and micro (i.e., HR managers' interpretations and identity) levels of analysis, revealing the role of HR managers' sensemaking in the formation of CSR-HRM integration. Application of

sensemaking theory to data analysis allowed a deeper understanding of the processes that underlie the CSR-HRM integration and facilitate changes in HRM. Building on Figure 7, presented in the Literature review chapter, Figure 8 depicts the relationships among the theories in this study, their relationship to research questions and links to the levels of analysis.

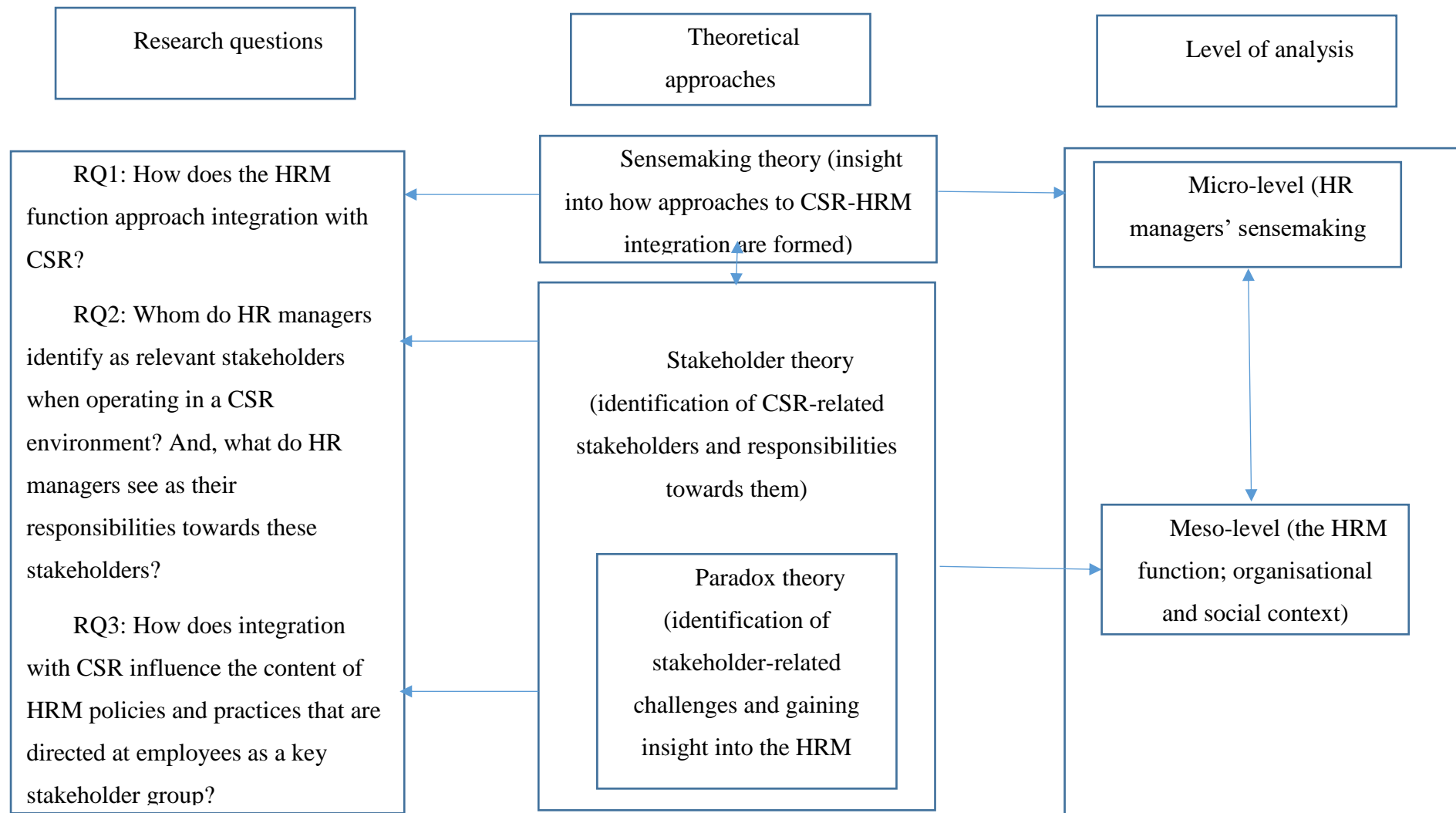


Figure 8 The use of theories (extended)

3.4. Research method

Research methods are particular techniques and procedures used for data collection and analysis (Maxwell, 2005; McNeill & Chapman, 2005). For this study the research methods aligned with the interpretive paradigm and qualitative inductive research approach had to be chosen. Qualitative research employs different methods to collect data among which are observation, interviews, and secondary documents (Myers, 2013). For this research interviewing was chosen as a primary method. Interviews are often used in qualitative interpretative research as the way to glean a better understanding of the participant's world: "A good interview helps us to focus on the subject's world. The idea is to use their language rather than imposing one's own" (Myers, 2013, p. 119).

Interviewing is a technique that allows researchers to collect empirical data via conversations with people about their experience: "In simple terms, interviewing provides a way of generating empirical data about the social world by asking people to talk about their lives" (Holstein & Gubrium, 2004, p. 140). While the focus of the interview questions is on the experience of the particular participant, it also allows for knowledge beyond the individual to be obtained (Miller & Glassner, 2004). Interpretivism sees individual reality to be rooted in wider social reality, general practices, and understandings (Baker, 2004; Heil, 2010), thus inquiring the individual reality researchers get access to the wider social reality that personal experience and sensemaking reflect (Miller & Glassner, 2004). By talking to organisational members, researchers tap into the world of organisational practices and meanings, which exist at the background of individual experience.

For this research the interview method was chosen for several reasons. First, the research is interested in CSR-HRM integration, in which HRM function plays an important role. Arguably, CSR-HRM integration is largely affected by how HR managers perceive CSR, as well as whether HR managers perceive any reasons for integration (Harmon et al., 2010; Zappalà, 2004). Thus, the interview method was chosen to get a rich account of interpretations of CSR-HRM integration by representatives of the HRM function. Understanding how they view integration and the need for it helps to glean better insight into how this integration is formed in organisations and why it is done in a particular way. The second reason for employing the interviewing technique is related to the nascence of the topic itself—there is a lack of unified understanding and approaches to CSR-HRM integration, and what the researcher or literature might consider as an example of this integration may not be

perceived in the same way by participants. For example, research by Gond et al. (2011) demonstrated that some of the employee-oriented practices often discussed by the literature as CSR-related may be perceived as unrelated to CSR by HR managers. As this research is specifically interested in how CSR impacts approaches to HRM and perceptions of stakeholders and responsibilities towards these stakeholders, it is necessary to be clear about what participants consider to be the relevant HRM policies and practices related to CSR. In particular, the interviewing technique enabled the researcher to assess both verbal and non-verbal cues in communication, which may express uncertainty or hesitation, and ask probing questions to clarify participants' meanings (Easterby-Smith, Thorpe, & Jackson, 2005). For example, there were cases when participants expressed hesitation in attributing particular practices to CSR; in all these cases they were asked probing questions which enabled the researcher to clarify whether they saw these practices as developed in response to CSR needs, developed independently as HRM practices but later connected to CSR as conforming to CSR goals, or as completely unrelated. Consequently, it was possible to more accurately reflect the scope of HRM involvement with CSR.

3.4.1. Data collection

3.4.1.1. *Semi-structured interview*

Myers (2013) identifies three types of interviews: structured interviews, semi-structured interviews, and unstructured interviews. Structured interviews are characterised by a high level of standardisation; the researcher develops questions before the interview and does not alter them during the interview process (Bryman & Bell, 2011). This type of interview is often strongly guided by the theoretical perspective and conducted from the deductive approach, when the data is collected to test propositions made in advance. The role of researcher in structured interviews is minimised to avoid possible influence (Bryman & Bell, 2011; Myers, 2013). However, structured interviews are often criticised for their inability to elucidate participants' meaning, as they presume that researcher and participant share an understanding of the meaning, and they do not leave space for probing this assumption (Bryman & Bell, 2011).

Semi-structured interviews are often used within the interpretivist research tradition as they provide a rich content prompting diverse responses from participants (Bush, 2012). In the case of unstructured interviews very few questions (if any) are developed in advance, rather participants are encouraged to narrate freely (Bryman & Bell, 2011). In the case of semi-structured interviews the researcher uses an interview guide, which outlines the key

topics to be discussed and key questions to be asked. However, the researcher stays open to the participants' answers and asks new questions and pursues new lines of discussion if new important topics not covered by the initial questions emerge (Isaacs, 2014; Myers, 2013). The semi-structured interview combines the useful features of both structured and unstructured interviewing techniques (Myers, 2013); in addition, they seem to be appropriate when researcher mainly rely on a single interview with each participant to solicit data (Mueller & Lovell, 2015). For this research a semi-structured format of the interviewing was selected. Guided by the literature and theoretical perspective, the researcher developed interview guidelines, but at the same time the interview format allowed the researcher to ask additional questions if new topics appeared or clarification of participants' meanings was required.

Interview schedule

The interview questions were created based on the research questions, literature, and theoretical frameworks adopted in this study. Maxwell (2005) observes that while interview questions are based on the research questions, they are not the same. Rather, the researcher has to 'translate' the research questions into the interview questions in order to "solicit participants' perspective and stories" (Saldana, 2011, p. 35). While the research questions inform what the researcher wants to understand, the interview questions need to focus on particular aspects that will help to achieve this understanding (Maxwell, 2005). Thus, whereas the research questions often use scientific language, the interview questions need to use language understood by the participants. In addition, they should avoid imposing the researcher's meaning (Saldana, 2011), which could be traced in the research questions.

In the case of this study, the overarching research questions were reformulated into a series of 16 interview questions, some of which were probing in nature. The interview questions used HRM language with which the researcher and the participants were familiar. As different organisations use different terms to describe CSR (for example, sustainability or social performance), before each interview the researcher read the information devoted to the organisation's CSR programme and localised the language by using the terms used by each particular organisation. In each interview, to ensure accuracy in interpretation, the researcher clarified this terminology with each participant.

The interview schedule was initially discussed with the supervisors of the research project and all the necessary corrections were made. Four pilot interviews were then conducted using the guideline. Walker (1985) identifies the pilot interview as a key first stage of a qualitative research. Pilot interviews are important to establish the relevant way to

conduct the interview and for the purposes of refining the interview schedule if required (Alvesson & Ashcraft, 2012). As a result of the pilot study, several questions were reformulated as they were found to be unclear by participants, and some were discarded as they did not elicit information relevant to the research questions. When employed in the full study, the interview guideline was further amended. Data analyses were conducted simultaneously with the data collection process and as a consequence some new questions were added when new themes started to emerge in the data. The final stage of the research saw five follow-up interviews conducted. These comprised a separate set of questions which were developed to further probe some of the key research findings. The interview guidelines are found in Appendix 4.

3.4.1.2. Participants

The role of context in management research should not be underestimated (Cooke, 2018; Johns, 2017, 2018). Indeed, the nuances of the context in which a study is conducted might influence the presence or absence of particular features of the phenomenon of interest, while simultaneously influencing the possibility of transferring the findings from a particular setting to others, i.e., generalisation (Johns, 2017). Multiple types and levels of context may be of relevance to a particular study; here, the national form of external context and the organisational internal context are most salient, along with the researcher's internal (subjective) context described above. In this section some nuances of participants' recruitment for the study are provided.

This research utilised a purposeful sampling approach when participants are selected for participation based on possessing characteristics of interest to the research (Isaacs, 2014). Participants were recruited based on two key criteria. First, they were working as a senior or middle-level HR manager. Being senior or middle-level managers, participants were well informed about HRM systems in their organisations. Second, they had an affiliation with an organisation with a publicly stated CSR programme (CSR programme published on the organisation's website, availability of CSR report, organisation is a member of CSR network). The second criteria aimed to ensure that those organisations, from where participants had been recruited, had a CSR agenda and some level of commitment to CSR. This purposeful sampling reflected that participants were considered as key informants—knowledgeable agents who make sense of the phenomenon and can account for this sense (Gioia, Corley, & Hamilton, 2013). Purposeful sampling also afforded variability within the sample (Gavin, 2013; Isaacs, 2014) due to participants coming from organisations of various sizes, operating

in different industries, and having both local and international representation. This approach to sampling allowed a variety of points of view, ideas, and understandings (Gavin, 2013; Isaacs, 2014) to be obtained. These were then compared to identify patterns.

All participants were recruited from either New Zealand or Australian organisations. Scholars often combine discussions of Management in Australia and New Zealand because of the similarity in the cultural contexts of both countries. In this regard, Boxall and Frenkel (2012) state that the HRM pattern in both countries fits the overall Anglo-Saxon HRM landscape, which makes HRM systems in both countries comparable and also allows for some generalisation of findings.

Further, both countries, as members of United Nations, showcase strong commitment to the Sustainable Development Goals, occupying high positions in various Responsibility and Sustainability reports (e.g., 36th and 13th respectively in Global Sustainable competitiveness index 2017; 27th and 17th in Sustainable Development Goals Index 2018; second and third ranks in the World Giving Index 2018). Therefore, it is believed that CSR should not be a foreign concept for organisations operating in these countries, making them a good context for the study of the CSR-HRM nexus (Järlström, Saru, & Vanhala, 2018). Finally, including Australia allowed the researcher to access more organisations, especially large ones, as quite often the HRM function in New Zealand is managed or supervised from Australian headquarters. However, interestingly, it was easier to recruit participants from New Zealand rather than from Australia, as very few participants from Australia responded to the participation invitation. This was likely related to the affiliation of the researcher with a New Zealand university, so participants from New Zealand were more willing to support the research project.

To be selected for the research, participants had to hold senior or middle-level HR position in organisations with a publicly stated CSR programme (CSR programme present on the organisational website, or website of the CSR network, and/or CSR report). Thus, the first step in recruitment comprised of identifying organisations with publicly stated CSR programmes. Then the contact information of the senior HR managers from these organisations was obtained either from the website of the organisation or on the LinkedIn portal. Additionally, information about the research was posted in professional association groups (HRNZ and AHRI) on LinkedIn. Participant recruitment was conducted via email. The email sent to participants contained information about the research project, the researcher, and the key questions the research sought to answer.

In total 99 HR managers were identified from eligible organisations and these managers were contacted. In addition, two participants answered a research announcement made via Human Resources New Zealand (HRNZ) and AHRI groups on the LinkedIn portal, and four participants were recommended by recruited participants for possible participation. Thus, in total 106 potential participants were contacted. In all the cases invitations were sent directly to potential participants. Out of 106 potential participants 33 agreed to participate in the research. In most cases participants responded to the second or third follow-up emails. Seventeen potential participants declined to participate, citing a lack of time or expertise in CSR, the remainder did not respond to any of the three emails. In all cases an attempt was made to interview a senior HR manager in organisation; if that was not possible a middle-level HR manager was approached for participation, however in the beginning of the interview it was ensured that this person had robust and first-hand knowledge about their organisation's CSR agenda and HRM's involvement/non-involvement with it.

While the research encompassed organisations with low as well as high and medium engagement of HRM with CSR, precautions were taken to ensure that the lack of engagement was not reported due to the lack of participant's knowledge. Thus, the aims of the research were explained in invitation emails and in information sheets for participants which were sent prior to the interviewee along with interview questions. Participants were invited to ask any questions or provide any feedback before and during the interview based on this information. If, after familiarising themselves with the documents, potential participants indicated a lack of knowledge about the CSR programme in their organisations they were asked to recommend a better positioned person (from the HR department) for participation. In addition, in the beginning of each interview the topic and aims of the interview were restated and it was confirmed that participants believed that they could adequately represent their HR function in the interview. As it could also be argued that perspectives of senior and middle managers on HRM engagement with CSR may differ due to the level of strategic involvement, responses from these two groups comprised part of the analysis (the results of this comparison is presented in the Section 4.2).

The recruitment of participants was an ongoing process, as in this research the number of participants was not pre-defined, with the researcher aiming for data saturation. Because this study was looking to identify patterns in CSR-HRM integration, saturation was an important criteria to determine the number of participants (Saunders & Townsend, 2016). Bowen (2008) explains, that "Data saturation entails bringing new participants continually into the study until the data set is complete, as indicated by data replication or redundancy" (p. 140).

Participant recruitment was halted when recurring patterns emerged in the data analysis and when the subsequent interviews matched these patterns and served to add no new relevant information (Bowen, 2008). Saunders and Townsend (2016) recommend looking at samples in similar research as a reference point to make a more informed decision about the number of participants. With respect to this recommendation, some of the recent studies on the CSR-HRM nexus in New Zealand and Australian organisations (Raubenheimer & Rasmussen, 2013; Sarvaiya et al., 2018) demonstrated similar sample sizes.

Participants were recruited from both large and medium-size organisations, operating in the service and production sectors, both locally and internationally. Some of the participants occupied senior HR positions, while others were middle-level HR managers. Some participants were members of HR teams, while others were single HR managers in their respective organisations (the demographic characteristics of participants (excluding the pilot study) are presented in Table 2). In this regard, Getz, Andersson, and Larson (2006) note that recruitment of participants from various contexts helps to achieve acceptable construct validity. Moreover, previous research devoted to CSR-HRM integration (Sarvaiya et al., 2018) revealed the impact of sector in which organisations operate (service or production) on the role of HRM in CSR. In this study, recruitment of participants from organisations of different sizes, industries, and presence also allowed the researcher to consider several possible factors related to CSR-HRM integration.

Table 2 Demographic characteristics of participants

	Participant	Organisation size	Organisation location	Sector	Presence	Level of position	Single/part of an HR team	HRM function being primarily responsible for CSR
1	AHR-Hospitality	Large	New Zealand	Service	International	Middle	Part of a team	Yes
2	SHR-Education	Large	New Zealand	Service	Local	Senior	Part of a team	No
3	SHR-Real Estate1	Large	New Zealand	Service	International	Senior	Single	No
4	SHR-Real Estate2	Medium	Australia	Service	Local	Senior	Part of a team	Yes
5	SHR-Engineering1	Medium	New Zealand	Production	Local	Senior	Part of a team	No
6	SHR-Engineering2	Large	New Zealand	Production	Local	Senior	Part of a team	No
7	MFHR-Engineering	Large	Australia	Production	International	Middle	Single	No
8	HRBP-Engineering	Large	New Zealand	Production	International	Middle	Part of a team	No
9	SHR-Construction1	Medium	New Zealand	Production	Local	Senior	Part of a team	No
10	SHR-Construction2	Large	New Zealand	Production	International	Senior	Part of a team	No
11	SHR-Finance	Large	New Zealand	Service	International	Senior	Part of a team	No
12	MHR-Production1	Large	New Zealand	Production	International	Middle	Part of a team	No
13	SHR-Production2	Large	New Zealand	Production	International	Senior	Part of a team	No

14	SAHR-Healthcare	Large	New Zealand	Service	Local	Middle	Part of a team	No
15	MHR-Healthcare	Small	New Zealand	Service	Local	Senior	Single	No
16	AHR-Healthcare	Large	New Zealand	Service	Local	Middle	Part of a team	No
17	MHR-Consult	Small	New Zealand	Service	Local	Senior	Part of a team	No
18	SHR-Consult	Large	New Zealand	Service	International	Senior	Part of a team	No
19	SHR-FMCG1	Large	Australia	Production	International	Senior	Part of a team	Yes
20	SHR-FMCG2	Large	Australia	Production	International	Senior	Part of a team	No
21	SHR-natural resources	Large	New Zealand	Production	International	Senior	Part of a team	No
22	MHR-Legal	Small	New Zealand	Service	Local	Middle	Single	Yes
23	SHR-Retail1	Large	New Zealand	Service	Local	Senior	Part of a team	No
24	SHR-Retail2	Large	New Zealand	Service	Local	Senior	Part of a team	No
25	MHR-Retail	Large	New Zealand	Service	International	Middle	Part of a team	No
26	MHR-Airport	Medium	New Zealand	Service	International	Middle	Part of a team	No
27	SHR-Airport	Medium	New Zealand	Service	Local	Senior	Part of a team	No
28	MHR-Software	Large	New Zealand	Production	International	Senior	Single	No
29	AHR-Public	Large	New Zealand	Service	Local	Middle	Part of a team	No

3.4.1.3. *Interview procedure*

After participants agreed to take part in the study, the time and mode of interview were discussed. All participants were offered to choose the most suitable time for them. The interviews were conducted either face-to-face, by telephone, or via Skype. Since quite often participants were located in different cities and even in a different country, Skype or telephone were the most frequently used modes of interview. When participants were located in the same city or visited this city on a business trip the advantage of a face-to-face interview was taken.

Skype and telephone can be seen as a useful medium for conducting interviews. While accruing some cost benefits, this mode of interview provides participants with a sense of freedom (Holt, 2010). Indeed, participants feel more comfortable re-scheduling interviews while researcher does not bare any costs related to these alterations. This feature of phone and Skype interviews was especially important for interviewing working professionals. In many cases the interviews had to be rescheduled at the last minute due to urgent meetings participants had to be part of. Since the interviews were conducted by phone or via Skype, participants felt comfortable postponing them and then willing to reschedule.

Moreover, Skype or phone interviews enabled participants and the researcher to communicate from locations comfortable to them without the sense of encroaching on each other's personal space (Hanna, 2012; Holt, 2010). In the case of Skype interviews, the key features of face-to-face interviews were also preserved as the researcher and participant could see each other and have the advantage of non-verbal communication as well. In addition, Skype helps to easily record communication without the necessity of relying on Dictaphones (Hanna, 2012). In this research participants were generally willing to participate in Skype or phone interviews (only three interviews were conducted face-to-face), with only one participant declining to take part in the research due to the inability to arrange a face-to-face meeting.

Along with arranging the interview, the researcher sent participants more detailed information about the research project and a consent form to sign before the interview (Appendix 5). In addition, list of several interview questions was sent to participants to familiarise themselves and make the final decision about participation. Baxter and Wai Fong (1998) suggest that sending questions to participants prior to the interview enables cooperation and helps participants feel more comfortable. This was often the case in this research, as participants felt more relaxed during the interview when they were informed

about the key questions in advance. The key questions sent to participants were derived from the interview guidelines, but contained fewer details to avoid building any pre-conceptions about the study. Some of the participants used the sample questions to prepare for the interview; this was found to be useful when they were asked about particular policies and practices related to CSR.

Preliminary communication with participants helped not only to arrange the interview and ensure that participants were comfortable with participation, but also helped to establish rapport between researcher and participants. Maxwell (2005) notes that in qualitative research the relationship between researcher and participants are crucial, as researchers are viewed as the instruments of the research. An established relationship helps to gain access to data and facilitates conversation (Berg, 2001; Saunders et al., 2013). Since the research was mainly based on single interviews, this preliminary communication via email was very useful to establish a relationship.

One more approach to establishing a relationship was for the researcher to familiarise herself with the organisational activities and CSR programme before the interview. Hence, before each interview the researcher read information about the respective organisation and its CSR programme making the notes about important information, which could be probed during the interview. This familiarisation not only helped the researcher to gain insight into organisational context, but it also allowed the researcher to speak the same language with the participant (use the same terms for CSR, refer to some organisational activities). It also conveyed to participants the researcher's interest in their particular organisation, helping to establish a better relationship.

Another aspect which helped to establish relationships in this study could be attributed to the researcher's insider position discussed above. During the interview, the researcher sometimes also alluded to her own work experience when asking questions, which prompted participants to provide their own examples. Finally, to ensure that the relationship was reciprocal (Maxwell, 2005), all participants were assured that they would get a summary report upon completion of the research.

One of the signs of the established rapport was the willingness of 14 participants to be involved in research-related communication after the interview was completed. As a result five participants agreed to take part in the follow-up interview, while nine were willing to answer follow-up questions by email.

In total, 38 interviews were conducted within the frames of this research, including five follow-up interviews, which were conducted when the main phase of data collection was finished. Four of the 38 interviews were pilot interviews which aided in the testing and refinement of the interview guideline (these interviews were not included in the final dataset for analysis). Interview length ranged from 30 to 94 minutes with the average interview time of 55 minutes.

3.4.1.4. *Use of secondary data*

This study also involved the use of publicly-available secondary data (information about organisations, CSR programmes, CSR reports, news about organisations' involvement in CSR). These data were obtained from open sources, usually from organisations' websites or from news sites. Bryman and Bell (2011) note that organisational documents may be a useful source of information about organisations, and could be used in addition to qualitative interviews or even in its own right. In this research the secondary data were used to select potential participants, to prepare to the interview, and to glean better understanding of participants' sensemaking and experience, comparing it to organisational official communication. For example, secondary data were used to provide additional information about organisational CSR programmes, which was then compared with participants' perceptions. This information provided contextual detail and aided in maintaining the credibility and rigour of the research data (Saunders et al., 2013; Zikmund, Babin, Carr, & Griffin, 2013), generating a deeper understanding of HRM approaches to integration with CSR. For example, it was found that while organisations relate some HRM policies and practices to CSR in their reporting, HR managers do not always draw this link. These analyses of secondary data enabled the researcher to differentiate among approaches to CSR-HRM integration and to identify those HRM policies and practices influenced by a CSR agenda. In this way secondary data were used to provide important insights into participants' sensemaking of CSR and CSR-HRM integration.

3.4.2. Data analysis

3.4.2.1. *Data management*

All interviews were audio-recorded with the prior permission of the participants. Also, notes were taken during the interviews to be used in the phase of transcribing and data analysis. All the interviews were transcribed by the researcher either immediately after interview or within a short period of time after (Saldana, 2011). Gibson and Brown (2009) refer to transcribing as

a first stage of data analysis: “Transcription enables researchers to focus on data, and to draw out particularly relevant features of it” (p. 111). Indeed, transcribing was an important first step in data analysis, during which key focus points for further coding started to emerge.

There are two general approaches to data transcribing (Bryman & Bell, 2011; Saldana, 2011): either transcribing the whole interview, or just the parts which contain relevant research information. Additionally, researchers may choose how detailed the transcribing should be; whether the researcher is going to transcribe only words, or pauses and intonations as well (Gibson & Brown, 2009). The later approach may provide the researcher with more nuanced data that supplements verbal data and conveys, for example, hesitance or enthusiasm of participants. In this research all interviews were transcribed word-by-word, including some para-verbal communication when it was important (pauses, emphases in speech, laughter, etc.). While this para-verbal communication is excluded from interview quotes presented in the Findings chapter for the easiness of reading, it was taken into account during analysis. For example, it helped to identify when participants were not sure in their answers. Usually in such cases the researcher tried to return to participants with follow-up questions, thus possible clarifications were obtained. The data analysis was conducted based on the written text, however when necessary the transcribed text was compared to the audio record (Gibson & Brown, 2009).

3.4.2.2. *Approach to data analysis*

One of the nuances of qualitative research is related to the rich data it produces, generally in the form of text (field notes, interview transcripts) which need to be analysed by the researcher in relation to research questions (Bryman & Bell, 2011). There are different approaches to the analysis of qualitative data among which are: thematic analysis, grounded theory, discourse analysis, Q methodology, narrative analysis, and qualitative content analysis (Bryman & Bell, 2011; Gubrium, Holstein, Marvasti, & McKinney, 2012).

This research employed Gioia methodology (Gioia & Chittipeddi, 1991; Gioia et al., 2013; Gioia, Thomas, Clark, & Chittipeddi, 1994) for data analysis as it was compatible with the inductive nature of this research and principles of interpretive inquiry. Gioia methodology provides very clear guidelines for how the inductive data analysis should be performed. Though the methodology was developed in relation to the grounded theory approach (Gioia et al., 2013), it has a wide application outside this perspective as well (e.g. Järnlström et al., 2018; Smith, 2014).

Gioia methodology was chosen for the data analysis as it is based on several key assumptions aligned with the nature and aims of this study. It sees reality as being socially constructed, and participants as knowledgeable agents who make sense of this reality and can give account of it. Moreover, the researcher is also considered to be a knowledgeable person who can make sense of the collected data and link participants' accounts to theoretical perspectives and extant knowledge. A strong emphasis is put on how participants experience and comprehend reality, thus the analysis moves inductively (Gioia et al., 2013).

At a more technical level Gioia methodology helps to bracket researchers' own preconceptions and allows the researcher to stay close to the voices and experience of participants (Gioia et al., 2013). This is achieved through initial coding being done in participants' own words while engaging with theories at later stages of analysis when second-order codes are developed. Thus, usage of Gioia methodology ensures prolonged engagement with the data and focus on participants' perceptions making sure that important nuances are captured by analysis. Moreover, Gioia methodology prompts researchers to conduct data analysis concurrently with data collection stimulating refinement of the interview guidelines and pursuit of emerging themes in new interviews as well as approaching previous interviewees again if needed. This approach was deemed to be useful for this study which was exploratory in nature and devoted to a nascent topic. It allowed to refine the interview questions during the process of data collection and also develop a new set of additional questions to the previous participants when a new important theme emerged. Finally, Gioia methodology was appealing as it recommended to visualise the analytical process in schemes, which represent key steps in analysis and make it auditable.

In this research the data analysis followed several steps which are described below.

Familiarisation with the data

The data analysis started with transcribing the interviews (Hycner, 1985). As all the interviews were transcribed by the researcher, the researcher took this opportunity to look for some important units of meaning in the data at this stage. The transcribed interviews were downloaded to NVivo11 for coding purposes. It is argued that using computer software for coding "makes our analytic work more transparent and self-documenting, creating an 'audit trail' allowing users to trace how given findings and conditions have been derived. This helps rebut a principal criticism of qualitative research, that analysis takes place 'in the researcher's head' and is thus nonreviewable and unsystematic" (Fielding & Warnes, 2009, p. 273). Using

software helps to make analysis more systematic, assigned codes more visible to the researcher, and data retrieval easier (Bazeley & Jackson, 2013).

After transcription, the interviews were read as a whole by the researcher several times to get a sense of the conversation (Hycner, 1985). At the same time the researcher started to make initial notes (memos), record general impressions, and identify the first possible units of meaning (Taylor & Bogdan, 1998). However, these memos were not used immediately for coding purposes, but rather were applied at later stages (Bowen, 2008), when the researcher was working with the first-order codes, transforming them into analytical codes and second-order codes.

Coding process

After familiarising herself with the data the researcher moved to the first-order coding in NVivo11. Since the approach to the study and paradigm informing this research required the researcher to stay close to the data and look for participants' meanings first, the data was initially coded in vivo, that is, in participants' own words (Miles et al., 2014; Saldana, 2009). Gioia et al. (2013) note that the coding in participants' words at the first-order coding round helps the researcher to stay closer to participants' meaning throughout the whole analytical process. Likewise, Saldana (2009) recommends using this type of coding to give voice to participants. At this stage a lot of codes were generated since no attempt was made to merge them (Gioia et al., 2013). The analytical coding schemes for this research are included in the respective sections of the Findings chapter. However, for the sake of brevity, the first-order codes are already merged there. Appendix 6 provides illustration of how NVivo coding was converted to the analytical coding schemes.

The next stage identified the similarities and differences between the first-order categories and grouped them together under one umbrella category —analytical codes (Gioia et al., 2013; Gioia & Thomas, 1996; Saldana, 2009). At this stage efforts were made to stick with the participants' words where possible to stay grounded in the data, however some level of generalisation is evident. Analytical codes help to keep a manageable number of codes and identify patterns in the data. The analytical codes amalgamate the participants' and researcher's meanings and serve as a starting point for interpretation. For example, in this research at this stage it was found that some first-order codes described the CSR-HRM nexus as a separate agenda, some discussed different forms of adaptation of HRM to CSR, while some codes could be grouped under the strategy umbrella. At this stage the memos made

during reading the interviews as whole texts were used to identify some patterns and opportunities for merging codes.

The next stage is associated with the development of second-order themes, which “might help us describe and explain the phenomena we are observing” (Gioia et al., 2013, p. 20). At this stage analysis moves to the theoretical level when the participants’ meanings are moved to a higher level of abstraction with the help of theoretical lenses and frameworks (Gioia et al., 2013). At this stage of interpretation a researcher goes back to the research questions and literature to make sense of the patterns identified. Using the previous example, it was at this stage that the different patterns recognised at the previous stage were aggregated and identified as particular approaches to CSR-HRM integration. It could be seen that language used here to name the second-order categories is no longer linked to participants’ words, but rather it uses the researcher’s vocabulary, which captures both the meanings of participants and theoretical concepts (Gioia & Thomas, 1996). Thus, this was the stage when the researcher again engaged with the literature, comparing emerging themes with existing knowledge in the field, trying to identify similarities or find novelty in the findings (Gioia et al., 2013). Software utilisation was very helpful at this particular stage as the researcher was able to easily retrieve all emerging second-order codes with the quotes assigned to them to check the consistency of coding (Lerman & Smith, 2016).

However, interpretation does not stop with the formation of second-order categories, as at the last stage these second-order categories are aggregated into the bigger dimensions linked to the research questions serving as an overarching framework (Gioia & Chittipeddi, 1991; Gioia et al., 2013; Gioia & Thomas, 1996). At this stage such aggregated categories as, for example, “Approaches to CSR-HRM integration” and “HRM stakeholders” emerged in this research.

The coding was a long process involving going back and forth between the data and theory and making sense of themes evolving in the data, testing codes with the help of new interviews, and collecting additional data through the follow-up questions and interviews. Identification of patterns made the researcher look for different theoretical perspectives and frameworks which could provide explanations for these patterns. The theoretical lens was applied at the stage of second-order coding and often resulted in different versions of second-order codes, which were checked against existing and new data and abandoned if they did not hold true for the majority of the coded data (Bowen, 2008; Gavin, 2013; Lincoln & Guba, 1985).

In addition, the data analysis allowed to cluster participants of this research into three groups based on shared characteristics (Miles et al., 2014). Identification of three distinctive groups made possible to treat these groups as subsamples and compare among them (Onwuegbuzie & Leech, 2007) looking at particular themes (second-order codes) which were present in one group and absent in the others (Boyatzis, 1998) (the data in each group were coded using the same Gioia methodology described above). Onwuegbuzie and Leech (2007) argue that disaggregation of data and comparison between the subgroups of the sample fits well with the tenet of a qualitative research preventing the researcher from overlooking unique features of the subgroups in an attempt to aggregate and generalise data. This approach also provides meaningful comparison between the groups discerning themes which may explain differences or help to delineate different approaches to the same practice. For example, in this research the identified groups were compared to discern different approaches to employee-oriented HRM practices when they were related and not related to CSR. In this case, two groups representing extreme anchors of the same continuum were compared to glean a better insight into the differences in employee-related HRM practices.

Inductive approach to data analysis allowed for some ‘surprise’ findings to emerge. When several approaches to CSR-HRM integration were identified, it prompted the question as to why HRM functions form different relations with CSR. During further analysis of the first-order codes, it was noted that HR managers did not only differentially describe relationships between CSR and HRM in their organisations, but they also attached different levels of criticality and salience to CSR and the CSR-HRM relationship. These findings prompted the researcher to re-visit first-order codes looking for a theoretical perspective from which they could be clustered and analysed, thus following an abductive approach to data analysis (Dubois & Gadde, 2002; Timmermans & Tavory, 2012). Different theories were applied to data analysis at this stage (e.g., contingency theory (Luthans & Stewart, 1977), event system theory (Morgeson, Mitchell, & Dong, 2015)). The researcher was looking for possible reasons for the differences found in approaches. The researcher, at this stage, also started to analyse secondary data (publicly available information about CSR in the organisations from which participants were recruited³), and compared the size of organisations, industries in which organisations operated, and organisational presence (local or international) with a view to discerning differences attributable to these demographics. Comparing secondary and primary data, the researcher noticed that differences in interpretations of CSR and CSR-HRM

³ The data from publicly available CSR communication of the organisations were coded with respect to key stakeholders.

integration distinguished participants more so than did organisational variables (industry, presence) or nuances of organisational CSR programmes. As a result the lens of sensemaking theory (Weick, 1995, 2001) was applied for data analysis.

All interviews were re-read and re-coded with attention paid to the environmental cues HR managers noted with respect to CSR-HRM integration, and to the reasons identified for engagement or a lack thereof with the CSR agenda, as well as to how they perceived the role of the HRM function in their organisation (HRM identity). By this stage all interviews were categorised in three groups based on CSR-HRM approaches, the coding was done within each group separately. The coding process also followed the Gioia methodology to stay close to participants' words and meanings. After this, all analytical codes were aggregated into secondary-level codes (coding schemes are presented in section 4.2 of the Findings chapter). This approach allowed the simultaneous capture of between-group differences and the explication of similar points to which HR managers in all groups paid attention (nuances in organisational CSR programmes; demand, benefits and HRM role in CSR). It was at this stage that sensemaking theory was applied to the data analysis to interpret and give meaning to the results of coding. Section 4.2 presents the raw findings pertaining to this analysis, while section 5.4 applies the lens of sensemaking theory to integrate the findings.

3.5. Trustworthiness and rigour of the research

Validity and reliability are central concerns for any research as they help to establish the truthfulness of the research by linking constructs to measures (Neuman, 2014). While reliability stands for the consistency and dependability of the research (showing that the same results could be obtained if conditions are identical or similar), validity/credibility denotes how well the research concepts fit with reality and whether the research measures what it claims to measure. Arguably, the approaches to ensuring research rigour are rooted in the philosophical assumptions underlying the research (how reality is viewed and what is considered to be the knowledge about reality) and related to the methodological approaches of the research. Consequently, approaches to establishing validity and reliability in positivist and non-positivist research differ substantially (Creswell & Miller, 2000; Lincoln & Guba, 1985) with some researchers preferring to use separate terminology as well (e.g., credibility, dependability, and confirmability instead of validity and reliability). Evidently, the ability to achieve trustworthiness in qualitative research has been brought into question (Creswell, 2007; Lincoln & Guba, 1985).

In quantitative research validity and reliability are mainly achieved by the usage of large samples, representing the studied communities, highly standardised data collection procedures with controls for a variety of factors, accurate operationalisation of each construct, using multiple indicators of the same variable, and application of statistical methods for processing collected data (Neuman, 2014). However, these approaches to validation are not applicable to qualitative interpretive research, which does not use large samples, often seeks for homogeneity of participants, collects non-numerical data, and sees the researcher as an instrument of both data collection and data analysis. Thus, as Lincoln and Guba (1985) put it pithily, “criteria defined from one perspective may not be appropriate for judging actions taken from another perspective” (p. 293). Qualitative non-positivist research has developed its own methods of establishing the rigour of the research and “translated standards of validity have proven to be useful criteria demonstrating rigour and legitimacy of qualitative research” (Whittemore, Chase, & Mandle, 2001, p. 523).

Validity/credibility refers to the truthfulness of the research findings reflecting reality (Neuman, 2014; Whittemore et al., 2001). Researchers have identified different strategies in qualitative research to ensure validity/credibility (e.g. Lincoln & Guba, 1985; Whittemore et al., 2001) with Creswell (2007) indicating that at least two of these strategies should be utilised in any qualitative research to ensure its rigour. In this research several strategies were utilised as deemed appropriate for the study.

Whittemore et al. (2001) suggests the validity/credibility of qualitative research could be first ensured by sampling decisions, thus by selecting a sample adequate to the research objectives. In this research a purposeful sampling approach was employed, which enabled the researcher to recruit participants who represented HRM functions and had knowledge of the CSR programmes of their organisations. At the next stage, engagement with the participants was achieved to further increase validity/credibility. Lincoln and Guba (1985) view prolonged engagement (Lincoln & Guba, 1985; Whittemore et al., 2001) as one of the key approaches to achieve validity/credibility of qualitative research. They suggest that prolonged engagement helps to better understand the context of the research and avoid situations when the researcher uncritically brings their own inferences in the research which may prevent from understanding participant’s reality (Lincoln & Guba, 1985).

As the data was primarily collected through single interviews with participants, some proxy for prolonged engagement approaches were taken. For example, the researcher prepared for each interview by thoroughly reading information about organisation and its CSR programme. Moreover, the researcher familiarised herself with the LinkedIn profiles of

the participants when these profiles were available, and/or read information about participants when it was provided on organisational websites. These activities helped the researcher to better understand the research context and ensured that the researcher's own preunderstanding did not silence participants' voices. In some cases prolonged engagement was also achieved with the help of follow-up interviews or the use of follow-up questions via email. These additional questions significantly helped participants clarify their initial answers and provided better insights into participants' perspectives.

Shenton (2004) states that measures which help to ensure participant honesty also enable validity/credibility of the research to be achieved at the data collection stage. The honesty of participants in this research was enabled by a confidentiality assurance, as well as the possibility to withdraw from the research at any stage, or to not answer some questions. It should be noted that while this opportunity was clearly explained to all participants only few exercised it. Specifically, one participant decided to withdraw from the study just before the interview explaining that Skype interview was not comfortable for him; also several participants chose not to answer the follow-up questions by e-mail.

The second key approach used to achieve validity/credibility was a peer debriefing (Morse, 2015). In addition to ongoing discussion with the supervisors of the study, the researcher presented her study progress to an independent researcher engaged in the topic but not engaged in this particular research. Lincoln and Guba (1985) view a peer debriefing with an impartial researcher to be a useful technique to establish credibility of the research and enable its progress. First, discussion with an independent researcher familiar with the topic helps to clarify assumptions and hypotheses, which start to form in the researcher's mind. In addition, the debriefer is able to indicate methodological or analytical issues in the research and push the researcher towards new questions. In the case of this research, an independent debriefer was involved two times. The researcher presented her initial thoughts and findings to the same impartial researcher at the early stages of analysis and again during the latter stages. These meetings were very useful as the independent researcher indicated some problems with the frameworks and theories the researcher was trying to use to make sense of the data, questioning the appropriateness of these approaches for the current research. As a result, the researcher was stimulated to look for different frameworks, which better matched the nature of the study and helped to address research questions. For example, when the first secondary-order codes started to emerge the researcher applied Event system theory (Morgeson et al., 2015) to look for explanations for the different types of CSR-HRM integration observed. The debrief with the independent researcher helped to identify the issues

with the application of this particular theory and prompted the researcher to re-code the data and look for a different theoretical perspective.

Finally, the negative case analysis (Lincoln & Guba, 1985; Morse, 2015) was employed to increase validity/credibility of the research. With regards to this method Lincoln and Guba (1985) explain: “Negative case analysis may be regarded as a ‘process of revising hypotheses with hindsight.’ The object of the game is continuously to refine a hypothesis until it *accounts for all known cases without exception* [italics by Lincoln and Guba]” (p. 309). In this study the researcher actively used the negative case analysis approach at the stage when analytical and then secondary-order codes were developed. This is perhaps unsurprising, as these are the stages when the researcher makes sense of emerging patterns with the help of theories and frameworks, trying to make sure that cases fit the patterns the researcher has identified. For example, the first-order coding demonstrated that there were different approaches to CSR-HRM integration, so there was a clear need to understand and describe the key features differentiating these approaches. While one of the approaches where no integration was essentially present was not difficult to discern from others, it was not so easy to differentiate between the other two. The researcher put forward the assumption that the difference was in holistic versus picking angle approach to integration. However, while for most cases this assumption held true it still did not allow to allocate some of the cases. Thus, later the assumption was refined and criteria related to change in practices and strategy with respect to CSR were added which helped to better aggregate the analytical codes into second-order codes. There were other examples where looking for negative cases significantly helped to refine assumptions and instigated analysis.

All these methods taken together helped to improve the validity/credibility of the research and increase the trustworthiness of the findings. In addition, several techniques were used to improve reliability/dependability. Since reliability/dependability can be described as consistency, “it suggests that the same thing is repeated or recurs under the identical or very similar conditions” (Neuman, 2014, p. 212). In qualitative research, reliability/dependability is generally achieved through consistency in the interviewing and analysis processes. Consistency in the interviewing process in this study was achieved with the help of an interview guide, which was applied in every interview to ensure that all the key themes pertaining to research questions were addressed. In addition, the pilot interviews helped to train the researcher in asking questions, and in so doing, enabled consistency in how the interviews were conducted.

Consistency in data analysis was first achieved through the verbatim transcription of every interview (Whittemore et al., 2001). Second, the usage of NVivo software helped to ensure consistency in coding each interview, making the analytical process more trackable (Bazeley & Jackson, 2013). The researcher kept all versions of coding to be able to track how the analysis was developed. In addition to NVivo, the researcher had a journal in which thoughts pertaining to data analysis were jotted down on a regular basis, which made the analysis process more transparent (Lincoln & Guba, 1985). The consistency of coding was also checked by retrieving each secondary-order code with the data ascribed to it and checking whether all the data matched the coding category (Lerman & Smith, 2016). The coding schemes were developed for each finding and presented in the Findings chapter enabling confirmability of the data analysis process. Finally, an independent researcher familiar with the topic was given 5 interviews randomly selected from the sample along with the secondary-order codes developed by the researcher and asked to code the interviews. The results coding were compared with the original coding. A high level of agreement with the original coding supported the accuracy of developed codes and consistency of the analysis. All these approaches helped to establish consistency of analysis and make the steps in analysis available for trial, thus increasing dependability and confirmability of the research.

In addition to the credibility, dependability, and confirmability of the research, the question of generalisability/transferability of findings should also be addressed. Generalisability is concerned with the relevance of findings from a particular research beyond the frames of this research (Lewis & Ritchie, 2003). This is an important concern as in most cases readers are not interested in findings strictly confined to particular sample or context. However, this is a concern which cannot be easily addressed by qualitative interpretive research due to its nature and design. Indeed, as was discussed above, interpretive research is interested in subjective experience and meaning-making, which are often strongly contextualised. Looking for rich data qualitative interpretive research does not pursue large randomised samples required for statistical processing of data but rather uses relatively small, often homogenous samples adequate to the purposes of the research. Because of the recruitment of the small, often homogenous samples, generalisation of the findings to larger population becomes virtually impossible (Lincoln & Guba, 1985; Shenton, 2004). Moreover, the qualitative researcher is interested in theorising beyond a particular sample or organisation, instead theorising about social behaviour and issues, which are exemplified by the studied sample or case (Baxter & Wai Fong, 1998). Though the findings of qualitative research cannot be generalised with the help of statistical procedures, they represent “the

range of views, experiences, outcomes or other phenomena under study, and the factors and circumstances that shape and influence them, that can be inferred to the research population” (Lewis & Ritchie, 2003, p. 269). This type of generalisation could be addressed with the principles of validity/credibility and reliability/dependability, which inform the reader to what extent the patterns identified and conclusions drawn reflect reality and can be trusted. Additionally, describing the sampling procedure and sample provide readers with some insight into the transferability of the research findings and conclusions to different contexts (Lincoln & Guba, 1985).

3.6. Ethical considerations

Ethical considerations have specific importance for qualitative research. The quest for rich data requires a researcher to have substantial personal engagement with their participants, which may create adverse effects for both participants and researchers (Lewis, 2003). To address the issues of ethics, the proposal for this research was first submitted for approval to the Human Ethics committee of the University of Otago and the ethical approval was granted on the 5th of September 2016 #16/121 (Appendix 7), showing the research was designed in a way to diminish possible harm to those taking part in it.

The formal written consent of participants was sought and received for each interview prior to it (each follow-up interview was also conducted with the prior written consent). To make sure that participants were well-informed about the study the researcher provided them with detailed information about research and offered the opportunity to ask any questions related to research before the interview. Some of the participants exercised this right and emailed the researcher questions concerning the interview, asking for more details; all of these questions were addressed. Furthermore, all participants were informed that they could withdraw from the research at any stage. This was done by some participants who were unwilling to answer follow-up questions. Searching of informed consent conveys to participants that their participation in the research is voluntary which in turn helps to avoid the issue of obligation and build trust (Lewis, 2003).

Participants were also assured of the confidentiality of the research; the researcher applied all efforts to keep participants unknown to any third party and ensured that none of the quotations used in the research could be attributed to a particular participant. The issues of confidentiality were important for this research as all the participants were working professionals discussing their experiences in their organisations, potentially disclosing confidential information. To protect participants from recognition their titles were changed to

generic titles rather than the titles specific to their organisations. Furthermore, if the name of the CSR programme was specific to the organisation it was replaced in the illustrative quotes by the generic name. Sometimes participants were sensitive about this, specifically stating during the interview that they were discussing information which could be considered confidential. In such cases, while the information was recorded, transcribed, and analysed, it was not included in illustrative quotes. More details of how the identity of participants, as well as research data, were protected could be found in Appendix 5.

3.7. Summary

In this chapter the methodological approach for this research was presented. First, the researcher's philosophical assumptions were discussed. This discussion showed how these assumptions informed the development of the research questions as well as the choice of the methodological approach and particular methods of data collection and data analysis. Next, the methodological approach was explained and justified in detail, with the methods employed in this research also described. Finally, the questions of research trustworthiness in terms of research credibility, dependability, confirmability, and transferability were addressed.

This research is largely informed by the relativist ontology, subjectivist epistemology, and viewed the relationship between humans and reality as socially constructed (Burrell & Morgan, 1987). In line with these philosophical assumptions, the research paradigm which was adhered in this research was defined as interpretive. The research was designed as qualitative and inductive in order to collect rich data pertaining to participants' experience and sensemaking of CSR-HRM integration. To collect data, 34 semi-structured interviews with 29 participants recruited from organisations with explicitly stated CSR programmes were conducted utilising homogenous purposeful sampling for participants' recruitment. Collected data were transcribed verbatim and analysed with the help of Gioia methodology. All efforts were made to improve the trustworthiness of the findings at the stages of data collection and data analysis by using some of the strategies recommended in the literature for qualitative research. The next chapter presents results of the qualitative interview data analysis.

Chapter 4: Findings

This chapter consists of four sections which present findings with respect to research questions. Section 4.1 addresses the first research question by presenting findings related to identification of approaches to CSR-HRM integration with section 4.2 providing further insights into how these approaches are formed by revealing various factors influencing this formation. Section 4.3 addresses research questions 2 and 3. It uses the lens of stakeholder theory to first delineate key stakeholder groups identified by HR managers with respect to CSR and then to ascertain whether the HRM practices aimed at employees—one of the most important stakeholder groups for the HRM function, change in the case of CSR-HRM integration. Finally, section 4.4 answers the fourth research question by describing the challenges the HRM function faces due to integration with CSR. This section employs a paradox theory perspective to glean insights into HR managers' perceptions of the tensions among the needs of various stakeholders and to analyse approaches used to accommodate these tensions. The chapter ends with the summary of the findings.

4.1. Approaches to CSR-HRM integration

4.1.1. Introduction

The SLR revealed that HRM is not uniformly engaged with CSR, with some researchers observing an absence of engagement or only partial engagement. This observation led to the first research question, which aimed to ascertain how participants perceived CSR-HRM integration in their organisations and saw HRM's involvement with CSR. Establishing the extent to which the HRM function engages with CSR was seen as requisite information for informing the identification of recognised HRM stakeholders connected to CSR responsibilities.

To answer this first research question participants were asked about their perceptions related to the involvement of HRM with CSR in their organisations, the importance of the CSR programme for the HRM function, and the integration of CSR goals, values, and principles with the organisation's HRM strategy and everyday policies and practices. Participants were also asked if they had observed any changes in HRM approaches ensuing from the integration of HRM with CSR.

The analysis of the policies and practices related to CSR, as well as perceptions about the links between CSR and HRM in participants' organisations, showed an absence of a single

unified approach to CSR-HRM integration. This is consistent with observations made in the literature. The analysis revealed three distinct situations, which will be described in detail in this section (Figure 9).

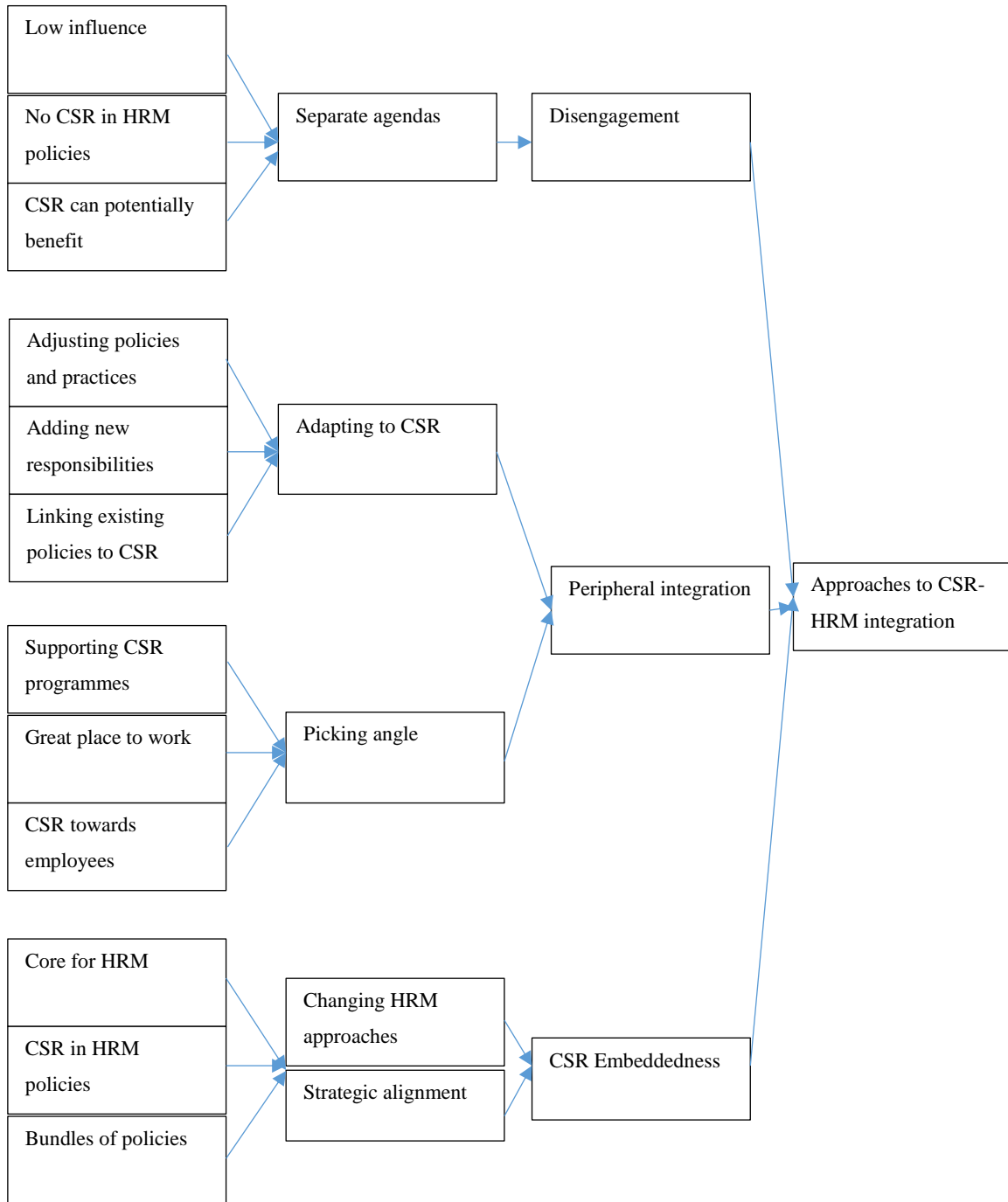


Figure 9 Approaches to CSR-HRM integration

4.1.2. Disengagement—non-responsiveness to CSR

Disengagement between CSR and HRM was observed in six organisations. In these six cases participants stated that although their organisations had a CSR programme, the HRM function had no involvement with it. For example, they stated:

I don't think there are areas in the business where it [HRM function] is really integrated [with CSR]. But I think it works (SHR-Retail).

Actually, honestly, it [CSR] is not something that I can say from the top of my head and I have a lot of involvement with (SHR-Real Estate).

Although three participants indicated that they were engaged with CSR and supported it, their engagement was neither specific nor nuanced to HRM—illustrated through such things as participation in volunteering for charities or reducing the usage of paper and/or electricity. Therefore, it was not considered to constitute CSR-HRM integration.

This group of participants also indicated that, in their organisations, the HRM function did not have any explicitly focused CSR-related policies or practices. For example:

We do not really have that agenda [in HRM], what is seen as CSR, responsibilities, those kind of things (MFHR-Engineering).

We have not actually developed anything [in CSR], which really can be stuck into HR (MHR-Airport).

Although all participants belonging to this group were specifically asked about HRM policies and practices often considered to be linked to CSR (e.g., employee well-being, work-life balance, diversity, and inclusion) (Gond et al., 2011), none perceived these to share a link with CSR, and instead considered these to singularly comprise HRM's remit. These interviewees commented as follows:

The reason we do it [support diversity] is because it is about, and I see your reposition, and it is really not CSR. You know, we want to be a diverse organisation because it is all about the overarching principles that lead up to diversity of thought (SHR-Real Estate).

I don't personally know [whether diversity agenda is related to CSR]. I mean we have to report on it and we have targets to increase our women in [Organisation], which is very hard (SHR-Natural resources).

When talking about the opportunities that CSR could bring to HRM, the majority of participants from this group agreed that HRM could potentially benefit from CSR, but they also confessed that they had not had a chance to observe these benefits due to their lack of involvement with CSR. Despite recognising the potential benefits of CSR-HRM integration, no one in this group indicated any need for them to be involved in CSR, nor did they want to be proactive in engaging with this agenda. They appeared instead to be waiting to be approached by either management or CSR practitioners for participation should this be required. This apathy towards CSR appeared to connote participants' own lack of interest in the pursuit of a CSR agenda in their organisation. The following quote is illustrative of the comments received:

I will find from our communication manager about that [CSR] and will just see how it goes and she will let me know when it's time for me to be more educated about it (MHR-Airport).

In sum, analysis of the interviews saw the emergence of a distinctive group, which was termed as disengagement in this study. This group is characterised by HRM having no involvement, formal or otherwise, with CSR.

4.1.3. Peripheral integration—business as usual

A second group, termed peripheral integration between CSR and HRM, emerged from the data. This group was the largest group, comprising 16 participants. This type of integration is characterised by CSR having some influence on the HRM function, its policies and practices, and by the willingness of those working in the HRM function to promote and help develop connections with CSR by adjusting HRM policies and practices, or by aligning HRM policies and practices with the needs of the CSR agenda. With the organisations classified as representing peripheral integration, CSR was not perceived by participants as comprising a critical component of HRM, nor was it seen to have a significant influence on strategic HRM decisions and choices. Rather, the HRM function was seen to be trying to adapt to the CSR agenda rather than having responsibility for introducing radical change. Similar to the disengagement group, the majority of participants in this group agreed that the CSR agenda of their organisations did not have a critical impact on the HRM function. Most did, however, acknowledge that the presence of the CSR agenda in their organisation had been responsible for prompting some changes and adjustments to their HRM activities. Responses representing this situation include:

Day to day I would not observe it [CSR] has a great impact [on HRM], but it has meant some new attention really that has been paid to some of our processes (SHR-Consulting).

So I think HR interlinks with it [CSR] and has a small influence but I would not say it dramatically influences what we do day to day (SHR-Production2).

All participants in the peripheral integration group were able to provide examples of the areas where CSR and HRM had formed links. Two key features common to peripheral integration were identified: (1) the adaptation at the level of practices, and (2) the tendency to select a particular focus of integration. Both these features reflect the partial nature of CSR-HRM integration in these organisations. These two features are now discussed in more detail.

4.1.3.1. Adapting to CSR

HRM practices appeared to be adapted to the needs and objectives that emerged from the CSR agenda. HRM adaptation to CSR was observed in three main ways. The first saw the adjustment of existing practices with respect to CSR objectives, principles, and values. The second concerned the addition of new responsibilities or practices with respect to CSR, while the third linked existing HRM practices or policies to CSR, recognising them as aligning and supporting the organisation's CSR strategy.

The adjustment of HRM practices with regards to CSR was represented by modifying existing recruitment, induction and training, remuneration, or/and internal communication practices in order to address certain CSR-related concerns and enable the achievement of the organisation's CSR goals. This adjustment saw the addition of CSR-related questions to candidates in interview guidelines, including CSR topics in induction processes and internal communication (both top-down (newsletters, town hall meetings) and bottom-up (suggestion schemes, engagement surveys, feedback forms)), providing CSR-related training for employees specifically involved in CSR, and including CSR-related questions or measures in performance management processes. Overall, the changes introduced in these organisations were not considered to be systemic in nature (necessitating wholesale changes in approaches or review of the whole policy), but rather these adaptations represented some amendments to existing practices in order to link them to organisational CSR goals and objectives.

In addition to adjustment, some HRM functions added new practices and/or took additional responsibilities with respect to CSR. This was mainly done to support an organisational community orientation and CSR goals directed towards communities. In so doing, the HRM functions in some organisations took responsibility for the arrangement,

coordination, and/or promotion of volunteering and charitable activities. Four participants stated that they included volunteering activities in their wellness and employment brand programmes, taking full responsibility for organising and managing them. Other participants stated that they took additional responsibility for administering volunteering programmes, ensuring that employees received sufficient time to perform volunteering activities and were informed about them as well as helping in their arrangement. For example, one participant explained:

In terms of corporate social responsibility, we begin to form a social club and at this moment most of that work is driven by my team in HR. We will have a social club forming in the next month. We will take a person for that role [in the HRM department] for full time and that role will be driving social events, community engagement events and essentially identify opportunities for the group to give back to the community (SHR-Real estate2).

In total, eight participants stated that they were, to some degree, involved in supporting volunteering or charitable events, arguing that they had a positive impact on the employment brand and were important for employees and candidates. This observation is in line with the literature which suggests that the HRM function has recently started to adopt additional responsibilities related to community involvement (e.g. Ulrich & Brockbank, 2016).

The last way to adapt HRM to CSR observed in this research revealed itself in the nature of linkages between established HRM policies and practices and the organisation's CSR programme; in these cases no adjustments to policies and practices was required. The literature identified several areas which could be viewed as overlapping between CSR and HRM (see for example, Gond et al., 2011; Sarvaiya et al., 2018), thus it was not surprising that some HR managers related diversity, employee well-being, and health and safety policies to CSR programmes. Participants stated that having these policies implemented in organisations supported organisational CSR goals. Moreover, when they existed, the HRM function did not need to apply specific efforts to support CSR as CSR goals were naturally supported by the existence of these policies. For example, one of the participants explained that she provided information on diversity, health and safety, types of contracts, and employees' participation in performance management discussions for the organisation's CSR report without any specific changes in the policies and practices related to these topics. In the same vein, living wage policy, existing training and career development practices aimed at employees' retention and progress with the organisation were viewed to be supportive to the organisation's CSR programme, providing the organisation with a sustainable workforce.

Here, one of the participants explained:

We want to make sure that we offer good development to our people, for example. That we can offer them opportunities for different types of experiences, projects, leadership. Because then they can have a basically sustainable growth with us, so you know, they don't feel that we have to leave just to get experience in some new technology or whatever it might be. But we are actually able to offer that to people, so I think that it definitely an implicit link [of CSR] with HR (SHR-Engineering I).

Using these examples, participants explained that already having HRM policies such as training and development, the living wage, or diversity meant they often did not need to apply any specific efforts to conform to CSR requirements or introduce any changes to HRM in order to connect with the CSR agenda. This situation again shows that HRM functions from the peripheral integration group tended to adapt to CSR rather than proactively review and change their HRM approaches in response to CSR needs.

Using a variety of different approaches to adapt HRM policies and practices to CSR, the HRM function was able to engage with the CSR programme without any radical changes in their own strategy and approaches. In doing so, it enabled compliance with the CSR agenda on the one hand, and continued with business as usual on the other.

4.1.3.2. Focused integration

A second distinctive feature of peripheral integration was evidenced in HRM's propensity to integrate with CSR from a certain perspective—effectively choosing the angle of CSR most pertinent to the HRM agenda and tasks. This finding is consistent with those authors who observed the HRM tendency to choose particular aspects of CSR for engagement as being indicative of a partial rather than a full integration (e.g. Alcaraz et al., 2017; Fenwick & Bierema, 2008).

Some of the participants indicated that they thought HRM was best positioned to support the internal dimension of CSR (i.e., CSR towards employees), while others tended to support the external dimension. Of those, some participants said that they mainly focused on supporting such things as charitable activities believing this to be the best way for CSR and HRM to integrate while others focused on the support of external organisational CSR objectives through recruitment, training, or/and performance management. In summing up, 11 participants were found to primarily focus on external aspects of CSR programmes (i.e., community and environment) believing that benefits for employees will ensue. The remaining five considered the CSR-HRM link mainly in terms of the organisation's responsibilities

towards employees and workforce sustainability stating that this focus will positively influence organisations. The following quotes depict these different foci respectively:

I guess for me here at [organisation] it means just operating in a way that supports our overall environmental management system (MHR-Consulting).

And we have our sustainability strategy and if you look at corporate social responsibility, sustainability is an element to that. But for us [HRM function] corporate social responsibility sits, we focus on the giving back aspect of CSR – what are we doing to support our community (SHR-Airport).

Corporate social responsibility for me is primarily focused on being the best that you can be for your employees. So that's to give them the employment now but the promise of the employment opportunity in the future, to have professional growth in the future, to have opportunities to possibly move overseas, to have a desire, to have those people to desire to bring their children into the business when the time comes (HRBP-Engineering).

Within these internal and external dimensions of CSR some of the HRM functions that formed peripheral integration with CSR appeared to be focused on a particular aspect for the CSR-HRM relationship. For example, one of the participants described her involvement in CSR as coming from only a diversity angle. Specifically, this saw her responsible for arranging and monitoring mentoring days for New Zealand schoolgirls to foster their interest in technical and engineering subjects with the aim of attracting more women in these areas. Five participants explained that the only area where HRM was connected to CSR in their organisations was volunteering and charitable activities.

Overall, peripheral integration between CSR and HRM was characterised by HR managers being more cognisant and having a high level of awareness of the CSR strategy and acknowledgement of the influence of the CSR agenda on HRM. The main approach to the development of the relationship between CSR and HRM was recognised as adaptation, whereby existing policies and practices were adjusted or linked and/or some new practices or responsibilities were undertaken in order to support organisations' CSR programmes. HR managers preferred to choose the aspect of CSR, which was considered to be more appropriate for HRM to support and did not strive to achieve strategic alignment between the two agendas; consequently, this type of CSR-HRM integration did not result in substantial changes in HRM approaches and decision-making.

4.1.4. CSR embeddedness—transformation

A third classificatory group identified in this study is the CSR embeddedness group. This group comprised seven cases. This group saw the integration between CSR and HRM occurring at the levels of both strategy and practice. In these cases CSR formed an important agenda for HRM, and it was integrated into HRM policies and decision-making. Notably, all participants represented in this group agreed that the CSR programme was considered to be important to HRM and that HRM was actively involved in CSR. For example, participants explained:

Ultimately, my job is to develop the people strategy that delivers on the business strategy and so far business strategy is driven by CSR, so it is ensuring that that [CSR] strategy is fitting to the people agenda (SHR-FMCG2).

I think CSR is becoming very relevant to the internal agenda of HR practitioners (SHR-Engineering2).

These participants considered the organisation's CSR strategy as relevant to all departments and to all employees in their organisations, and as influencing organisational activities and policy-making in various areas, including HRM. In discussing how HRM was related to CSR, participants in this group provided examples of the HRM policies reviewed and/or developed in conjunction with CSR and the enactment of the CSR strategy by the HRM function, demonstrating that the CSR programme influenced not only individual practices but HRM policies and strategic choices. For example, one participant explained that their organisation's whole recruitment policy was reviewed to ensure the organisation was able to achieve its diversity goals, which were seen as being connected to CSR. In this organisation interview panels had to always include female representatives, and job offers were not issued unless candidates from the targeted group (i.e., female) had been considered.

We did not start getting traction on the women in management unless we actually mandated and said recruitment will not create a letter of offer until you can prove that you have interviewed women. And we started asking questions and saying you need to make sure that on your panel you've got a woman so until we actually took a firm stance because trying to influence and appeal on a more softer basis was not having traction so we sought to make a shift and we've put in some more overt practices and basically mandated (SHR-Finance).

Some participants also provided examples of policies such as recruitment, diversity and inclusion, well-being, work-life balance, and performance management being specifically

designed to help organisations achieve their strategic goals in terms of corporate responsibility. Furthermore, it was found that HRM characterised by CSR embeddedness tended to create bundles of mutually supportive policies and practices with respect to CSR, thus providing a strong HRM system to support the organisation's CSR strategy. This provides some evidence to support a strategic alignment between CSR and HRM. In the previous example, the organisation not only changed their recruitment approach, but also started to emphasise the development of early talent, working alongside educational institutions to help them attract women and indigenous students into subjects where they were traditionally underrepresented, thus promoting the development of a diverse candidate pipeline. Moreover, the attraction of women in this organisation was supported by equal payment and work-life balance policies. In other organisations recruitment of women was supported by the provision of women leadership training as well as personal coaching to ensure that they get promoted as well. The following quote illustrates this approach:

I'm thinking about well-being of woman leaders, we have a whole woman in leadership programme. And we look at the future leaders and we put them on the programme, which is quite an intensive programme which is tended to really develop the leadership capability (SHR-Education).

In the same vein, participants described linking work-life balance policies to diversity policies to support inclusiveness. One of the participants explained:

I'm not comfortable just focusing on women in leadership, because it still feels exclusive. Whereas a natural dynamic is just to be an inclusive organisation, as inclusive as we are for our customers. Then you really start to work on what needs to be in our culture in our environment for us not only be seen to be inclusive but actually to be inclusive and to accept people for who they are. So we are in the process of reviewing parental leave policies, flexible working policies (SHR-Retail2).

Other participants described the relationship between recruitment policies, which looked for employees with CSR knowledge and competences, and performance management systems, which emphasised CSR objectives for each employee. Sometimes performance management systems were designed in conjunction with training and development to support internalisation of CSR goals and principles. In this case employees were required to go through CSR training, while performance assessment included scrutiny of employees' everyday behaviour with respect to CSR norms and values.

HRM functions, which demonstrated embeddedness of CSR, actively changed their HRM approaches to meet CSR goals and support CSR values and in so doing policies with a strong respect to these goals and values were formulated. Thus, unlike the approaches of disengagement and peripheral integration, the stance of participants from the CSR embeddedness group could be considered to be one of active engagement, with a focus on driving change in the organisation. Representative of this proactivity is that four of the participants stated that they were currently cooperating with other organisations to develop better CSR-related HRM policies and approaches, sharing their experience, learning from others, and developing benchmarks (see quotes below):

And you know [another organisation] are really fantastic in CSR space including diversity and inclusion and we've been talking to them a lot about what they do and how they do it and how we might copy some of the things that they knew particularly well (SHR-Retail2).

And then externally we partner [with respect to CSR] with the organisations which help us to build broader networks so for example we are a member of a women's organisation for women in supply chain and operational work (SHR-FMCG2).

Overall, the interviews revealed that CSR embeddedness in HRM was characterised by active incorporation of the CSR agenda into HRM strategy; internalisation of CSR goals, values, and principles; and the design of policies and new approaches to meet CSR requirements and expectations.

4.1.5. Summary

This section presented findings related to the approaches to integration between CSR and HRM. The data analysis revealed that there was no single approach to CSR-HRM integration described by the research participants. Rather, three distinctive approaches were observed with these ranging from disengagement between the two functions, to peripheral integration characterised by adaptation of HRM practices to CSR needs, and ending with strategic alignment between CSR and HRM and embedding CSR in HRM strategy, policies, and practices. These three approaches are summarised in Table 3 where exemplar cases and additional illustrative quotes from the interviews are also provided.

The findings support existing literature devoted to the CSR-HRM relationship which has highlighted the presence of various approaches to this relationship and existing difficulties in understanding how exactly CSR and HRM should be integrated and how the responsibilities between CSR and HRM should be divided (Fenwick & Bierema, 2008; Gond et al., 2011;

Sarvaiya et al., 2018). At the same time, acknowledgement of different approaches to CSR-HRM integration enabled investigation of the factors affecting the formation of these approaches, which will be discussed in the next section.

Table 3 Approaches to CSR-HRM integration

Approach to integration	Disengagement	Peripheral integration—adapting to CSR	CSR Embeddedness—strategic alignment
Number of cases	6	16	7
Description	<p>CSR and HRM are perceived as separate functions with separate goals and objectives, which do not require integration. CSR strategy does not have any impact on HRM everyday policies and practices, or on HRM strategic approaches. Either no or very low involvement of HR managers in CSR is observed. Involvement, if present, is evidenced in HR managers' personal participation in CSR activities, providing data required for CSR reporting, or supporting the CSR function in its communication with organisational leaders.</p>	<p>The CSR-HRM relationship is reflected in HRM consciousness of the organisation's CSR agenda and some level of involvement in it. HRM involvement is characterised by adaptation rather than strategic change, as the HRM function tries to adjust its existing policies and/or practices, or takes on some new responsibilities in order to support the CSR agenda. As a result, HRM approaches and policies are not changed with respect to CSR, rather they are altered to ensure alignment. CSR is considered to be one of the organisation's objectives which needs to be addressed in the HRM's everyday activities.</p>	<p>Alignment between HRM and CSR at the strategic level. Organisational CSR strategy informs HRM's strategic approaches and decisions, and provides the impetus for major reviews in HRM policies and/or the development of new policies with respect to the organisation's CSR strategy. HRM starts to play an important role in driving change with respect to CSR goals and needs. While supporting initiatives and adjustments, which were key themes in peripheral integration and can also be observed here, the main emphasis is on the strategic alignment between CSR and HRM. This ensures that organisations are responsible and fulfil their CSR commitments.</p>
Analytical codes	'Separate agendas'	'Adapting to CSR' (adjusting policies and practices; adding new practices or responsibilities; linking existing policies and practices) AND 'Picking angle'	'Strategic alignment' AND 'Changing of HRM approaches'
Exemplar case	<p>HRM and CSR exist in the organisation as separate functions without a strong expectation for high interaction and HRM involvement in CSR. HR managers perceive CSR and HRM as separate agendas and do</p>	<p>HRM function recognises the need to be aware of CSR and involved in it. CSR is still mainly perceived as being external to HRM, but the areas where CSR and HRM could interlink are identified.</p>	<p>The HRM function believes that integration with CSR is critical for HRM and a high level of HRM involvement is required.</p> <p>The HRM function strives to ensure that HRM activities are developed in line with</p>

	<p>not see a specific need for HRM to be involved. As a result, HR managers demonstrate a low awareness of CSR strategy, not seeing the value of CSR for HRM. The HRM function takes a passive approach to CSR expecting that, if needed, it will be informed and involved. Moreover, HR managers suppose that CSR involvement might add unnecessary workload to the already busy HRM function, so they prefer not to be engaged unless required and do not proactively interact with CSR.</p> <p>The only links which exist between CSR and HRM are either formal or not specific to HRM, that is, HRM provides some people-related information for CSR reporting and HR managers participate in CSR activities as organisational employees rather than as HR professionals (energy saving, sustainable printing, volunteering).</p>	<p>Involvement in CSR does not prompt any significant changes to HRM policies and strategic approaches. Rather, integration is at the level of practices and responsibilities of the HRM function. This means the HRM function adjusts some policies and practices to ensure they support CSR needs. For example, questions related to CSR knowledge, experience, or values of candidates are included in recruitment interview guidelines; CSR overview becomes part of induction training; CSR training is added to the training plan for employees closely involved in CSR or responsible for its implementation; CSR awards are developed to encourage employee participation; and/or some general practices get reviewed to be in line with CSR commitments (travel policy, printing practices).</p> <p>Additionally, HRM may develop new practices or take on new responsibilities in order to support CSR and they see themselves benefitting from the relationship. HRM may take responsibility for activities such as volunteering and charitable work, or mentoring programmes for community minority groups or retired people. These new practices and responsibilities are not necessarily based on HRM core competences, but the HRM function gets involved in them in order to support the organisation's CSR strategy and increase employees' engagement and satisfaction with their job in the organisation respectively.</p>	<p>the organisation's CSR strategy and reflect the organisation's CSR commitments. CSR values, principles, and goals are internalised by the HRM function.</p> <p>As a result it develops its strategy and designs its policies and practices in conjunction with the CSR strategy and what the organisation wants to achieve in the CSR space.</p> <p>HRM practices are not isolated, but rather whole HRM policies get influenced by CSR concerns. For example, the recruitment strategy is designed to ensure that the organisation hires employees who are capable and motivated to deliver its CSR promises and/or to ensure that the organisation fulfils its diversity commitments. The HRM function makes sure that these new policies are promoted at all organisational levels and touch all employees.</p> <p>Policies created with respect to CSR tend to be mutually supportive, thus bundles of policies with respect to CSR are created. For example, HRM does not only recruit a diverse workforce, but ensures that diversity concerns are included in training agendas for managers to decrease unconscious bias, and ensures development and promotion of a diverse workforce.</p>
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<p>Illustrative quotes from the interviews</p>	<p>So my kind of understanding is probably a little bit theoretical about sustainability. I know what the function of that role is and I know what the focus is, but day to day I don't get a lot of exposure or involvement with that (SHR-Real estate1).</p> <p>And I think if we did not have the CSR team, the HR team would still be strong. You know they are quite independent in a way. They are not really seen as linked either (SHR-Retail1).</p> <p>So I don't think it has changed [HRM in response to CSR agenda]. We certainly haven't in my five years done anything related to CSR (SHR-Natural resources).</p>	<p>It influences induction, so when people start we have them to go through environmental management system inductions. And other than that probably just to fix general kind of work practices in terms of, for example, printing (MHR-Consulting).</p> <p>We've looked at ways that we can cultivate that wellness for our team. And we suggested doing pro bono work, or doing our 'suits to gumboots day' (MHR-Legal).</p> <p>We [HR department] are kind of assisting our people that are being involved in their volunteer-type work to be able to do their volunteer work. And that's a real trickle-down effect of that (SHR-Construction1).</p> <p>I mean we provide medical insurance, we pay for the medical insurance of our staff and their families, I mean you could call later the</p>	<p>I do absolutely feel the HR function is needing to be aligned with what their companies are trying to achieve from the corporate social responsibility perspective. I think you will find the HR functions which are not aligned and surviving absolutely fine, because there is no expectation of that, but I think over the next five years we will see quite a transformation in this area. I think we will see organisations expecting HR to lead the way in many of corporate social responsibility initiatives (SHR-Education)</p> <p>So the sustainability of the HR function I think will need to evolve to demonstrate the value that it can add in the future through sustainability initiatives, CSR initiatives, which can be aligned with both the internal and external needs (SHR-FMCG1).</p>

		<p>corporate responsibility for the well-being of our people (HRBP-Engineering)</p> <p>And look, to be honest probably from my personal point of view I would say I haven't necessarily made that explicit link. But I think that it is always implied because where we are trying to look say at the whole of the person rather than person that turns up to work, so I think from that point of view yes, it is all about building sustainable employees that feel they are looked after what is going on in their life as well as what is going on at work (SHR-Engineering1).</p>	<p>You've got to be very consistent [as HRM] and people have got to see that the clarity of what you say [about CSR] and what you do [in HRM] actually does make sense (SHR-Engineering2).</p> <p>I'm not convinced that all HR think that CSR or sustainability that it's central to their role I personally do (SHR-Finance)</p>
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4.2. Factors influencing CSR-HRM integration

4.2.1. Introduction

The focus in this section is on identifying those factors, which influence CSR-HRM integration. Though identification of these factors was not initially included in the remit of this study, identification of the three approaches to CSR-HRM integration prompted further exploration of the differences existing among these approaches and the factors contributing to them. Support for this form of analysis comes from Sarvaiya et al. (2018) who state that there is a clear need to examine the contingencies affecting CSR-HRM integration as findings from such research may be used to facilitate HRM engagement with CSR. Thus, this aspect of the analysis addresses this need.

As discussed above, the first stage of data analysis revealed three distinct approaches to CSR-HRM integration ranging from disengagement and non-responsiveness to CSR, to peripheral integration between CSR and HRM, and then to CSR embeddedness. Identification of these approaches allowed the researcher to classify and combine the interviews into three groups so that further within-group analyses could be undertaken. This process saw the findings compared (second-order codes) between the groups to discern differences (Boyatzis, 1998). Next, the second-order codes were further aggregated into higher-order dimensions, with these capturing the essence of the processes underlying the identified differences (this is discussed in the section 5.4 of this thesis).

In line with the interpretive paradigm adopted in this study, the second stage of data analysis aimed to uncover the role of participants' perceptions and interpretations in the formation of different approaches to CSR-HRM integration. Indeed, previous studies, though rarely focusing on the factors affecting CSR-HRM integration, observed that HR managers' perceptions and attitudes to CSR, as well as some of the characteristics of the HRM function itself, influenced the nature and proclivity of how HR managers choose to engage with CSR. Thus, this study looked at how participants answered questions about their organisations' activities with respect to CSR, the importance of CSR programmes for organisations and the HRM function, the reasons for HRM engagement/non-engagement with CSR, the general role of the HRM function in their organisations, and factors they identified as having an impact on the HRM function. The analysis of the responses to these questions helped to delineate some features of the participants' sensemaking of CSR and CSR-HRM integration, and in doing so some insights into the micro-level contingencies related to the CSR-HRM integration process were able to be gleaned.

For the sake of comprehensiveness, at this stage the analysis of secondary data (information about organisations, their CSR programmes, and HRM functions available from public sources) complemented the analysis of primary data. The analysis of secondary data looked at several more external to the HRM function factors—factors not related to participants’ perceptions and interpretations. These external factors are attributed to the wider organisational context in which CSR-HRM integration occurs. The premise being that these factors could also account for differences in approaches to CSR-HRM integration. These factors comprise some organisational characteristics, characteristics of the CSR programmes, and the HRM function itself. The organisational characteristics assessed based on the secondary data analysis were: organisational size (large or medium and small), presence (local or international), industry (service or production), and commitment to CSR (production of CSR reports, communication of CSR on the organisation’s website, membership in CSR networks). Finally, with respect to the HRM function, the analysis looked at whether the whole team or a single manager was responsible for HRM in the organisation (this information came from organisations’ websites where possible and was cross-checked with participants during the interview). Both primary and secondary data were then compared, the key findings of which are now presented. The section starts with the presentation of some factors identified from the analysis of secondary data, with these factors then compared to the discussion by HR managers. In the Discussion chapter the lens of sensemaking theory is applied to analyse and synthesise the findings from this section.

4.2.2. Organisational size

Among the organisation-related factors, factors as industry, size, and organisational presence were analysed (Table 4). Previous research has identified the importance of some of these factors to CSR-HRM integration. For example, a study conducted by Sarvaiya et al. (2018) revealed that organisations from the service sector demonstrated stronger integration between CSR and HRM than organisations from production sector, explained by service organisations having a higher focus on social aspects of CSR, including employees. Moreover, Brammer and Pavelin (2006) have observed that larger organisations are more inclined to be involved in CSR and to disclose the CSR-related information. Similarly, Inyang (2013) pointed to the higher priority afforded to CSR in larger organisations. This increased attention and demand for CSR in large organisations needs to be operationalised and one of the ways this can be achieved is through the incorporating socially responsible practices into the design and delivery of the organisation’s policies and practices. Based on this idea, it seems plausible to

speculate that organisational characteristics such as industry, size, and presence will impact the nature of CSR-HRM integration.

Table 4 Organisation-related factors of CSR-HRM integration

	Disengagement group	Peripheral integration group	CSR Embeddedness group
Industry	Service: 4 Production: 2	Service : 10 Production: 6	Service: 3 Production: 4
Presence	Local: 2 International: 4	Local: 9 International: 7	Local: 3 International: 4
Size of organisation	Large: 5 SME: 1	Large: 9 SME: 7	Large: 7 SME: 0

The analysis of the available data did not allow the researcher to discern any significant differences among the groups with respect to their presence and whether they belonged to either the production or service industry, which might be attributed to a small sample size. In each group both local and international organisations from service and production were present. Moreover, participants did not allude to these factors while discussing their motivation to be engaged with CSR, meaning that these factors were not considered by them as important for making decisions about CSR engagement.

However, the size of the organisation appeared to be linked to the HRM propensity for integration with CSR to a greater extent. While both the disengagement and peripheral integration groups had participants from small and medium enterprises (SMEs) as well as large organisations, the CSR embeddedness group was only represented by large organisations. Importantly, six participants from the CSR embeddedness group emphasised that being a large size meant their organisations assumed higher responsibility to society, and this translated to all organisational functions, including HRM. For example, explaining why CSR was important, one of the participants stated:

As a large organisation we have an obligation to play a much bigger role (SHR-FMCG2).

Moreover, large organisations usually have HR functions represented by the team rather than by a single HR manager. All participants from the CSR embeddedness groups were team members rather than single professionals. Most participants from the peripheral integration group also belonged to HRM teams. Working in teams can provide the HRM function with some slack of resources required for engagement with CSR. Sarvaiya et al. (2018) noted that better resourced HRM functions have a higher propensity to be involved with CSR at a

strategic level. The presence of the HRM team in an organisation may signify better resourced HRM function. Thus, the findings from this study provide overall support for observations made in the literature that organisational size is related to CSR-HRM integration.

4.2.3. Nuances in CSR programmes

Sarvaiya and colleagues suggested that CSR programmes with an internal focus (CSR towards employees) may stimulate higher HRM engagement with CSR, while a solely external focus diminishes HRM's propensity to be engaged (Sarvaiya et al., 2018). Arguably, internal CSR (responsibilities towards employees and shareholders) is a familiar and relevant topic for HRM and HRM possesses a whole arsenal of instruments to support these responsibilities (e.g., well-being initiatives, training and development, and equality and inclusiveness approaches). Section 4.1 discussed how the HRM function often links these policies to CSR without any adjustments. To ascertain how an internal focus of the programme relates to HRM proclivity to engage with CSR, organisations' official CSR programmes as presented on their websites and/or in reports were analysed (Table 5) along with the perception of programme orientation by the representatives of the HRM functions (Figure 10).

In addition, organisational commitment to CSR emerged inductively as an important theme from the analysis of the interviews and prompted further investigation using organisational publicly available CSR communication. As presence of a CSR programme in an organisation was one of the essential criteria for selecting participants, the analysis looked at the breadth of CSR communication as proxy to commitment. In particular, it was supposed that the presence of different means of CSR communication might reflect the strength of an organisation's commitment to CSR. It was posited that organisations highly committed to CSR would have CSR reports in addition to website information and/or would be members of sustainability/CSR communities placing the information about own CSR programmes on the websites of these communities.

Table 5 The nature of CSR programmes

	Disengagement group	Peripheral integration group	CSR Embeddedness group
CSR programme on website	5	16	7
CSR report	4	9	4
Sustainability network membership	1	4	0
Organisational CSR commitment as perceived by participants	Mentioned only by one participant	Majority of participants stated that CSR was a business priority	All participants identified CSR as a strong corporate agenda and mentioned a high commitment by top management to CSR
CSR programme's focus	External: 1 Internal :1 Dual: 4	External: 7 Internal: 0 Dual: 9	External: 3 Internal: 0 Dual: 4
Focus of the CSR programme as perceived by participants	All participants perceived orientation of the CSR programme at external stakeholders	All participants perceived orientation of the CSR programme at external stakeholders	All participants perceived holistic orientation of the CSR programme, including both external and internal dimensions

4.2.3.1. Orientation of the CSR programme

Analysis of the publicly communicated CSR programmes of the organisations from which participants were recruited did not allow for any conclusions to be drawn about the relationship between the organisation's CSR focus declared in organisational public communication and the approach to CSR-HRM integration. Nevertheless, analysis of the interview data revealed that participants from different groups interpreted organisational CSR programmes differently (Figure 10). While participants from the disengagement and peripheral integration groups emphasised the external orientation of CSR in their organisations (meaning that the main objective of CSR was to meet the needs and expectations of external stakeholders such as communities), participants from the CSR embeddedness group viewed the CSR programmes of their organisations more holistically. All participants from this group clarified that the CSR agenda in their organisations was broad and provided examples of how it was enacted in different dimensions (environment, community, customers, employees, shareholders, etc.). They illustrated what organisations

were doing towards the natural environment such as responsible sourcing, waste reduction, or developing 'green buildings'; towards communities such as support of indigenous people, providing fresh and affordable food, and access to services; towards their shareholders by ensuring organisational profitability and continuity; and towards employees by promoting diversity, work-life balance, and well-being. In summarising organisational CSR agenda, participants indicated various aspects of it as being equally important for the organisation. The following quotes are illustrative of the differences in perception of CSR programmes:

This company here I think they care for the wider community and it's greater in this company because we have a policy in place we take care of our wider community and we are doing things like that (MHR-Airport) – Disengagement group

It's about sustainability of our environment, sustainability of the workforce, sustainability of our customers, sustainability of our business (SHR-FMCG1) – CSR embeddedness group.

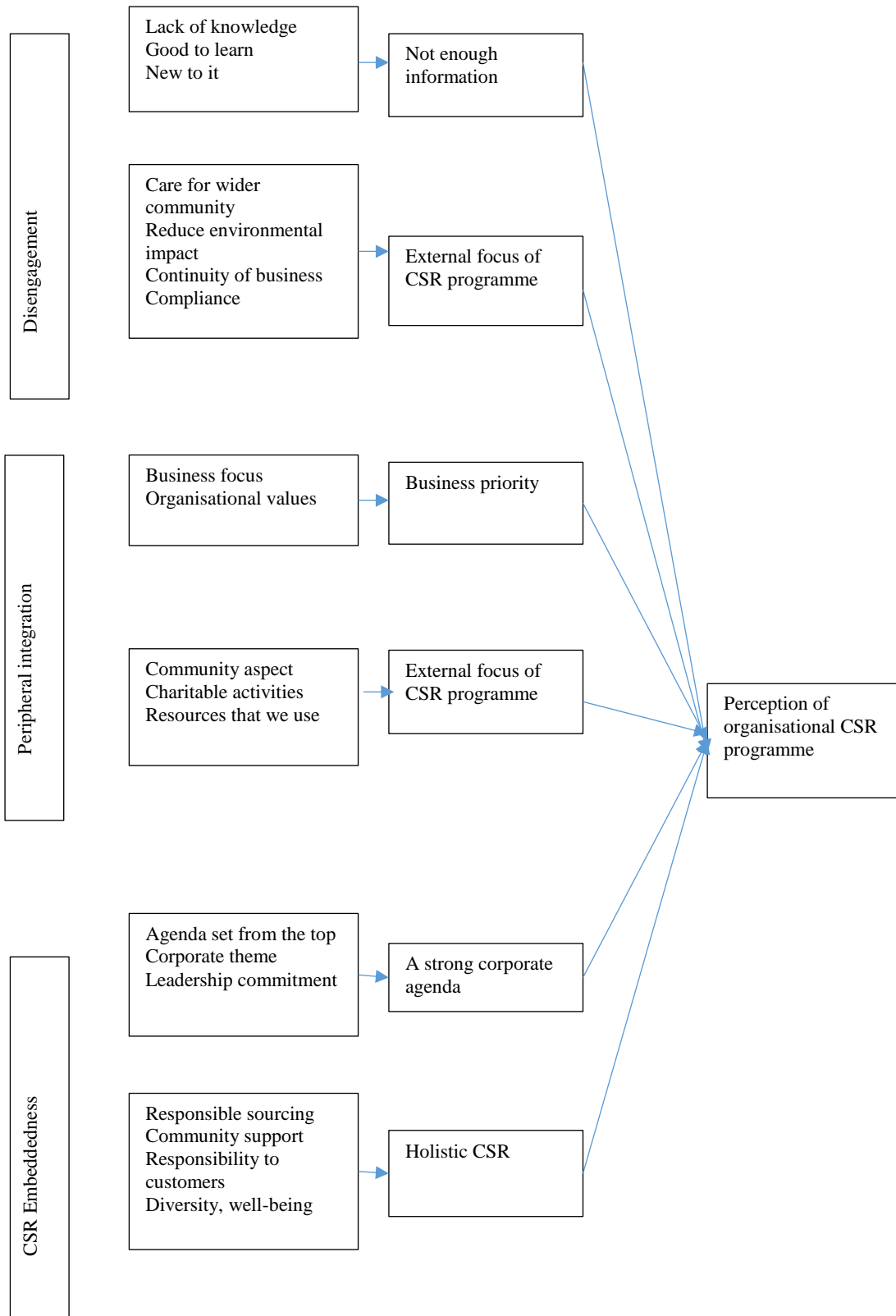


Figure 10 Nuances of CSR programmes

In addition, all participants from the CSR embeddedness group, while describing the CSR programme of their organisations, mentioned that employees were the focus of the programme; that is, these organisations considered their responsibilities not only to the environment, communities, and shareholders but to employees as well:

The first circle [of our sustainability programme] is about our people, so we need to make sure that we are going to retain and keep our people, so that means that the employment is sustainable at [organisation] (SHR-Construction2).

And then the final element [of CSR programme], which HR plays more strongly, is in the diversity and inclusion space (SHR-FMCG2).

The articulation of the internal dimension of CSR served as a stimulus for HRM's involvement in CSR (Sarvaiya et al., 2018), fleshing out the requirement for the HRM function to play its role in CSR. This shows the need for proper communication and management commitment to the internal dimension of CSR if the HRM function is to be engaged.

4.2.3.2. Organisational commitment to CSR

With one exception, all organisations had CSR programmes mentioned on their websites (the one organisation that did not mention their CSR programme on their website was selected for this study because it is a part of the New Zealand Sustainable Business Network (NZSBN), with the information about its CSR initiatives on the network's website). Further, some of the organisations had formal CSR reports or CSR was reported on as a part of the organisation's annual reporting scheme. Some were also part of the NZSBN, posting CSR information on the network's website. The data in Table 5 shows that at the time of the interviews more than half of the organisations from each group used more than one resource to publicise their CSR programmes, thus publicly expressing the organisation's commitment to this programme. However, the perception of organisational commitment to CSR by the participants was found to be different across the three groups (Figure 10).

It was found that participants from the disengagement group did not see the CSR programme as an important organisational priority (all but one of the participants demonstrated low awareness of their organisation's CSR programme and no one mentioned whether the programme was important for their organisations). Contrary to this, participants from the peripheral integration and CSR embeddedness groups clearly viewed CSR as an organisational business priority. The following quotes are illustrative of this perception:

I think that our whole business focus is all around corporate social responsibility and charitable [activities] (MHR-Healthcare).

We've recently hired our CSR manager and since then we are focused, so we've had CSR here for a while, but we've got even more focus on it now (MHR-Retail).

In the same vein, all participants from the CSR embeddedness group highlighted that in their organisations, CSR was important for the whole organisation, each function, and all employees. Moreover, participants from this group perceived a strong leadership commitment to CSR. All participants from this group emphasised the top-down approach to CSR meaning that CSR strategy cascaded down from the top management level. Additionally, participants stated that top management demonstrated strong interest, commitment, and dedication to CSR. For example, in explaining what made CSR strategy successful in their organisation, one of the participants stated:

Leadership commitment and a real belief that it's important and it's not just a tick box exercise. Also focus from the board [of Directors]—we have a sustainability committee on the board and have got a charter which very clearly defines what the expectations are (SHR-FMCG1).

The perception of CSR, as an organisational priority, acted as a key driver for prompting HR managers to consider ways in which CSR could be integrated into HRM policy and practice. As compared to participants from the disengagement group, some of whom argued that CSR was part of the business rather than the HRM agenda, participants from the peripheral integration and CSR embeddedness groups stressed that CSR, as an organisational priority, required HRM to pay attention to it and to ensure that relevant policies and practices were supportive and aligned with the CSR agenda. All participants from the CSR embeddedness group explained how important the CSR programme was for the whole organisation, forming one of the core corporate strategies, which informed other strategies, policies, and practices including those related to HRM. This is reflected in the following quotes:

So we believe that good corporate social responsibility is both an obligation of all corporations but also it's especially important for us, because we are very intertwined with New Zealanders' lives (SHR-Engineering2).

And I think in calm times you want to be part of organisation, you know, that is socially responsible from a corporate perspective and I think in uncertain times the importance of CSR becomes even more hyphenated. And that leads the company (SHR-FMCG2).

The internal perception of a strong organisational commitment and a strong personal commitment from the leadership was found to be different across all three groups, with stronger perceived levels of commitment by HR managers being related to a stronger engagement with the CSR agenda.

Overall, analyses of the interview data showed that perceptions of CSR as an externally-focused programme were related to the formation of either the disengagement or peripheral approaches to CSR-HRM integration. At the same time, perception of the holistic nature of the CSR programme constituent of both external and internal dimensions was associated with the CSR embeddedness in HRM. These findings support the previous findings by Sarvaiya et al. (2018) who concluded that an external focus of the CSR programme may inhibit integration between CSR and HRM. Further, together with the analysis devoted to CSR commitment, the findings from this research highlight the important role internal perceptions about CSR by organisational actors play in ensuring CSR-HRM integration. Whereas, publicly, an organisation may be viewed as committed to CSR and concerned with various CSR dimensions, internal perceptions can vary and have a stronger influence on the extent to which the HRM function integrates with CSR.

4.2.4. Perception of demand, benefits, and possibilities for integration

The literature review highlighted that an HR manager's perception and interpretation of the reasons for CSR-HRM integration or, alternatively, the lack thereof, can impact their proclivity to be involved with CSR (Fenwick & Bierema, 2008; Harris & Tregidga, 2012; Zappalà, 2004). The findings from this study provide further support to this observation. Perception of demand for CSR, benefits which organisations and HRM functions can reap from CSR, as well as the recognition of the role HRM can play in CSR were found to be linked to the HR managers' propensity to integrate. See Figure 11.

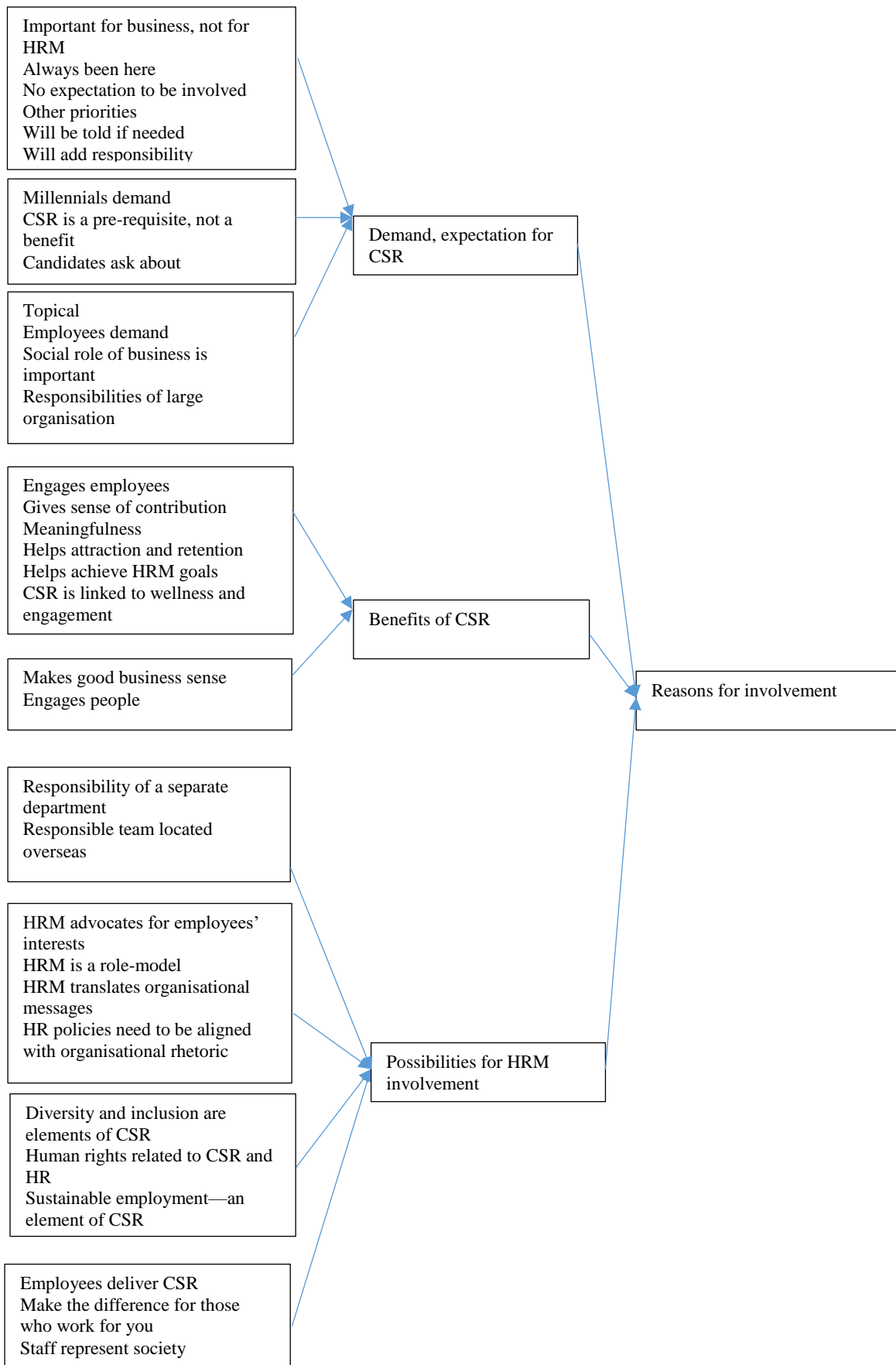


Figure 11 Reasons for involvement

It was found that participants from the disengagement group did not perceive any expectation or demand for being engaged with CSR and consequently did not consider CSR to be important for the HRM function. They conceded that they did not feel any pressure to be engaged with CSR and perceived it to be the responsibility of a separate functional area or the top management of the organisation. Moreover, some participants were not sure how the HRM function could/should engage with CSR and what its actual role could/should be in this regard. For example:

And we have a sustainability team based in Australia. So that side of the business is really managed by that team (SHR-Real estate1).

They [the head office in Europe] do not include us as a subsidiary into it [CSR] yet (MHR-Engineering).

You know, for us, for a retailer, a lot of we do from an environment point of view and the products we import, so it's what we're buying and how we are packaging it, what kind of freights we use and all of that sort of thing, so HR can't influence that in the same way as a CEO can (SHR-Retail1).

This perceived lack of demand and expectation, as well as lack of clarity with respect to the HRM role in CSR, created low motivation for the HR managers to be engaged. This lack of motivation was further enhanced by identification of other reasons for non-involvement such as increased workload or presence of other priorities. One of the participants explained:

I think the challenge is obviously it's just a workload that might come with that and sometimes the expectations of how and what role HR might play in some of those things (SHR-Real Estate1).

Unlike participants from the disengagement group, participants from peripheral integration and CSR embeddedness groups were able to indicate reasons that motivated their engagement with CSR. These reasons comprise perceived demand for CSR, benefits coming from it, and belief that the HRM function was well positioned to support the CSR programme.

First, participants from both groups recognised a strong social demand for CSR. This demand came from existing and prospective employees. Participants explained that employees and job candidates were asking about the organisation's CSR programme, stating that organisations without CSR programmes were considered to be less attractive to candidates and less able to motivate existing employees. For example:

We do need to make sure that we are explicitly saying what we are doing [in terms of CSR] to make sure that we are still attractive to the new generations coming through (SHR-Engineering1).

In addition, participants from the CSR embeddedness group emphasised the expectation of larger society for organisations to have CSR programmes. Providing examples of the organisations' and HRM CSR-related policies, four interviewees stated that they were developed in response to social expectations. The following quote illustrates this perception:

There is a rise in social awareness that we need to do more about this [support of the victims of family violence] (SHR-Finance).

These examples illustrate that participants from the peripheral integration and CSR embeddedness groups perceived CSR as being of high importance for their organisations, which created the sense of criticality and urgency for this agenda, attracting HRM attention to CSR, and prompting action through integration. Three participants from the embeddedness group went so far as to view integration with CSR as a necessary condition for the further development of the HRM function. These participants predicted a growing demand for CSR-HRM integration in the future and the requirement for the HRM function to be able to add value to organisations through this integration. Thus, the need for proactive engagement to avoid becoming laggards was emphasised. Here, one of the participants explained:

We would not have combined those two functions [CSR and HRM] if we did not believe that it was not important for the next step of the evolution of HR given all of the other changes that are happening in operational HR activity like the digitalisation of transactional activity for example (SHR-FMCG1).

Participants from the peripheral integration and CSR embeddedness groups recognised the benefits of CSR for HRM and organisations. They deliberated that CSR had started to play an important role in the employment brand of organisations. It was viewed as enabling attraction, retention, and engagement of employees, as well as positively influencing employees' well-being and creating meaning of work. This view of the participants is supported by the wide array of literature arguing that CSR yields positive results for the organisational employment brand influencing employee attraction (Albinger & Freeman, 2000; Duarte et al., 2014; Greening & Turban, 2000), as well as engagement and job satisfaction (Bayoud, Kavanagh, & Slaughter, 2012; Ferreira & De Oliveira, 2014; Valentine & Fleischman, 2007). Speculating on what motivated the HRM function of their organisations to be engaged with CSR, participants stated:

I'm trying to say that CSR is really important in that context [employment brand] as it forms a part of the employee life now, it forms a part of your life and people simply expect it to be a part of the business life as well. They expect business to take care of the community they work in, they expect business to care of the people they work with, and if business fails to address this, most people will move on. Or worse—there will be disengagement state which is even more damaging (SHR-Real Estate2).

Giving back is one quarter of our wellness strategy. The giving back part of our wellness strategy is also a part of our CSR framework (SHR-Airport).

In addition to perceiving CSR as important for the employment brand, participants from the embeddedness group agreed that CSR had a general positive effect on business, influencing its reputation not only with employees, but communities and customers as well. They cited this as a reason for HRM attention to the CSR programme and its propensity to engage with it. For example, some of the participants discussing the importance and criticality of CSR for organisations explained:

I think it [CSR] brings us closer to the consumer and what the community wants (SHR-Retail2).

One of key outcomes of CSR strategy is improving corporate reputation of the business (SHR-FMCG1).

Finally, participants from the peripheral integration and CSR embeddedness groups believed that the HRM function had the capability to support CSR. Participants explained that occupying a unique position in organisations meant that the HRM function served as a lynchpin between managers and employees, translating needs, interests, and expectations related to CSR both top-down and bottom-up. As a result, the HRM function was viewed as one which had necessary competences to facilitate CSR implementation in organisations and made sure that CSR initiatives developed by management or specialised departments were getting traction. Moreover, the HRM function was considered as being able to communicate employees' CSR-related needs and requirements to management. With regards to this, participants explained:

...and then being able to get people to contribute in our community programme and also to be able to make suggestions, so having an environment where we do encourage participation. And I think that is an expectation of what people put on HR of that driving and creating that culture (AHR-Hospitality).

So, if some of the employees want to run some of these [CSR] initiatives they often come through us to help organise and arrange and do some of the communications around that (SHR-Engineering1).

Participants from the CSR embeddedness group recognised additional perspectives from which the HRM function could engage with CSR. They discussed three different employee roles related to CSR: stakeholders/recipients of CSR initiatives, executors of CSR strategy, and representatives of society. Recognising these roles, they argued that the HRM function could develop policies and practices to address them. This is evidenced in the following quotes:

It's much easier I guess [when you integrate CSR and HRM] to align the specific initiatives that you develop within the organisation to make the difference for those who work with you (SHR-FMCG1)—Employees as recipients of CSR

You are not going to deliver your CSR responsibilities without people actually doing something. People you hire they contribute directly to your ability to do your CSR agenda (SHR-FMCG2)—Employees as executors of CSR strategy

So, it is very important for us to make sure that our people are going to be feeling well, because if they are feeling well, they are well at home and if they are well at home they create a better family environment and therefore, this is how we impact the community positively (SHR-Construction2)—Employees as representatives of society.

Identification of these three roles appeared to not only strengthen the requirement and expectation for the HRM function to integrate with CSR, but highlighted several ways in which this integration could be enacted, enabling the development of a variety of CSR-related policies.

Overall, the data suggest that HR managers may not engage with CSR if they do not perceive any demand for being involved, do not recognise any benefits of integration, and fail to see the role the HRM function might play in CSR. When they perceive CSR as demanded and beneficial, and recognise how they can support it, they show higher proclivity to integrate HRM with CSR.

4.2.5. HR managers' identity

Harmon et al. (2010) have noted that lack of competences might be one of the reasons for a low level of HRM engagement with CSR. This observation indicates that to be able to meaningfully engage with CSR, HR managers need to not only see integration as required and

desirable, but also be prepared for this integration. This study revealed some of the factors related to the HRM function and HR managers, which impacted on this preparedness. Key, among these factors, were perceptions connected to the role of HRM in organisations (administrative versus strategic partner) and HR managers' openness to external environment.

It was found that participants from both the disengagement and peripheral integration groups described the HRM function's role in their organisations as mostly administrative and transactionally-oriented. This emphasised HRM's involvement in everyday activities and the support, which this function provided to business and line managers in terms of recruitment, training, remuneration, performance management, and the disciplining of employees. The following quotes are illustrative of this perception:

Operationally we are generally just supporting managers with their teams if they got queries. A lot of it like I said quite transactional. We changed about 20 months ago from a portfolio model to basically help-desk model and the queries come in and are just shared [based] on who has got capacity, so some of our ability to input on that more strategical wider components are not there in the same way (SAHR-Healthcare).

In general, we are seen to take care of all of the Human Resource aspects of the organisation. So, we look after the remuneration and the benefits, we look after the induction and the training of people, we look after the management of issues that people have. We just look after everything that has to do with the people of the organisation (SHR-Consulting).

In addition, 10 participants from the peripheral integration group discussed the importance of the employee champion and advocate role in their organisations, generally stating that taking care of employees' needs and engaging employees had a trickle-down effect on business and customers. They actively discussed the importance of employee engagement for organisational performance and how the HRM function assisted that. For example:

We do really do a lot of work around looking after our employees in a broader sense. And we want to be a very people-focused, so from that point of view we do a lot of stuff other organisations of the similar size may not be able to do (SHR-Engineering1).

However, the strategic partner role was rarely evidenced by participants from both the disengagement and peripheral integration groups. Interestingly, only three participants from the peripheral integration group described themselves as strategic business partners.

This can be contrasted with participants from the CSR embeddedness group where their own role in organisations as strategic business partners was strongly emphasised. They stressed result-orientation and the HRM role in helping the organisation to achieve its objectives, deliver high performance, and to stay competitive. The following quotations illustrate this view:

I think it is [the role of HRM] to partner with the business leaders to deliver a people strategy aligned with business strategy and to deliver the people agenda (SHR-FMCG1).

So for me, a great HR thing is understanding the business: what is performing, what is not performing and then what needs to be tweaked from a people perspective to maximise the performance of the business (SHR-Retail2).

Thus, the strategic partner role in organisations was found to be more closely linked to higher levels of CSR-HRM integration, while the administrative role was linked to either disengagement or peripheral integration.

In addition to differing perceptions connected to their own role in organisations, participants differed in how they perceived the impact of the external environment on HRM. This feature was labelled as ‘Openness to the external environment’ in this study. Here it was observed that while some participants believed that HR managers should be sensitised to events happening outside organisations (since these events have ramifications for the HRM function and how it operates), others did not perceive the organisation’s external environment as having any influence on HRM.

The openness to the external environment is deemed important to CSR-HRM integration for several reasons. First, CSR can be considered to be a socially-driven concern with both society and government demanding organisations to become more socially responsible (Moir, 2001; Smith, 2003). The general openness of HR managers to the events happening in the external environment might sensitise them to the demand for CSR. Second, openness permits HR managers be more interested in the needs and interests of external organisational stakeholders, perceiving the relevance of the external CSR agenda to HRM, and prompting HR managers to look for ways to support it.

The data analysis suggests that representatives of the disengagement group demonstrated a strong internal orientation, which was recognised through discussing events, which influence the development of the HRM function. These participants articulated the strong

impact of internal events (e.g., change of management) on the HRM function, barely mentioning any external drivers.

Participants from the peripheral integration and CSR embeddedness groups showed a higher openness to the external environment. Almost all participants acknowledged the important role the external environment plays in the development of the HRM function and the effect of external events on its change. While some of the interviewees discussed environmental changes which influenced HRM more directly (like changes in legislation, technological changes which were adopted in HRM everyday activities (implementation of human resource information systems), or the global financial crisis which resulted in budget constraints for recruitment or training), others gave examples of more subtle trends that did not have an immediate effect on HRM. Among these trends were, for example, demographic changes and the need to adapt to the requirements of the aging workforce, or millennials coming to the job market with the expectation of flexible work arrangements, higher demands in development, and preparedness to use technology. See the following quotes:

I think the working styles change so, for example, in my generation we want to work more flexibly, there is all that sort of focus on work-life balance which is really strong this time for my peers and me. So you need to tailor [your practices] to motivate this your new workforce. So I think that is the key pressure (MHR-Legal).

So, with the advances in technology etcetera, there is less requirement for some of the more manual routine jobs so we have seen them gone by and more relying on technology. Which also results in a need to have more flexible working programme pool and also facilitate flexible working, because you can leverage technology to do that (SHR-FMCG1).

The environmental cues highlighted by the participants from peripheral integration and CSR embeddedness group were recognised as those calling for proactive engagement in order to be prepared and prepare organisations for these new realities. This demand for the HRM function to be prepared for the future and be able to drive change, rather than follow the organisation's direction, was emphasised much more by the participants from the CSR embeddedness group than by participants from the peripheral integration group. The following quotes illustrate this perception:

I also noticed that the pace of change has increased, the role of HR as change agent has heightened and willingness to help drive a greater sense of what change is and how it is important and what we need to do to prepare organisations to dealing with the future

changes in the industry and also so much with changing of customer expectations (SHR-Finance).

Thus, the strategic business partner role, openness to the external environment and change, supported by low conformity and high achievement values were more associated with CSR embeddedness, while the administrative role and an internal focus were found to be more prevalent with CSR-HRM disengagement. The peripheral integration group was found to combine administrative and employee champion roles with openness to the external environment.

4.2.6. Summary

This section looked at different factors, which were related to the three approaches to CSR-HRM integration during the first stage of data analysis. The factors were analysed at two levels: organisational and individual. Overall, analysis of the factors pertaining to participants' demographic characteristics revealed the limited ability of this research to draw any clear differentiation between the groups based on these factors, which may be attributed to the small sample size of this research. However, in line with the interpretive paradigm adopted in this study and based on the comparison of some organisation-related factors, in conjunction with the participants' perceptions and interpretations thereof, it can be argued that how organisational actors make sense of these factors has an influence on CSR-HRM integration, moreso than do organisational factors per se. This research identified (1) perception of the nuances of organisational CSR programmes, (2) identification of the reasons for integration by HR managers, and (3) the nature of the HRM function and HR managers' characteristics to be related to HR managers' proclivity to engage with CSR. In addition, organisational size and the perception of responsibilities within large organisations were also found to be related to the formation of CSR-HRM integration.

However, it should be acknowledged that the identified factors do not comprise an exhaustive list of factors, which may play role in CSR-HRM integration due to the nature of the research and its focus on the experience of participants and their perspectives. Some other factors not identified within the frames of this research such as regulations, standards in the industry, activities by key competitors, and recommendations coming from professional HR associations may also significantly influence CSR-HRM integration and while outside of the scope of this study, these deserve further investigation in order to support and promote HRM engagement with CSR.

4.3. HRM stakeholders with respect to CSR

4.3.1. Introduction

Using the lens of stakeholder theory, this section describes the findings related to HRM stakeholders, answering the question of whom HR managers consider to be HRM stakeholders with respect to CSR. It discusses the policies and practices developed by the HRM function to meet the needs of these stakeholders with respect to CSR-HRM integration. This analysis aims to develop understanding of whether HRM has been called upon to contribute differently than in the past in response to organisations' adoption of broader CSR objectives, and its recognition of obligations to a broader range of stakeholders. The analysis also looks at whether the new environment has led to changes in HR functions, policies, or 'philosophies' specifically to recognise CSR obligations to employees as a stakeholder group. To answer these research questions participants were asked about (1) their HRM policies and practices associated with their organisation's CSR agenda; (2) whose needs and interests these policies and practices were designed to meet; and (3) whom they viewed as HRM key stakeholders related to their organisation's CSR agenda. During this line of questioning it was noted that while participants often experienced difficulties trying to identify the key HRM stakeholders with respect to CSR, they were more readily able to articulate how specific CSR-related policies and practices related to different stakeholder groups.

The section is divided into two parts. Part one describes the key HRM stakeholder groups identified with respect to CSR and delineates key HRM responsibilities towards these stakeholders; it also provides examples of policies and practices operationalising these responsibilities. The second part offers a more refined analyses centred on employee-oriented HRM policies and practices (employees being a key HRM stakeholder), drawing comparisons between the disengagement and CSR embeddedness groups—these two groups essentially representing the two opposing anchors on the CSR-HRM integration continuum.

4.3.2. HRM stakeholders with respect to CSR

Three key HRM stakeholder groups were identified with respect to CSR, two of which - organisations and employees - can be seen as traditional stakeholders for the HRM function. Therefore, it was unsurprising that participants most often mentioned these two groups with respect to CSR. Community was the third stakeholder group identified. In addition to community some of the participants considered other external stakeholders as relevant to the HRM function with respect to CSR. Among these external stakeholders were NGOs and charitable organisations, with which the HRM function had to work to arrange volunteering

programmes; the State was also mentioned as an HRM stakeholder. These stakeholders were not as salient to participants as the first three groups and were consequently discussed by only a few participants. In the following section, responsibilities to each stakeholder group will be discussed along the HRM policies and practices operationalising these responsibilities.

4.3.2.1. Organisation as an HRM stakeholder—supporting the CSR programme

The organisation was found to be one of the key HRM stakeholders with respect to CSR mentioned by almost all participants. Nearly all of these participants indicated that the HRM function had a responsibility to support the CSR programmes in their organisations. Participants stated that the HRM function supported the CSR programme by (1) facilitating its delivery, and (2) ensuring that HRM policies, practices and communications were aligned with the principles, values, and goals espoused by the CSR programme. Facilitation of the delivery of CSR programmes was supported by ensuring that employees have the requisite abilities and knowledge to participate in CSR, fostering their motivation, and creating opportunities for participation. Alignment of HRM policies and practices with CSR was achieved through revision of some existing policies as well as developing new policies, which reflected and supported CSR principles, values, and objectives. The coding scheme for this analysis is presented in Figure 12.

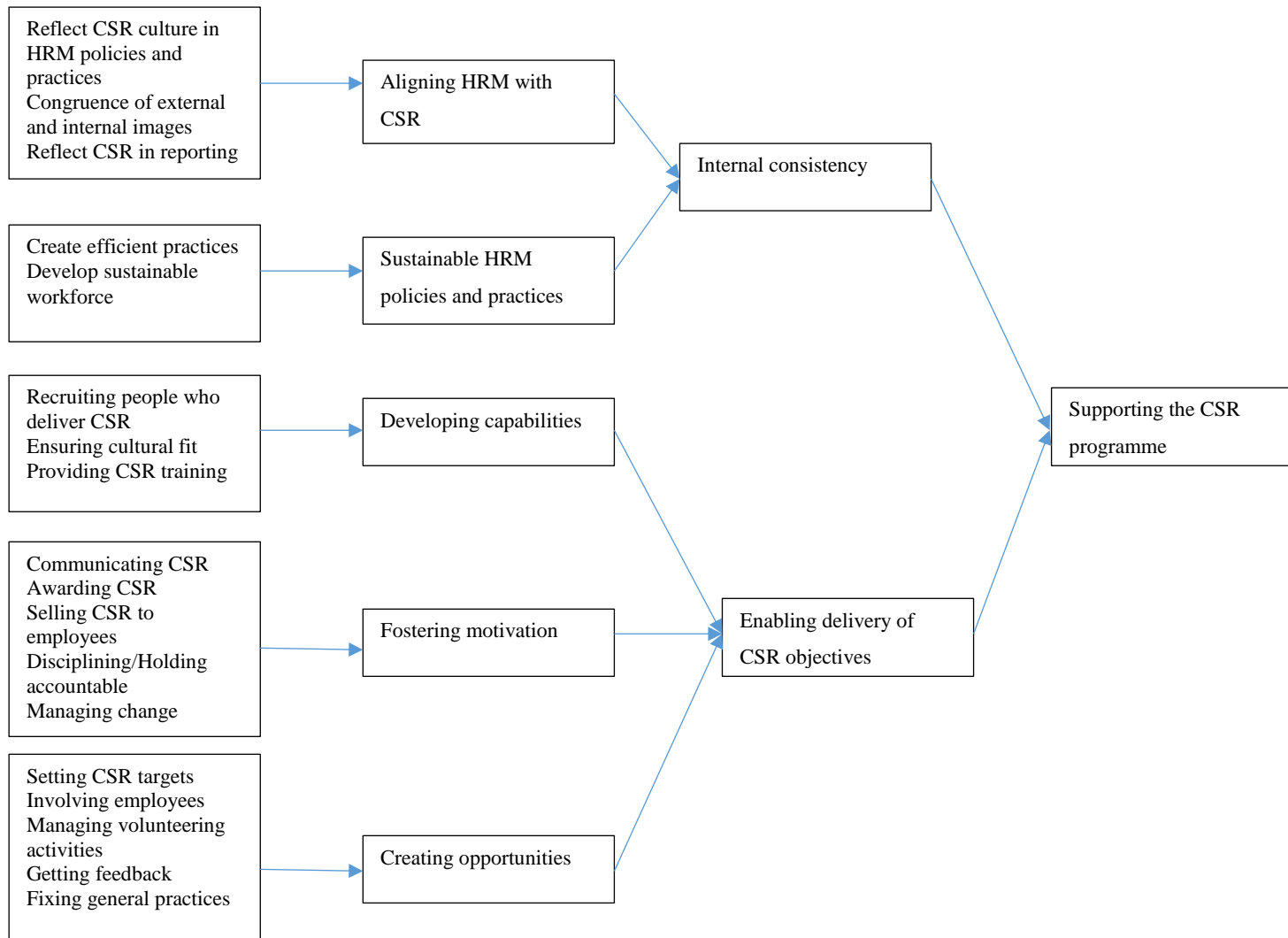


Figure 12 HRM responsibilities towards organisations

Enabling delivery of the CSR objectives

In line with the extant literature, it was revealed that HRM is able to support an organisation's CSR programme by facilitating and enabling its delivery. Almost all participants from the peripheral integration and CSR embeddedness groups highlighted this approach as one of the key responsibilities ascribed to the HRM function. Participants also discussed how they utilised policies and practices from the various HRM functional areas (such as recruitment and selection, training and development, performance management, rewarding, and internal communication) to ensure that employees can support achievement of organisational CSR objectives. The AMO framework (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000) is an applicable lens for understanding the relationship between the experience of HRM and outcome of socially responsible behaviours from employees. AMO theory provides a framework explaining how the HRM system (i.e., policies and practices) procures organisational and employee performance. Essentially proponents of this model propose that effective HRM develops employees' abilities (knowledge, skills, and aptitudes required for performance), fosters their motivation to apply efforts, and creates opportunities for employees to acquire abilities and apply them in the job context, which translate into desired job and role behaviours leading to effective performance outcomes, including CSR performance (e.g., Guerci & Carollo, 2016; Rayner & Morgan, 2018; Renwick et al., 2013). Elements of the AMO framework were used in this analysis to explain how the various HRM policies and practices identified translated into desirable CSR behaviours and performance.

Developing organisational capabilities

Some of the participants explained that success of their organisation's CSR programme highly depended on the employees' knowledge, skills, and values. Thus, one of the responsibilities of the HRM function towards the organisation was seen in acquiring and developing these knowledge, skills, and values. One of the participants explained:

For me it [HRM responsibility with respect to CSR] is about making sure we are hiring capable people that are actually able to deliver our agenda: our environmental focus, and health focus, as an example, and getting right people that can actually help with that (SHR-FMCG2).

Recruitment and selection, and training and development were found to be the most commonly employed HRM functional areas with respect to this responsibility. For example, seven participants stated that when hiring candidates they were looking for CSR knowledge and experience. While in some organisations this was applied to all candidates, others focused

only on roles directly involved in CSR (e.g., CSR roles, technical, or marketing roles). More often participants stated that they were looking for the right cultural fit rather than particular CSR knowledge and experience. Twelve participants explained that they asked candidates questions about their CSR values, their attitudes to giving back to communities, and their volunteering experiences. For example:

We don't particularly ask questions specifically related to that [CSR], although obviously we will be assessing people's fit with the culture and the values of the organisation, so obviously we will be making assessment through the recruitment process around whether the people we are interviewing do hold the same values and beliefs as we actually wish to promote. But I would not say that we have explicit interview questions around unless it's particularly relevant to the role (SHR-Engineering1).

So when we interview the candidates we are always cognisant of any extra-curricular activities that they have and if the individual has, that is sort of tick for us. And we always ask them first at the interview questions like "What do you like to do outside work?" That is the first question that I ask because we want to see the individual as a whole not just as a lawyer. So for us it's a good point if they do activities, if they are participating in CSR related activities, then it's a big tick for us (MHR-Legal).

Particular interest in hiring people with CSR values, rather than skills, can be explained by the nature of the CSR programme, which was often seen as have a cross-functional agenda, requiring participation in general rather than specific organisational activities. These activities included adhering to environment-friendly practices in everyday work (e.g., less printing, or rubbish sorting), participating in volunteering exercises, or ethical workplace behaviour. These activities required awareness, a positive attitude, and a desire to be involved with CSR more than they required specific knowledge and skills.

When CSR knowledge and skills were important, some of the organisations provided specialised training and development programmes, again either for all employees or only for those occupying CSR-related roles. While training to improve CSR awareness was often offered to all employees, specialised training could be offered to particular groups. For example, engineers and designers were getting specialised education to be able to design and build environment-friendly constructions, while supply chain specialists were trained how to conduct CSR audits of new and existing suppliers. When CSR training was provided to all employees it was often concerned with ethical behaviour, observation of human rights, or the

importance of environmental protection. Overall, eight participants mentioned that the HRM function was responsible for organising CSR training, either specialised or general, to improve employees' CSR capabilities. This again demonstrated that building CSR capabilities in organisations was not considered to be a key HRM responsibility with respect to CSR, with the HRM function focusing more on motivational and opportunity aspects.

Fostering motivation

Motivating employees to participate in CSR activities and carry out responsible practices at the workplace was discussed as an area where the HRM function actively supported delivery of the CSR programme. Participants explained that they had to manage change in organisations with respect to CSR, making sure that all employees accepted the CSR programme. As one of the participants succinctly explained:

We try to sell them [employees] the benefits of it [CSR] and why we are doing it as a business (SHR-Production2).

In total 18 participants mentioned various HRM policies and practices used to increase employee motivation with respect to CSR. Internal communication was the mostly used motivational approach. Participants stated that the HRM function included CSR messages into their on-boarding process and internal communication, shared CSR news through newsletters, posters, and town hall meetings. Participants provided the following examples of the inclusion of CSR topics in internal communication managed by the HRM function:

As sustainability is a big part of our key strategies we will have a focus in our induction around sustainability and how we all can contribute to our sustainability goals and achieving our sustainability strategy (SHR-Airport).

Another thing we do as well is just a corporate communication around, for instance, we have posters and we put out emails around printing: do we need to print in colour, do we need to print at all, how we are making sure that it is double-sided printing which use half the number of pages that we needed (AHR-Healthcare).

Sometimes HR managers provided individual coaching to the employees involved in CSR activities, making sure that employees understand the need for these activities and did not perceive them as additional workload, thus decreasing resistance.

Performance management was found to be another area of HRM actively employed to support employees' motivation and involvement in CSR. Ten participants explained that they used performance management instruments to hold employees accountable to their

organisation's CSR goals and to ensure responsible behaviour. Some participants indicated they had to ensure that CSR-related goals and/or behaviours comprised a part of the organisational performance management system and were used for goal setting and performance reviews. SHR-Airport provided an example of such a provision:

We have a compulsory sustainability question in our performance management process, so that is a mandatory part of what we do, so we have mandatory questions and performance criteria around it in our performance management system (SHR-Airport).

More often, however, the HRM function had to participate in disciplinary actions viewed as a part of performance management when goals were not achieved or employees demonstrated behaviour incompatible with the organisation's CSR values and principles. The following quote demonstrates the latter approach to performance management:

I mean things like our values in action, I use a lot during the disciplinary process when I can challenge people and say 'How did your actions uphold the company values' (HRBP-Engineering).

Holding employees and managers accountable to CSR goals and responsible behaviour was seen as an important function of HRM in terms of supporting CSR delivery through supporting employees' motivation. As one of the participants explained:

We don't own it [CSR] entirely, but I think we are responsible for keeping a mirror up to our business leaders, so if they don't live to the promises that have been made they all will have these bad conversations. And it is really important (SHR-FMCG2).

On the positive side, four participants also mentioned that HRM was involved in developing award schemes to recognise employees' achievements with respect to CSR and made sure that these achievements were noticed in the organisation. In some cases recognition was linked to the performance appraisal, in others awards were designed specifically for CSR achievement. Participants mentioning this practice considered it to be important for increasing motivation and disseminating positive examples of CSR implementation in their organisations. In this vein SHR-Education elucidated:

One of those awards is around sustainability and so they will come to really showcase what we aim, the difference that teams or individuals are making across the organisation. ... And I think it has a huge impact because it showcases some great initiatives which we could never know in the organisation (SHR-Education).

Thus, internal communication, performance management instruments, and recognition

and award schemes were used to motivate employees to behave in accordance with organisational CSR principles and to attain organisational CSR goals.

Creating opportunities

To further support employees' engagement with CSR, the HRM function was involved in creating opportunities for employees' participation. Opportunities were mostly created by the arrangement of numerous volunteering and charitable activities on behalf of the organisation, and by encouraging employees to take part in them. As a result, some HRM functions were found to be actively involved in the management of volunteering and charitable projects together with other departments or even on their own. Some participants explained that arranging and managing volunteering activities was one of the main responsibilities of the HRM function with respect to CSR, with some taking responsibility for finding charitable organisations, conducting negotiations with them, and making sure that the charities' activities were linked to organisational priorities and goals. One of the participants provided the following example of involvement in arranging volunteering activities:

We [the HRM function] have supported coordinating a lot of activities, so for example the [volunteering event] I talked about I was really supporting organising opportunities for people because they needed to be related to our three global priorities ... and we were really trying to encourage people to volunteer for that (MHR-Production1).

In some organisations HRM was found to be strongly engaged in the promotion of volunteering and charitable activities among employees and ensuring their participation through communication, advertising the events, and managing the employees' work time. One of the participants explained:

So what I would see my role would be in facilitating, what organisations or charities, what we focus on as a firm and align staff to tasks and then maintaining that balance between the traditional requirements of the company and current new requirements of the CSR (MHR-Legal).

Maintaining balance between time needed for CSR and time required to accomplish business tasks was often discussed by the participants as an important role of HRM in CSR. To that end, HRM was charged with managing employees' rosters, negotiating with line managers, working out shift work time, and even finding replacements for employees involved in volunteering. All these activities, albeit administrative in nature (e.g. Sarvaiya et al., 2018), actually played a crucial role in affording employees the opportunity to engage in socially responsible behaviours. Participants explained that the need to take time from work to

volunteer and reluctance of line managers to provide this time often abstained employees from participation. As a result, HR managers had to be creative in their approaches to enable employees' volunteering. Some of the participants stated that they were arranging volunteering events as team-building activities, others emphasised the important educational role of the events that they promoted, and some were involved in negotiations with line managers to ensure that time for volunteering was allocated and employees were not discouraged. One of the participants provided the following example:

And then we do it [environment volunteering] in our staff hours as well, so set up a team to go and do a lot of work there and the lunch is provided and [we arrange] a kind of event (SHR-Production2).

Another opportunity for CSR involvement was created through employee voice-giving. Voice-giving was used to provide employees with the platform to put forward their ideas and suggestions with regards to CSR goals and how they could be achieved, provide input into the development of CSR activities, and hear employees' needs with respect to CSR. Some of the participants mentioned they created polls, feedback forms, and included CSR questions in suggestion schemes for employees to have their say in organisational CSR programmes. SHR-FMCG2 provided the following example of this involvement:

Example is that we have a confidential polling. So we will send out our poll to 300 people and we will ask people to get out their smartphones and vote on particular ideas. And it will be confidential so you will get very honest answers (SHR-FMCG2).

Other participants provided feedback forms to employees after CSR events and individual communication with employees. Feedback was also used to measure the employees' perception of CSR programme and its implementation. The following quotation demonstrates the former approach:

When we did those employee engagement surveys we also had questions which were related to things that we could measure that were related to sustainability and corporate social responsibility side. So, for example, we have a question in the staff survey in [organisation] that talks about sustainability and whether the directors or managers are in line with the values of [organisation] and the values of sustainability (MHR-Consulting).

Though mentioned relatively rarely, the participants considered these employee voice-giving activities as useful for providing employees with opportunities to better engage with the CSR programme and ensure that CSR communication was going both ways (bottom-up

and top-down).

Achieving consistency with CSR

Achieving consistency between HRM and CSR was identified as another approach to supporting organisational CSR programmes. This approach was concerned with the development of HRM policies, practices, and communication which reflected the CSR values and principles of the organisation. It was also associated with the designing of sustainable HRM policies and practices aligned with organisational CSR goals. Unlike previous approaches to supporting CSR goals, the focus of this approach was on fostering employees' performance with respect to CSR, not through development of their abilities, boosting motivation, and creating opportunities, but rather by ensuring that the messages employees received from HRM policies and practices supported the messages coming from the CSR programme. In total 15 participants from both the peripheral integration and CSR embeddedness groups discussed this approach.

Aligning HRM with CSR—responsible HRM

Some participants stated that in order to support the organisational CSR programme, the HRM function needed to develop policies, practices, and objectives which reflected the CSR culture of the organisation, clearly communicating this to employees and managers. They also needed to make sure that they did not send contradictory messages. For example, some of the participants elucidated:

Ensuring that none of our practices or processes contradict anything [with respect to CSR] (SHR-Production2).

I think that if we are developing any new policies or reviewing them we virtually have to take value in the back of our mind to make sure that it's all aligned with sustainability (MHR-Consulting).

To support organisational CSR programmes, the HRM function first had to ensure responsibility of their own policies and practices. When discussing certain examples of CSR-HRM alignment, participants mentioned a review of HRM practices to ensure their ethicality and congruence with the organisational CSR values. One of the participants explained how the HRM function was questioned about certain HRM practices such as downsizing as being inconsistent with organisational values. She also stated that some of the practices had to be reviewed to make sure they reflected the values promoted by the organisation. In particular she said:

I can't go behaving unethically. And our exact teamwork speaks to model of values of organisation and that's the [Shareholders'] values or the philosophy and as because we are not-for-profit we model this behaviour, so we can't behave inconsistently in the decisions that we make and the processes that we take (MHR-Healthcare).

Participants also discussed the review of more general HRM policies in order to align them with the CSR programme and to make them more consistent with organisational CSR values and goals. For example, in one organisation the HRM function reviewed transport policy to promote usage of public transport instead of personal cars or taxis, which was seen more congruent with organisational values of environment protection (MHR-Consult).

The necessity to develop policies to meet responsibilities towards employees when these responsibilities were mentioned in an organisation's CSR programme was also underscored. In this regard, some participants stated that HRM had to ensure development and implementation of the policies and practices mentioned in CSR programmes. In this vein, one of the participants explained:

If we would have published in our sustainability strategy that wellness is one of the pillars, but our HR function did not initiate any wellness programs there would be incongruence between how we treat people versus what we say (SHR-FMCG1).

In relation to the same topic, another participant pointed that incongruence between CSR declarations and their enactment in organisations can negatively influence public image as well. By having access to the CSR programme, employees can evaluate the degree of congruence between what their organisation declares and what it actually does, and if discrepancies are found, share their negative perception with external stakeholders:

And equally what employees post on social media about their employer can also impact the external brand of that employer. So, they [internal and external CSR images] are getting very mixed together (SHR-Engineering2).

In order to ensure consistency between internal and external CSR images, HRM took responsibility for developing internal communication, and demonstrating clearly to employees what the organisation was doing in terms of CSR and how these efforts reflected publicised CSR values and principles. Participants explained:

I think it [responsibility of the HRM function] is in internal communication of the CSR and community obligations and it is in linking what we do in our CSR programme and what we try to be as an organisation (SHR-Engineering2).

First of all, there is a need therefore to prepare the document with the information [about CSR] for publishing and there is also then a requirement internally for HR to communicate that effectively to the business (SHR-FMCG1).

Sustainable HRM practices

Another way to achieve internal consistency between CSR and HRM discussed by the participants was through the development of sustainable HRM policies and practices.

Participants considered HRM practices as sustainable if they contributed to the organisational bottom-line, were continuous and repeatable, and/or created a sustainable workforce for the organisation. Seven participants discussed sustainable HRM policies and practices as being directly aligned with the organisations' CSR goals and supporting CSR. These participants considered organisational economic sustainability and continuity of business to be important dimensions of the organisational CSR programme. When discussing sustainability from this perspective, some participants stressed the importance for the HRM policies and practices to be efficient to contribute to their organisations' bottom-line. For example, some participants stated:

Because HR is always the cost centre I see that our space in sustainability is always to do things efficiently, at the lowest cost possible and to maximise the opportunities available from new systems and new technology to improve our offering (SHR-Consulting).

I think it is about questioning ourselves about whether we absolutely have to do something right now, can we have a better way, is there more efficient way of doing this, do we have to do the best practice option or actually we can do something really quite simple to get a start within that and build on that, so it does become more of a continuous improvement sort of process (SHR-Engineering1).

Other participants emphasised the role of HRM in supporting continuity of organisational business through the development of sustainable employment practices—practices which were aimed at creating a sustainable workforce within organisations. Employees who stayed with an organisation for a long period of time and who developed and grew within this organisation were viewed as an important pillar of organisational sustainability and continuity of business. These employees were more likely to continuously contribute their skills, knowledge, and commitment to organisational growth and development. Explaining this approach participants stated:

To be around in another hundred or so years, we need to make sure that we are sustainable. And that's for us about having a foundations of good employment practices, good design technics for our clients and good diverse range of clients that we work with (SHR-Engineering1).

My perspective on it [HRM role in CSR] is creating a workforce that can enjoy and that can flex and be sufficiently robust too (AHR-Public).

Making sure that people keep working (SHR-Production2).

Participants discussed various HRM practices which were aimed at supporting workforce sustainability, among which were the use of permanent rather than fixed-term employment contracts, providing candidates with accurate information about the organisation to ensure person-organisation fit, training and development programmes to grow and retain talent, work-life balance, and health and well-being initiatives, including individual support to ensure that employees continued to work.

Thus, in addition to the HRM approaches explicitly aligned with CSR values and principles, the development of sustainable HRM practices were seen to further support and strengthen the internal consistency between HRM and CSR. This internal consistency indicates that HRM, as a pivotal organisational function, assumes and delivers some of the responsibilities declared in organisational CSR programmes, making a direct input into organisational sustainability.

4.3.2.2. Employees as an HRM stakeholder—creating positive employment experiences

Employees were the second HRM stakeholder group identified. Participants noted that working in organisations with a CSR programme meant they had to pay attention to employees' needs and interests, and to ensure that HRM policies and practices were responsible to employees as well. The following comments reflect this position:

It [CSR programme] just makes us think of who our stakeholders are more. In the past in my experience it was messaging delivered from the top down. And it was just the way, but now we think: Actually who do we need to think about here? Oh, the staff (AHR-Public).

Well, if you did not have the CSR agenda then generally the needs you have to meet are of the business owners and the governance and the managers, but CSR gets us this new dimension of meeting the needs of the employees (SHR-Construction1).

As a result of involvement in organisational CSR programmes HRM was considered to have various responsibilities towards employees, some of which were focused on meeting employees' needs in meaningful work and some on meeting employees' needs in working for a responsible employer. By fulfilling these various responsibilities towards employees, the HRM function created a positive employment experience for them. The coding scheme is presented in Figure 13.

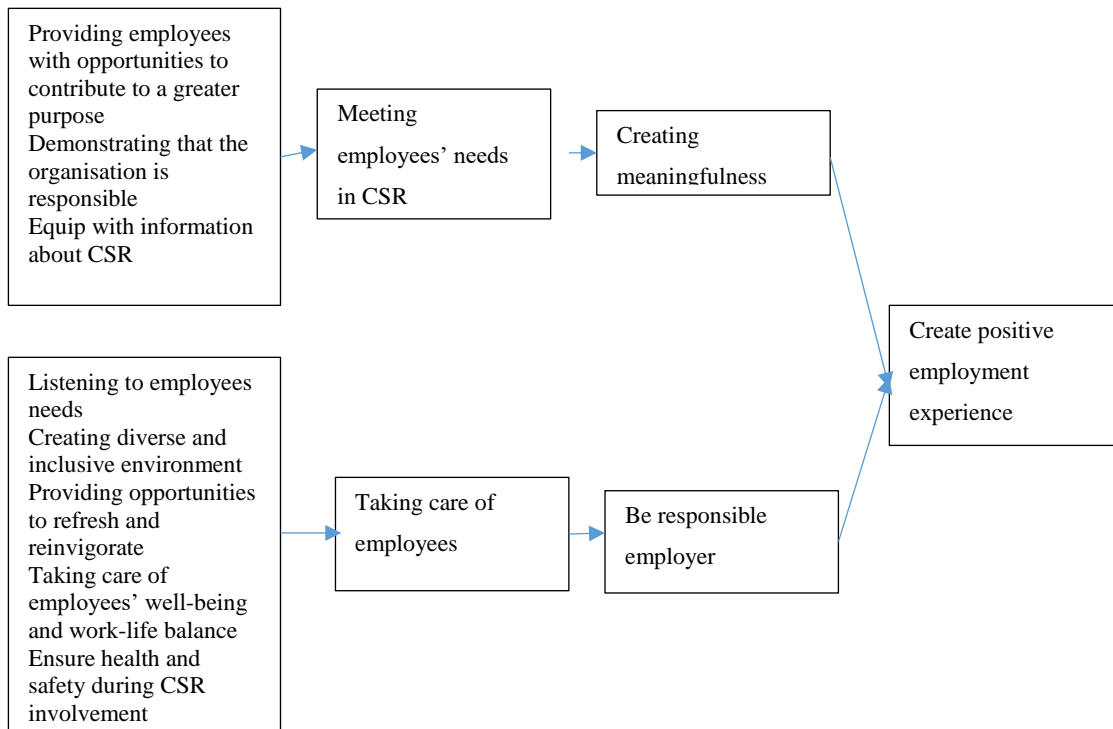


Figure 13 HRM responsibilities towards employees

Creating a meaningful workplace

During the interviews, participants discussed two types of responsibilities towards employees with respect to CSR. The first group of responsibilities was concerned with the creation of a meaningful work environment for employees by providing them with the opportunity to work for a responsible organisation. This finding is in line with recent discussions in the literature about the role of CSR in creating meaningful workplaces (Aguinis & Glavas, 2019; Glavas, 2012). In total 15 participants from the peripheral integration and CSR embeddedness groups indicated that they strived to provide employees with a meaningful workplace through the communication of organisational higher-order purpose, demonstrating the organisation's engagement with CSR, and involving employees in CSR activities. Explaining why CSR was important to their organisations and why HRM was willing to support it, some of the

participants explained:

I think particularly if you look at trying to raise engagement of employees, part of raising engagement of the employees is to give them feeling that they work for the company that has a good social conscious and has a purpose beyond making money. And that goes to your CSR agenda for example. (SHR-Engineering2).

Staff do get engaged with activities, I think they are more engaged with the workplace, because it [CSR] gives the different level of meaning to what we do (MHR-Healthcare).

Perceptions about the importance of CSR for employees and their interest in working for a responsible organisation meant the HRM function had to make sure that employees were able to get this experience. To this end, volunteering and charitable activities were developed (as discussed in the previous section). While participants believed that facilitation, and sometimes the management of these activities, was their responsibility with respect to supporting CSR programmes, they also underscored how important it was for employees. Thus, arranging and managing volunteering activities, and creating the opportunities for employees to take part in such was seen as a dual responsibility (meeting the needs of both the organisation and its employees).

With regards to participation in CSR from the employee perspective, HRM endeavoured to ensure that CSR activities met employees' particular needs and provided them with the opportunities they were interested in. Participants explained that they asked employees about their personal interests in CSR, which charities were important to them, and/or which activities resonated with them more. Some participants stated that they provided employees with either paid or unpaid leave to pursue their individual CSR-related goals, while others explained that they were collecting suggestions from employees about activities their organisation should sponsor. In some organisations the HRM functions enabled employees to give back through matched donations to the charities of employees' choice. In others, they helped employees to arrange events they wanted to be arranged in addition to those initiated by the organisation. All these activities were aimed at creating a meaningful workplace for employees.

HRM actively communicated CSR to employees to give them a sense of the CSR programme and to demonstrate good citizenship behaviour of their employer. This communication, which was seen as motivating employees to participate in CSR when considered from the responsibility to organisation perspective, was discussed as helping employees to feel part of a responsible organisation. The SHR-FMCG2 explained:

We may be the custodians of ensuring that the promise we make to our employee is actually met. So the promise to be a company that is focused on [CSR] and you know being a socially responsible corporate that you are, holding senior leaders to an account when that is not being lived (SHR-FMCG2).

Some participants mentioned that working in their organisations entailed being constantly challenged about the social responsibility of these organisations. They explained that quite often employees had uncomfortable conversations with family members and friends about operations or products of their organisations which were discussed in mass media as harmful to health or the environment. HR managers saw their responsibility in educating employees about these topics, making sure that they could handle such conversations with confidence. For example, one participant commented:

That sort of stuff is really topical with our people and making sure that they are armed with a right sort of information is quite critical. Because actually people know that they work for us and they get challenged everyday around the barbecue. So our role is to make sure that they have the knowledge of what is happening, why it is happening and why not some of other things. It is quite important (SHR-Retail2).

Through active communication of CSR goals and actual activities, as well as through enabling employees' involvement in these activities, HRM aimed to create a meaningful and engaging workplace for organisational staff.

Responsible employer

The second HRM responsibility towards employees involved taking care of them and creating responsible employee-oriented practices and policies. All participants provided examples of responsible policies and practices related to CSR, demonstrating that employees were indeed perceived to be a primary stakeholder group.

The main policies and practices mentioned by the participants were (listed in order of their popularity) diversity and inclusion (e.g., include recruitment practices to monitor the gender and ethnicity of the candidates by reviewing applications from diverse candidates, conducting unconscious bias training for hiring managers, and including diverse interviewers in the recruitment panel), employee well-being and work-life balance, and training and development. These policies and practices are often considered to be CSR-related in the literature (e.g. Apostol & Näsi, 2014; Järlström et al., 2018) and by CSR reporting practices (Ehnert et al., 2016) and as such it is unsurprising that many of the participants in this study considered these policies to be related to CSR.

Twelve participants from both the peripheral integration and CSR embeddedness groups referred to diversity and inclusion practices as fulfilling responsibilities towards employees with respect to CSR. Interestingly, quite a few of them highlighted that these practices were important for organisational success as well, providing organisations with diversity of thoughts and matching customer diversity.

Well-being and work-life balance policies and practices were also mentioned by 12 participants as responsible to employees practice linked to CSR programme. Participants discussed various initiatives targeting physical and mental health, personal support in hardship situations, financial well-being of employees, as well as various work flexibility arrangements and opportunities for employees to work from different locations and manage their work time.

Other responsible practices towards employees connected to the CSR agenda mentioned by participants fell into the realm of employee development. These initiatives were seen as helping employees to progress within the organisation and to assist them in achieving their career aspirations. In addition, two of the participants stated that training and development initiatives also improved employability of employees in case of layoffs. In this regard a participant explained:

If you think about something like redundancy you can't have a guarantee that some of the jobs are alive. So what you can do is change your employer proposition, so what you commit as an employer is if you join us you will have chances to develop, so you always leave us better than when you arrived. And that's what we are trying to do (SHR-Engineering2).

Additionally, a few participants discussed HRM approaches that aimed to increase the job satisfaction of employees, create a positive business culture, and provide employees with the opportunities for refreshment and regeneration. One of the participants commented:

I mean people spend a lot of time at work and we need to make it as stimulating and engaging and support this as we possibly can (SHR-Education).

Finally, two participants stated that HRM had responsibility to provide employees with a healthy and safe environment when they were performing activities related to CSR. Thus, one participant explained that they provided safety and risk assessment of volunteering activities to ensure that employees were going to stay safe and healthy. Another explained that a travel policy was developed for employees going with CSR audits to developing countries to ensure their safety during these trips. These responsibilities could also be considered as part of being

a socially responsible employer.

4.3.2.3. *Community as a stakeholder—creating positive social impact*

Community was found to be a third stakeholder group for HRM. The literature discusses the social role played by HRM (Ardichvili, 2013; Baek & Kim, 2014; Devins & Gold, 2014), with Voegtlin and Greenwood (2016) arguing that “these interpretations of CSR-HRM hold great potential for conceptual and empirical development” (p. 192). In this research, 18 participants mentioned community as an HRM stakeholder with respect to CSR, pointing to the importance of this role for HRM. Participants viewed the main HRM responsibility towards communities as having a positive social impact. Two groups of HRM policies and practices operationalised responsibility for creating positive social impact, with the first group being oriented at supporting organisational involvement in communities, and the second group comprising the HRM policies and practices, which created value for communities (Figure 12).

It is noteworthy that some of the participants from the disengagement group emphasised an important role their organisations played in communities by implementing CSR programmes. They mentioned volunteering, charitable activities, and literacy training provided for both community members and employees. However, the HRM function was not found to be professionally involved in these initiatives; these were arranged and managed by other organisational functions (e.g., CSR). As a result, community appeared as an organisation’s rather than HRM stakeholder.

In contrast, HR managers from the peripheral integration and CSR embeddedness groups identified the role of HRM function in community-oriented programmes considering these programmes to be either sole responsibility of the HRM function or the shared responsibility of HRM with other functions responsible for CSR. HR managers from these two groups tried to take an active role in either the development or implementation of community-oriented policies and practices emphasising that participation of the HRM function was critical for the success of these programmes. In this case, community appeared not only as an organisational, but as an HRM stakeholder as well. The following sections present and illustrate the community-oriented practices and policies in which HRM was reported to play an important role. Some additional examples can also be found in Appendix 8. First, community appeared as an HRM stakeholder with respect to CSR in discussions about volunteering and charitable activities. Participants explained that the HRM policies and practices supporting these

activities addressed not only the needs of the organisations and employees, but community needs as well. Participants stated that through the arrangement and facilitation of the volunteering and charitable activities, they generated a positive impact on their local communities, helping organisations and employees to deliver on community goals. For example, one participant proffered:

So while we [the HRM function] look after our colleagues we want them to be contributing to their wider community as well (AHR-Hospitality).

Thus, when developing and implementing volunteering policies, HRM considered community as the primary recipient/beneficiary of these initiatives.

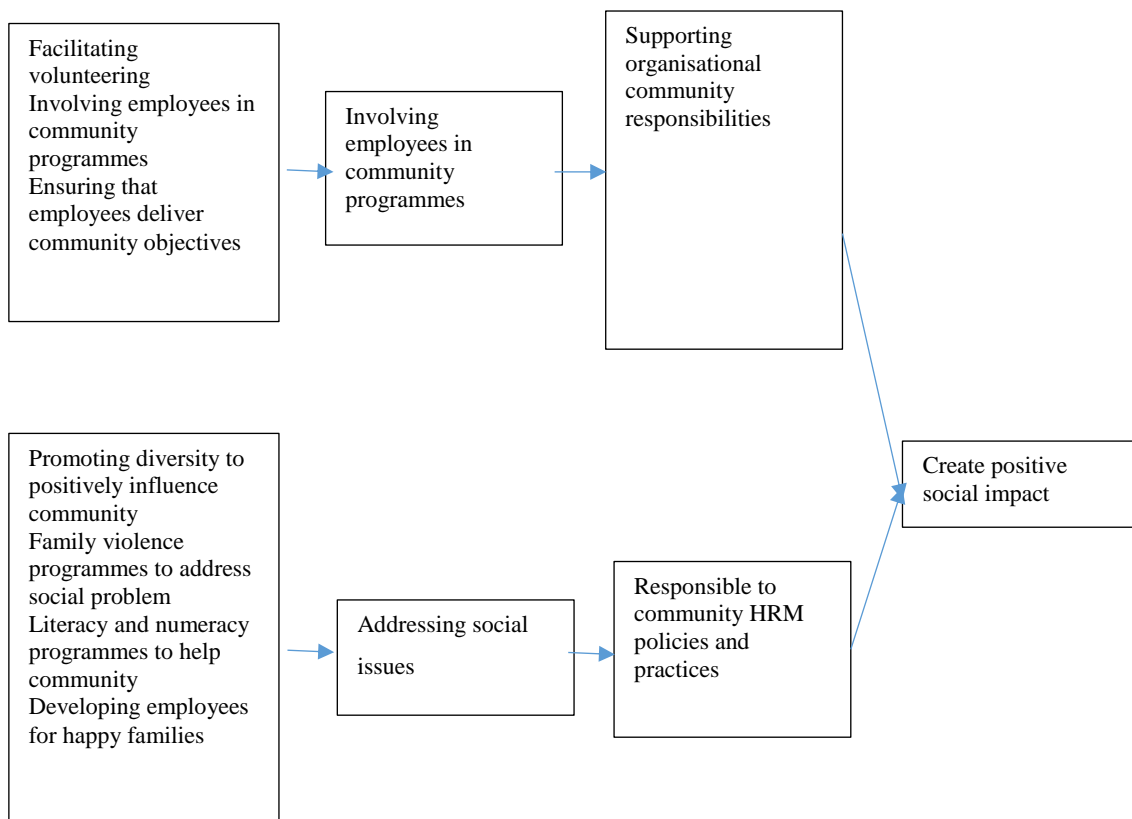


Figure 14 HRM responsibilities towards community

Second, all participants from the CSR embeddedness group discussed how community value was taken into account while developing some of the more traditional HRM policies and practices. They stated that HRM policies, such as diversity and inclusion, well-being, training and development, or performance management, were able to address some of the pending social issues and/or positively influence not just employees, but communities as well. For instance:

They [diversity practices] have an impact externally not only on our workforce (SHR-FMCG2).

So the first thing is we are about to train all our leaders on diversity and inclusion, because we believe that it drives sustainable communities (SHR-Construction2).

In particular, participants explained that they were striving to increase women or indigenous people representation in their organisations, not just to achieve inclusiveness or to have diversity of thought in the organisation, but because it was needed in their communities where organisations were operating. Several participants noted that at a country level there were very few women taking engineering or technical courses, so they were trying to promote these courses with scholarships, coaching, and further recruitment.

In the same vein, several participants stated that HRM policies and practices that supported employees who were the victims of family violence by providing them with access to counselling, additional leave, and work flexibility had positive impact on the communities to which these victims belonged.⁴ The following quotes are illustrative of this view:

It's also about allowing and ensuring that these people who are in this situation [family violence] can retain their employment, retain financial independence and make sure that they can have ongoing employment and contribution to society as well (SHR-Finance).

I think it [family violence policy] is a good example of where we develop the policy that has brought a benefit for our people as a staff member, but also has benefit for our people as members of the communities and the society (SHR-Education).

Two participants also mentioned training and development policies developed with social objectives in mind. One explained that literacy and numeracy training courses had been developed for employees to improve their skills in these areas, considering the positive impact on the organisation, employees, and local communities. It was explained that these courses raised the overall literacy and numeracy level within the community even if the employees were no longer employed by the organisation. A second stated that organisational approaches to employee development and performance management, which were targeting constant

⁴ The relevant legislation which mandates provision of special leave to the victims of family violence was introduced in Australia in December 2018 and in New Zealand in April 2019. As the interviews with participants were conducted between October 2016 and December 2017, the approaches to domestic violence discussed by participants from the CSR embeddedness group were proactive and discretionary in nature, rather than compliance-driven, thus could be viewed as constituting CSR initiatives.

improvement, also had a positive spill-over effect on employees' families and communities, commenting:

So what we are trying to do to try to change the world is the first thing we are trying to help people. ... So if people are happy at work they will generate more happiness at home. So that is how we impact society by helping people be happy doing what they do (SHR-Construction2).

All these examples demonstrate that by engaging with the CSR programme, the HRM function starts to pay more attention to the needs of communities and captures value for communities in the policies and practices it develops.

4.3.2.4. Other external stakeholders

In addition to the three stakeholder groups discussed above, which were identified by majority of the participants from peripheral integration and CSR embeddedness groups, some participants cited other external stakeholders whose interests the HRM function had to take into account with respect to CSR. Among these stakeholders were government and charitable organisations. These stakeholders were mentioned only occasionally, so no patterns in the treatment of these stakeholders with respect to CSR were able to be observed. However, some of the participants explained that due to HRM's involvement in the CSR programme they had to consider some external stakeholders. In particular three participants mentioned charitable organisations as new stakeholders of the HRM function with one participant explaining:

So there are charities, when you commit to helping them you have to deliver that commitment (MHR-Legal).

One participant explained that they considered the government as an HRM stakeholder with respect to CSR, since the government was setting CSR objectives for their organisation, and the HRM function as a part of it was also responsible for delivery of these objectives. Overall, these other external stakeholders were mentioned rarely, suggesting that organisations, employees, and communities were the key stakeholder groups for the HRM function with respect to CSR.

4.3.3. Changing approach to responsibilities towards employees

The final research question addressed in this section relates to whether integration with CSR changes HRM's approach in responsibilities towards employees. As previously discussed, HRM has been recently criticised for a lack of attention to employee needs. Thus, an objective of this study was to identify whether integration with CSR addressed this concern. The

previous discussion showed HR managers viewed employees as comprising an important stakeholder with respect to CSR, and that HRM developed different policies and practices to meet their needs. To understand whether a CSR agenda changes the approach to employee management policies such as diversity and inclusion, well-being, and work-life balance were compared for the disengagement and CSR embeddedness groups. As noted earlier, as these two groups represent the two opposing anchors on the CSR-HRM integration continuum, differences in approaches are able to be more readily identified.

It was found that employee-oriented policies such as diversity, well-being, and work-life balance were discussed by participants from both the disengagement and CSR embeddedness groups, suggesting that these policies are developed irrespective of the presence of a CSR programme. However, the approaches to these policies were different when they were linked to a CSR programme. The key difference is a reactive approach versus a proactive, driving change approach. The coding scheme for these data is presented in Figure 15.

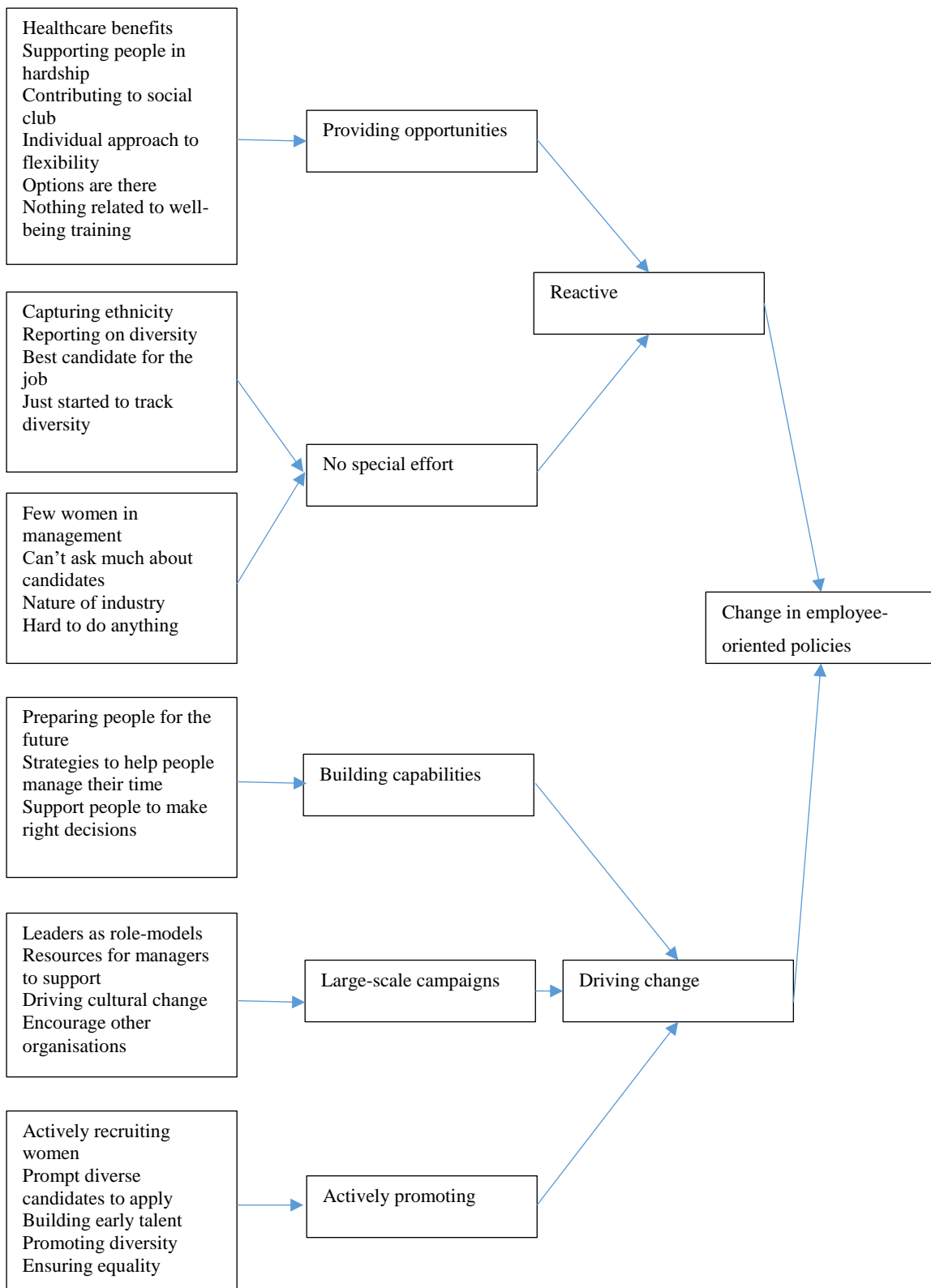


Figure 15 Changes in employee-oriented practices

4.3.3.1. Disengagement group

The disengagement group displayed an ad hoc approach to well-being, work-life balance, and diversity policies, focusing on providing opportunities rather than ensuring their use/adoption by employees, tracking and reporting rather than promoting, and sometimes not even implementing any concrete initiatives in some of these areas.

To illustrate, while different well-being initiatives were provided to employees (e.g., health and life insurance, vaccination, recreational events), participants did not discuss the promotion of healthier lifestyles and development of relevant employees' capabilities. Two of the participants stated that their organisations sponsored sports events and activities for employees, but HRM was not responsible for these initiatives, instead leaving it to employees to make arrangements. In only two cases the HRM function took a more active approach to employee well-being by arranging educational activities, however the approach seemed haphazard rather than systematic. Participants explained:

We have a wellness week once a year, which HR does actually coordinate, and that's, usually in August or September in all our offices we have different seminars or activities and things to promote people to be healthy. You know, we might get offers from the local businesses like a gym or other things that are you know, healthy food options and things like that (SHR-Real estate1).

We have different organisations come and do their own seminars on superannuation planning or just financial planning. We have some training settings around keep yourself mentally well and things like that (SAHR-Healthcare).

One of the participants conceded that while their organisation's well-being provisions were generous, employees were not provided with actual well-being training which would help them to take responsibility for their own health and well-being.

A similar situation was observed with the work-life balance practices, which were often not promoted by HRM but left to line managers to implement—consequentially these were not always available to employees. The following quote reflects this situation:

It probably just sort of comes down to manager. It probably depends on the different teams like some teams it's much easier for them to do their work when they want to work, some teams they do have commitments when they need to be on the site. Yes, probably filters down to the manager (SHR-Real estate1).

Further, using their own example the same participant explained that flexibility options and the possibility of remote working often resulted in an increased workload instead of a better work-life balance as employees became available for work-related calls both in and out of work hours.

Another participant also commented that due to the nature of their business, flexibility options existed only for some categories of employees:

Support services – it's an issue, fatigue; you know it's the work-life balance, there really isn't one (SHR-Natural resources).

Like well-being and work-life balance policies, diversity policies were not considered to be a priority requiring special attention and actions either. Participants said that diversity was not specifically promoted in their organisations and some stated that, in their business, it was difficult to achieve diversity. Only one participant described an active approach to supporting gender diversity in their organisation. This organisation conducted unconscious bias training for managers and created a women's network to support women's development. While the HR manager did not relate these initiatives to CSR, they were found in the global CSR report of this organisation to be connected to the organisation's CSR goals of promoting diversity and inclusion. Thus, this approach to diversity could be viewed as a global CSR-motivated policy that was brought to the New Zealand subsidiary without it having a clearly articulated relationship with CSR.

Equality was not found to be the focus of HRM agenda either. Participants did not describe special efforts to ensure equality in organisations. One of the participants explained that when diversity was tracked by HRM, it was found that although the organisation's gender balance was reasonably good, very few women were actually promoted in the organisation – essentially reflecting a low concern for equal opportunity. Another participant stated that their focus was on selecting the best candidate, regardless of gender or ethnicity; the aim being to ensure equal opportunities in recruitment. However further probing revealed that no data were collected and analysed by the organisation so the efficacy of this approach could not be assessed:

Unfortunately, we don't have this system of measure what we do, a more demographic type of measurement. We are not doing it accurate because people don't actually have to tell us a lot of things about them, personal stuff (MHR-Airport).

Payment equity—both internal and external—were not particularly salient issues. One participant said that a different approach to paying the core and the supporting workforce was

applied in their organisation, explaining that it was difficult to influence this situation. Other participants discussed the use of pay for performance and benchmarking against other organisations in the industry. Interestingly these were seen as effective mechanisms for reputational purposes - ensuring that they were an employer of choice, rather than assisting them with ensuring pay equity or provision of a living wage for employees.

Overall, the analysis of employee-oriented practices from the disengagement group suggested that while the practices were present, they were not actively promoted and supported by the HRM function. They were often offered to employees as opportunities or proposed in response to individual requests and consequently they were not seen as being central to HRM's agenda.

4.3.3.2. Embeddedness group

A different situation was observed for the CSR embeddedness group. These participants discussed a proactive approach to the well-being, work-life balance and diversity and equality issues which were aimed at driving change for employees working in their organisations. HRM in these organisations were responsible for arranging large-scale campaigns to promote the aforementioned topics. As such HRM provided training, engaged in extensive communication, and involved leaders to support diversity and well-being initiatives. For example, when talking about organisational efforts to create a culture of flexibility one participant from the finance sector stated that it was a journey that took 12 years and involved an active promotion of flexibility at all organisational levels, showing its benefits to employees, discussing successful stories, and providing every employee with tools and instruments to work flexibly. Promotion of work-life balance in this organisation also included HR managers working against the culture of presenteeism and employees' fears and resistance. Another described the involvement of leaders in the promotion of work-life balance and healthier life-styles for their subordinates. When leaders became the role models and advocates of new behaviour, they demonstrated to employees that work-life balance was desirable. One more initiative used by this organisation was the introduction of a programme which helped employees to better plan their time and prioritise work, thus building employees' time-management skills. This participant acknowledged that this programme had benefited herself, helping to reduce her working hours to standard eight hours a day.

Two organisations were teaching managers how to identify well-being issues and offer timely help to employees. A participant from the construction sector stated that they were providing mental health training for all managers to help them recognise if employees had any

issues with stress or fatigue so they could resolve the issues at the early stages. In the same vein, SHR-Finance gave an example of how their organisation trained managers to identify employees with family violence issues, and to provide suitable supportive measures. The following quote demonstrates this type of proactive approach to addressing employees' well-being in one of the organisations:

We've got a health and safety culture program, we've got a newsletter, we've got emails going around well-being, we do well-being educations, we do well-being celebrations, we organise teams every year to get fit and so we organise competition across the business of people coming at teams and eating less sugar and sleeping more, you know, exercising more, so we've got a whole bunch of actions that we take. There are pages and pages of actions that we take around that (SHR-Construction2).

The same driving change approach was observed with the diversity and equality policies and practices, when participants discussed various initiatives to ensure diversity and equality. These initiatives included building a talent pool by providing scholarships for minority groups and benchmarking against other organisations based on diversity and equality indicators. One of the participants commented:

We have that commitment [pay equality] through CSR and then more locally within Australia and New Zealand our CEO is what we call 'pay equality ambassador'. And we annually assess the gender pay gaps, and within our organisation there is no gaps. And we have a very good gender equality (SHR-FMCG2).

Some of the HR managers from the CSR embeddedness also ensured that diverse employees were not only recruited but promoted as well, and the HRM function strived to support diversity with an inclusive environment, thus ensuring that it was sustained.

4.3.4. Summary

This section analysed whom HRM considered as stakeholders with respect to CSR and how HRM defined and operationalised their responsibilities towards these stakeholders. Data revealed that three key groups of stakeholders - organisations, employees, and communities – were identifiable.

The main responsibility towards organisations with respect to CSR was viewed in supporting the CSR programme by acquiring and developing capabilities, as well as fostering motivation and creating opportunities for the delivery of CSR objectives. Second, HRM had

to ensure that its approaches and communication were aligned with the organisational CSR goals, values, and principles.

Responsibilities towards employees were associated with the creation of a meaningful workplace with the help of CSR and the development of policies and practices that deliver organisational responsibilities towards employees. In addition, findings suggest that CSR-HRM integration fostered a more proactive approach to the development of employee-oriented policies, with CSR stimulating HR managers to recognise and address the needs and interests of employees in the spheres of well-being, work-life balance, diversity, and inclusion. Findings also showed that, when integrated with CSR, HRM took on a more proactive stance towards meeting employees' needs and developed approaches, which aimed to drive change in this area, bringing difference to employees as stakeholders.

Unlike responsibilities towards employees and organisations, HRM responsibilities towards communities and the social role of the HRM have not been widely addressed in the literature. However, these findings suggest that HRM, when integrated with CSR, clearly identified communities as an HRM stakeholder, viewing their responsibilities as supporting the delivery of community-oriented objectives and taking community needs into account when developing HRM policies and practices. These findings support the notion that CSR does indeed have potential to widen the purview of HRM, helping it to identify external stakeholder groups and promoting the design and development of policies and practices to meet the needs of these groups (Appendix 8 presents overview of the HRM policies and practices related to CSR).

4.4. Challenges related to CSR-HRM integration

4.4.1. Introduction

This section focuses on the challenges pertaining to HRM involvement in CSR. The SLR demonstrated that while integration with CSR might create some issues for the HRM function, this aspect of integration has received little attention from the researchers so far. In order to address this gap this study looked at some of the potential challenges HR managers face when engaging with a CSR agenda. To address the last research question, participants were asked about challenges they face when engaging with CSR, and more specifically about the tensions among the needs and interests of different stakeholder groups. Data analysis at the stage of code aggregation drew on paradox theory and the literature pertaining to the challenges of CSR implementation. This allowed the tensions among the needs of various stakeholders from the HRM perspective as they emerge with respect to CSR to be explored. The ways in which HRM has attempted to accommodate these tensions were also examined.

4.4.2. Increased workload

Increased workload was identified as a general challenge encountered by HRM with respect to CSR. Participants lamented that they experienced an increased workload associated with new responsibilities (e.g., volunteering activities), had to review existing policies and practices to incorporate CSR goals and values, and foresaw new problems emerging. The analytical coding framework is presented in Figure 16.

First, four participants referred to an increased workload or the possibility of an increased workload attributable to the need to manage CSR initiatives along with other HRM processes. Participants stated that the CSR programme could add the need to manage volunteering activities or additional employee welfare initiatives which would increase their workload. For example:

If there is any staff welfare issues or staff welfare initiatives that the managers come up with, then it will be our job to organise that. And if we were to get involved in any volunteer days for example, that would be our job to organise that (SHR-Consulting).

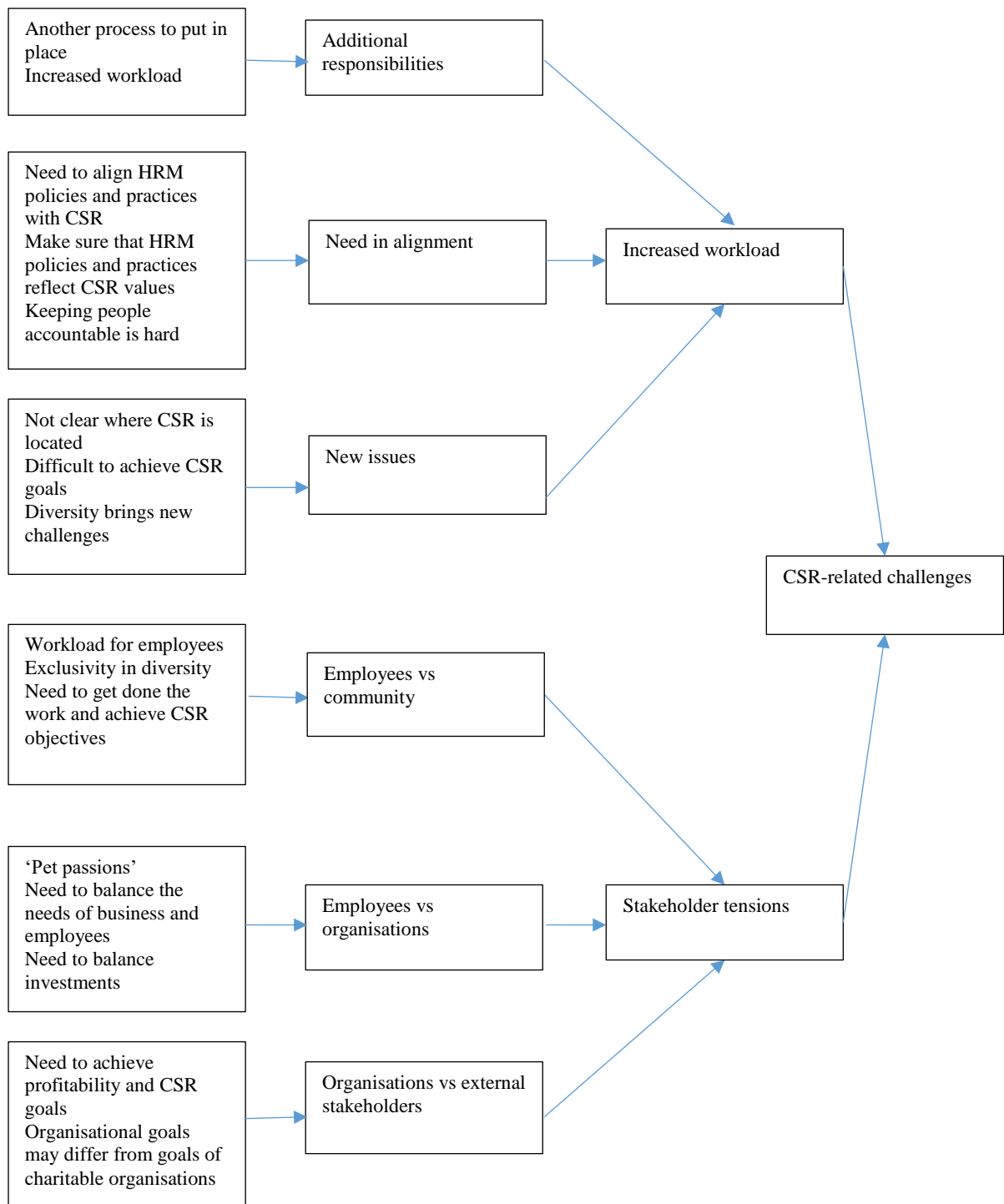


Figure 16 Challenges of CSR-HRM integration

Challenges are probably in having time to get all this stuff [CSR-related activities] done that needs to be done. This is the main thing, so we are constrained by time (MHR-Retail).

I mean HR is already a busy, a very busy function, and to add another management task on top of that is a lot. And CSR is not a small piece it's an ongoing management, title of commitment. And if you don't meet that you should be penalised, whereas if you meet it you should celebrate (SHR-Real Estate2).

Another challenge was associated with the need to align HRM policies and practices with CSR strategy and values. Considering this as an HRM responsibility with respect to CSR, two participants explained that it was a challenging and daunting task. Illustrative of this situation, one participant stated:

And in terms of challenges, just like I said before I think it adds another layer of complexity. You have to review things like benefits, and policies in light of sustainability and then I think it also adds a kind of training element, you know, having to train people [on CSR] like we do here (MHR-Consulting).

Third, participants explained that it was not easy to integrate with the CSR programme, as it was not clear how exactly this integration should look and what role HRM should play. Consider, for example, the following statement by one of participants:

I think it [CSR] does not necessarily have a natural fit with HR, but I think that is the role we play in supporting the agenda and bringing it from people perspective. But I think within that it's not really clear exactly where it is, so I think it can bring ambiguity (SHR-Production2).

This ambiguity was often noticed in the interviews, as many participants struggled to accurately define the role of HRM in CSR and HRM responsibilities with respect to it. It was noticed that often participants were uncomfortable talking about HRM policies and practices related to CSR, feeling more comfortable when commenting on general HRM policies and practices. This lack of clarity was highlighted by previous studies (e.g. Fenwick & Bierema, 2008; Gond et al., 2011; Sarvaiya et al., 2018) showing that it may prevent HRM from integrating with CSR. This fleshes out the novelty of CSR-HRM integration for HR managers and the need to develop some understanding and guidelines for HRM practitioners with respect to their involvement in CSR.

Along with a lack of clarity, four participants also referred to the difficulties in achieving

ambitious CSR goals. An example of this was the difficulty in attaining diversity goals due to the demographic composition of suitably qualified candidates in the labour market.

Participants stated that although their organisations were actively seeking to have a diverse workforce (primarily in terms of women and indigenous people), quite often these people were either not applying or were not in the market for the positions available. The result being that HRM struggled to achieve its CSR-related objectives. For example, one participant explained:

If we think about women in management for example, there are some industries where it is very challenging to find women because they are not in the market, technology is a particular example of that (SHR-Finance).

Moreover, achievement of CSR goals could also mean some new challenges for HRM. Two of the participants explained that diversity in organisations presented them with the challenge of managing and assimilating a diverse workforce. For example, HRBP-Engineering explained that organisational diversity that was promoted with respect to CSR brought the need to support it internally and ensure that the diverse workforce felt comfortable in the organisation. She explained that although the organisation attracted a diverse workforce, the organisational culture had not been changed, so the task of micro-management of issues stemming from this had come to the HRM function.

All these examples demonstrate that some participants associated the introduction of a CSR agenda in their organisation with an increased workload for HRM. This increase was related to the need to attain new goals, perform new responsibilities, and resolve new problems. This perception of increased workload might impede CSR-HRM integration and prevent stronger involvement in CSR, with HRM either avoiding involvement altogether or confining its involvement to adaptation.

4.4.3. Tensions

Tensions between the needs and interests of different stakeholders were recognised as another type of challenge met by HR managers due to integration with CSR. Data revealed three different types of tensions, with these being considered as examples of paradoxical tensions, insofar as the achievement of desired outcomes required simultaneous attainment of contradicting goals and the meeting of conflicting interests (Lewis, 2000; Smith & Lewis, 2011). The identified tensions related to the conflicts between the needs and interests of three groups of HRM stakeholders with respect to CSR - employees, organisations, and external stakeholders (communities, environment, NGOs). Next, each of these tensions is discussed in

greater detail.

The first tension often described by participants was between organisational responsibilities towards external stakeholders and responsibilities towards their own employees. One of the employees' roles in CSR is related to the execution of the CSR programme and the delivery of CSR goals. This often involves performing additional responsibilities, participation in volunteering and charitable activities, and implementation of a more complex work processes. As a result, employees might experience an increase in their workload, and a deterioration in work-life balance and well-being at work.

To illustrate this tension AHR-Hospitality explained that the introduction of a sustainable seafood programme in the organisation incurred increase of the workload for the employees involved in the ordering of seafood. Similarly, AHR-Healthcare provided an example where cleaning staff were not satisfied with the increased complexity of their work due to the environmentally-friendly changes in the cleaning process introduced by the organisation. These examples demonstrate that, while organisations were trying to positively contribute to the natural environment, it created an unintended negative impact on their own staff by making their job more complicated.

Participation in volunteering activities was also sometimes considered to increase employees' workload and decrease their well-being. Participants claimed that employees had to be absent from the workplace to deliver volunteering duties and as a consequence had to perform more tasks when they got back to work. SHR-Production2 bemoaned that due to this form of work intensification, some employees were unhappy with the volunteering days and were reluctant to participate—to the extent that some took sick leave to avoid participation. She explained:

From a challenges perspective, needing to take time out of business to accommodate some of those activities [volunteering] and sometimes it's a little bit challenging, and it means workload goes up around it and some of the employees just don't engage in it. And so it's a struggle to get them along and participate (SHR-Production2).

Another example of the tensions between organisational responsibilities towards external stakeholders and employees' interests was related to diversity. CSR often saw organisational responsibilities towards employees and communities in ensuring diversity, however in their endeavours to recruit and promote minority groups, some organisations created a perception of discrimination against traditionally well-represented groups and diminished their satisfaction. This perception occurred in organisations with active approaches to meeting

employee and community needs since a lot of attention was paid to ensure recruitment and development of the underrepresented categories of employees. For example, participants explained:

I mean these usual problems of diversity which come down to people having a fear that only minority groups are going to get promoted more, because we have some sort of diversity agenda. This is the usual fear that comes with some sort of exclusivity (SHR-Retail2).

Yes, I heard people saying that it's tough to be a white man these days (laughs). Yes, that is a bit of a problem with some small groups of people, and I think from a gender diversity perspective it is really important to overinvest to develop female leadership (SHR-FMCG1).

To sum up, when discussing the challenges associated with CSR-HRM integration, seven participants clearly observed that HRM involvement in CSR created a need to accommodate the tensions between the needs and interests of external stakeholders and those of employees. The next type of tension identified by 10 participants related to the conflict between the interests of employees and the interests of organisations—both related and unrelated to CSR. For example, in trying to provide employees with meaningful work with the help of CSR, some of the participants found that employees and organisations had different ideas about what should be included in the CSR programme. Participants discussed cases where employees were actively approaching management with their own CSR ideas and projects, expecting the organisation to take up and implement the proposed initiatives. These ideas and projects could conflict with the overall organisational CSR strategy, or even if they were aligned they might require a lot of investment that the organisation could not afford. As one participant explained:

One of the things is that individual employees always have their pet ideas of what a CSR policy should be. That focus on their individual interests or passions. And I think one of the challenges is to not do everything, because then you have no impact. One of the challenges is to find a spot where you do have some impact without disengaging employees who have particular passions (SHR-Engineering2).

An inability to meet the employees' interests in terms of CSR might result in employees' disappointment and disengagement with the CSR programme and even the organisation. AHR-Healthcare provided an example of an employee who resigned from the organisation, believing that its CSR initiatives were insufficient and did not fully support CSR values. This

example shows that, while the CSR programme may serve as an important instrument to attract, retain, and motivate staff, thereby creating a meaningful workplace, it could also become a source for employees' disengagement should their expectations not be properly managed by the HRM function.

In addition to tensions related to CSR interests, two participants described conflict between organisational and employees' interests unrelated to CSR. Contrary to expectations that this type of tension would often be mentioned by the participants because it is traditional to HRM (Francis & Keegan, 2006; Keegan & Francis, 2010), it was not actively discussed. This is probably because participants did not relate it specifically to CSR. However, two of the participants explained that the CSR programme and values of the organisation made these tensions more salient to HRM, moving responsibilities towards employees to the forefront of the HRM agenda instead of subjugating them to the needs of organisations. The following quotes illustrate this conflict:

Because someone's vulnerable and they are looking at losing their career or not being able to do their job. And it's difficult. You've got other people who are working more shifts and that is where your whole responsibility comes. The business has to keep going we need to keep providing care to our patients. And you think whether it is appropriate to have a person who is physically compromising and can't do their job looking after others (MHR-Healthcare).

I guess they [tensions] must be applied to things like restructures, where you are trying to balance the needs of the business, so the needs of the business to cut costs or to put through efficiencies and you try also to balance the needs of the employees. You obviously need to [...] employees but also trying to support them, so I mean by owning restructures in terms of responsibility we should be offering some sort of support to the employees going through the change process in terms of career, helping them with career options going forth. But the cost is significant, so you have to weigh the needs of the employees, the needs of the business and the needs of the budget that you've got (MHR-Consulting).

The last internal tension related to the need to balance investments between CSR and general business activities. The need to invest in CSR initiatives can often contradict/compete with the need to invest in other activities necessary for the achievement of profitability goals. As a result, HR managers had to justify the need for such investments and provide a solid

business case and rationale for them to demonstrate potential gains for shareholders. For example:

And I think the biggest challenge [for HRM] is being able to sell that [CSR]. I think most administrative functions won't sell it well, because they are not skilled enough to sell it and the result will be that the executive will simply see the [CSR] strategy as a cost and it will not happen (SHR-Real Estate).

Participants explained that they had to use business cases to prove that CSR investments would pay back in terms of employee attraction, motivation, and retention, and in so doing show that investments in CSR were important for both HRM and the business:

So it's I guess about making sure that you've got a very clear strategy, that it is accurately communicated and you can justify any spend on CSR activity because you can demonstrate the value that it adds (SHR-FMCG1)

HRM was involved in this investment tension as CSR initiatives were considered to be relevant to employees by either meeting requirements for CSR or meeting other needs. Seeing CSR initiatives as important for employees and organisations, HRM had to advocate for them and justify the needs for contributing to CSR programmes.

The last type of tension discussed by eight participants was the tension between the organisational needs and the needs of organisational external stakeholders, such as communities or the environment. The tension between the need to involve employees in CSR activities and ensure that employees still had time to perform their work duties was the most mentioned tension with respect to this. In the previous section this tension was discussed from the employee perspective, however it was found that volunteering activities created problems for the business as well. Participants explained that quite often line managers saw CSR activities as a distraction and believed that volunteering projects interfered with normal work processes, and jeopardised organisational productivity and profitability. For example, taking a pro bono case incurred taking fewer paid cases. SHR-Construction1 stated that line managers actively discouraged employees from participating in volunteering in order to avoid interruption to work processes. MHR-Legal explained this tension:

I see there is that balance between profitability and philanthropy and the expectation is that you've got another balance line that you need to manage and monitor in terms of expense. As I see the HR managers, they need to encourage the individual [to participate in CSR], but how that serves the business needs and goals is another aspect,

but they still need to do that, so I think that it just adds another layer of complexity (MHR-Legal).

SHR-Finance provided another example of the same conflict between organisational and external stakeholders' needs, explaining that sometimes diversity goals clashed with business needs in quick recruitment because looking for diverse candidates took a longer time. She explained:

You know that you are going to slow it [recruitment] down, but we have to take a long-term view on it and say that we actually need to have greater diversity and that it would drive the business outcomes and that it's a lot of research that show the value of those more diverse decisions.

The last problem faced by HRM was the problem of balancing interests of organisations and charities in terms of CSR. This problem was faced by those participants who were involved in arranging and coordinating organisational external CSR activities. For example, participants stated that they had to consider the different needs of charitable organisations and their own organisation while selecting charities, as sometimes charities were asking for monetary donations rather than the volunteering offered by organisations, or accepted volunteering but asked for funding to manage the volunteers. Additionally, HRM had to look for charitable organisations volunteering for which could serve some organisational needs as well (employee training, organisational image, etc.). Thus, HRM had to take all these issues into account and ensure that the needs of both parties were met when arranging volunteering opportunities.

4.4.3.1. HRM role in tensions resolution

Paradox theory is a useful lens for considering these tensions as it describes several approaches for tension resolution. These include acceptance, temporal and/or spatial separation, and synthesis (Ehnert, 2009; Kozica & Brandl, 2015; Poole & van de Ven, 1989). Implementation of these approaches helps to accommodate to the tensions and pursue both alternatives. Data from this study suggest that HR managers might play an important role in the resolution of the identified tensions using these various approaches.

Temporal separation was often used to reconcile the conflict between the interests of external and internal stakeholders with respect to employees' involvement in additional CSR activities. Participants explained that they had to actively manage employees' rosters, making sure that the best possible time for additional activities is chosen, and these activities did not affect employees' well-being or organisational performance:

Like I mentioned before a lot of our team is on shift work so when they do come to us saying “I’m going to volunteer my time”, so it is understanding “Well, are you rostered on at that time?” Because they do still need to attend their work at first. And making sure that they are going through the correct process (AHR-Hospitality).

Two participants, for example, explained that to avoid conflicts they were encouraging team volunteering days, while some organisations provided organisation-wide volunteering days, when the whole organisation was closed for charitable activities:

That is why we encourage them to go as a team rather than doing it on their own, because then you find the impact less, they feel a greater ability to kind of go with the day and make sure that they can attend rather than pulling out the last minute (MHR-Production1).

Interestingly, participants actively discussed the synthesis approach to tension resolution as well. One of the most commonly discussed examples of this type of solution related to the communication and education role of HRM, when HR managers used these tools to align the interest of the parties involved, helping one of the stakeholder groups to internalise the objectives of the other. Participants provided examples of communication and education of employees to ensure that they understand and share organisational objectives in terms of CSR and accept the needs and interests of external stakeholders. This approach helped to diminish resistance to CSR associated with an increased workload or complexity, as employees started to share the same goals. Thus, one participant observed:

Communication is really important, how we communicate what we do, and why we do it and then actual employees talking about their experiences, so that others can see how positive it can be (SHR-Production2).

The same communication and education tool was used by HR managers to balance and align organisational economic and CSR goals. Participants explained that they actively used a business case approach to explain the CSR benefits to management and make sure that responsibilities towards employees and external stakeholders started to be considered as business priorities, deserving investment of time and finance.

SHR-Engineering1 described another creative approach to conflict resolution, identified as synthesis. They illustrated how the conflict between employees and the organisation’s interests pertaining to CSR was resolved, explaining:

So we refocused the way the [sustainability] group operated, we've got more different types of people involved in the group and then in that way we were able to, you know, package those initiatives in the way that had more meaning for business (SHR-Engineering1).

And, of course, creating bundles of HRM practices supporting each other was found to be important for resolving potential conflicts of interests. For example, the development of an inclusiveness strategy together with diversity was considered as helping to eliminate the adverse effect diversity policies might create with some groups.

4.4.4. Summary

The findings from this research support claims of several authors (Ehnert, 2009, 2014; Kozica & Kaiser, 2012; Kramar, 2014) who argue that CSR-HRM integration is prone to challenges and paradoxical tensions which are often overlooked in mainstream literature. These authors argue that for successful delivery of CSR programmes by the HRM function, these tensions need to be acknowledged and the approaches to their resolution identified (Ehnert, 2009).

Within the framework of this study two types of challenges were identified: those associated with the growing workload due to the presence of new tasks and responsibilities, and those that appeared because of existing contradictions among the needs and interests of various stakeholder groups. On the one hand, the presence of the challenges associated with CSR-HRM integration may prevent the HRM function from involvement in CSR at a strategic level due to perceived complexity. While on the other, it was found that the HRM function was able to develop approaches to overcome challenges and help organisations successfully implement CSR programmes, simultaneously meeting interests of different stakeholder groups.

4.5. Chapter summary

In this chapter the findings have been presented in relation to each research question. First, the three approaches to CSR-HRM integration identified in this research were discussed. It appears there is no single approach to CSR-HRM integration, but rather that HRM can be differentially involved in CSR. This involvement can vary from disengagement to CSR embeddedness. The disengagement between CSR and HRM was characterised by non-responsiveness of HRM to the CSR programme. Participants from this group reported absence of involvement with CSR. When involvement was present it had a personal rather than professional character. Peripheral integration revealed itself in adaptation to CSR

through adjusting practices, taking on additional responsibilities, and/or linking existing practices to CSR goals and needs without significant changes in HRM strategy and approaches. Finally, CSR embeddedness was characterised by internalisation of the CSR values, principles, and goals and integration at both strategic and practice levels.

Since three distinct approaches to the CSR-HRM integration were identified, the second stage of analysis looked at the organisational and individual (HRM-level) factors related to the different approaches to CSR-HRM integration. As a result, it was found that the three groups identified in the previous stage of analysis differed in their perception of nuances of the CSR programmes of their organisations, as well as demand for CSR, benefits coming from it, and possibilities for HRM involvement. Finally, it was found that the role HR managers played in organisations, their openness to external environment and personal values were associated with proclivity to form a certain approach to CSR-HRM integration.

The third section focused on the HRM stakeholders with respect to CSR and responsibilities towards these stakeholders, with a special emphasis placed on the responsibilities towards employees. It was found that HRM mainly perceived three key stakeholder groups with respect to CSR: organisations, employees, and communities. Sometimes charitable organisations and the government were identified as HRM stakeholders pertaining to CSR as well. HRM considered various responsibilities towards these stakeholders, which included support of organisations in their endeavours to achieve CSR objectives, creating a positive employment experience for employees, and delivering positive social impact. Overall, it was observed that CSR programmes were related to identification of both internal and external stakeholders, as well as with widening of the scope of responsibilities for HRM. Further, comparison of the employee-oriented policies implemented by HRM from the disengagement and CSR embeddedness groups suggested that CSR programmes supported higher involvement of HRM in the development and delivery of responsible practices towards employees, helping these practices to get traction in organisations.

The last section presented findings with respect to challenges HRM experiences in pursuing integration with CSR. It was found that though the challenges have had scant attention in CSR-HRM literature, HR managers had observed a growth in the complexity of their work with respect to CSR, and were cognisant of the tensions among the needs of all three stakeholder groups. It was also possible to identify the key approaches HRM used to accommodate the tensions, which were seen in temporal separation as well as in attempts to synthesise the needs and interests of various stakeholder groups.

Chapter 5: Discussion

5.1. Introduction

In recent years discussion surrounding the integration between CSR and HRM has become more prominent, with a growing number of publications now being dedicated to this theme (Macke & Genari, 2019; Voegtlin & Greenwood, 2016). The SLR which looked at the role of HRM in CSR showed a steady increase in publications in this area from 2006 onwards. This interest is not surprising given growing concerns with the fast depletion of natural resources, progressive pollution, and an increase in social inequality and poverty. Organisations are expected, and sometimes even required, to take an active stance towards these problems and to demonstrate accountability to various stakeholders, and in so doing, some of the traditional focus on the primacy of the shareholder is quelled (DuBois & Dubois, 2012; Fuentes-García et al., 2008). As a result of stronger integration of CSR agendas into organisational management systems and strategy, HRM is now being called upon to make a difference—more so than in the past—to contribute to supporting organisational objectives which go beyond those related to economic profitability.

HRM, with its strategic partner role, seems to be well-positioned to help organisations in these endeavours (Cohen et al., 2012; DuBois & Dubois, 2012; Harris & Tregidga, 2012) and some authors suggest that integration with CSR should prompt changes in HRM itself (Cohen, 2010; De Prins et al., 2014; Ehnert, 2009; Kramar, 2014). These changes associated with assuming responsibilities to a wider range of stakeholders, mitigating the possible negative externalities of HRM practices, and developing of approaches which can create value for organisational internal and external stakeholders, have been long awaited in HRM (Ackers, 2002; Beer et al., 2015; Boselie & Brewster, 2015). Some authors argue that the CSR perspective can facilitate these changes (De Souza Freitas et al., 2011; Kramar, 2014). It is to this strand of the literature which this study aims to contribute.

This study was designed to identify how HRM responds to CSR and whether engagement with CSR is associated with new approaches to HRM policies, practices, and philosophies.

Analysis of the interviews allowed the researcher to glean some insights into HR managers' experience of integration with CSR where it was found that engagement with CSR is a complex process resulting in different approaches to integration ranging from disengagement to CSR embeddedness in HRM strategy and everyday practices. This finding

points to a complex interplay occurring between organisation- and individual-level factors, with the approach somewhat dependent on HR managers' interpretation of CSR, CSR-HRM integration, and their own role in organisations.

It was also found that when integration between CSR and HRM happens (especially at the embeddedness level), it often translates into recognition of several groups of stakeholders whose needs and interests HRM seeks to meet. Recognition of these stakeholders may lead to perceptions of divergence in interests and require HRM's involvement in accommodating these tensions.

This chapter presents the synthesis of findings from the SLR and the 34 in-depth interviews with HR managers employed by organisations pursuing a CSR agenda. The discussion starts with the comparison of different approaches to CSR-HRM integration and concludes with the discussion of challenges and tensions HRM faces in attempts to engage with CSR.

5.2. CSR-HRM integration—a development process

The SLR revealed that HRM approaches integration with CSR from different perspectives (strategically support CSR initiatives, enhance their own employee advocate role, and/or focus on society or community needs), showing the breadth of HRM engagement with CSR. However, at the same time the SLR showed that HRM was often not involved with the CSR in a comprehensive manner, preferring a supportive approach to strategic integration (Sarvaiya et al., 2018). Thus, this research set itself the objective of exploring possible approaches to CSR-HRM integration in organisations and identification of the key characteristics of these approaches. To this end, this study identified three distinct approaches to CSR integration. These approaches have been termed disengagement, peripheral integration, and CSR embeddedness.

The identification of different approaches to CSR-HRM integration supports the extant literature, which also observes various approaches to CSR-HRM integration and several roles the HRM function can play in CSR (e.g. Alcaraz et al., 2017; Fenwick & Bierema, 2008; Sarvaiya et al., 2018; Sroufe et al., 2010). For example, in their studies Fenwick and Bierema (2008) and Sroufe et al. (2010) observed a difference in the scope of HRM involvement in CSR, ranging from no involvement to involvement in both social and environmental aspects. In a similar vein, Sarvaiya et al. (2018) noted that the HRM function could play either an administrative or strategic role in CSR, while Alcaraz et al. (2017) observed haphazard

involvement with casual and isolated initiatives versus more systematic and comprehensive approaches to CSR from the HRM side.

The identification of these various approaches is often based on the analysis of the nature of contribution HRM can make to CSR (e.g., Gond et al., 2011; Sarvaiya et al., 2018). However, to ascertain how HRM itself may change and develop with respect to engagement with CSR, a different perspective is required. Developmental models of CSR which view CSR development in organisations as a continuous process resulting in transformation of organisational culture and strategy can offer useful lens for such analysis.

A brief overview of the historical development of CSR was presented in Chapter Two of this thesis. At its core, the transformation of CSR views over time could arguably be seen as the transformation from CSR being an add-on to organisational activities to one where CSR is closely integrated with organisational strategy and culture. The literature suggests that as individual organisations adopt CSR they might also go through similar integration phases. The CSR literature is replete with examples of models which describe developmental stages organisations might follow with respect to CSR. These models usually see organisations occupying some place along the continuum which ranges from ‘doing little’ with respect to CSR to ‘doing much’ (Maon, Lindgreen, & Swaen, 2010).

For example, Maon et al. (2010) discussed three phases of CSR development: cultural reluctance, when organisations consider CSR as a constraint and tend to ignore social and environmental demands, focusing on economic gains; cultural grasp phase, when organisations develop higher sensitivity to CSR issues with the focus on adaptation; and cultural embedment phase, when organisations intensively integrate CSR principles for value creation. Similar stages were identified by other authors (e.g. Dunphy et al., 2003; Mirvis & Googins, 2006; Van Marrewijk & Werre, 2003; Zadek, 2004). These models see the organisation’s adoption of CSR as a process and suggest that organisations are different in their developmental stages with respect to CSR.

The models propose that organisations move essentially from disintegration with CSR, when CSR is perceived as an unnecessary element, to some form of adaptation through compliance and change of the operational activities, and finally to the stage when CSR transforms not only organisational operations but its strategy and builds the foundation for organisational strategic objectives and competitive advantage—this last phase being an aspirational model of CSR integration. The models underscore that higher levels of

integration with CSR result in organisational transformation and consequently, the nature of business is changed from profit-making to creation of shared value.

Placed along the CSR developmental continuum, the approaches to CSR-HRM integration identified in this study reveal similar features (resistance (disengagement), compliance and adaptation (peripheral integration), and change of the HRM strategy to incorporate CSR values, principles, and objectives (CSR embeddedness)) (Table 6). The findings suggest that integrating with CSR HRM might change its approaches, perception of stakeholders, and responsibilities towards them demonstrating transformation. The distinction proposed by this research helps to capture the strength of integration through the analysis of both strategy and everyday practices (Aguinis & Glavas, 2013). It looks not only at the level and scope of the HRM contribution to CSR, but at how well CSR is incorporated into HRM strategy, changing its approaches and perspectives. The developmental models of CSR suggest that organisations should aspire to higher levels of integration when organisational strategy transforms in response to CSR, as it is only at this level that CSR goals and objectives might be fully achieved and shared value created. At this level CSR starts to benefit organisations, likely helping them to gain competitive advantage as well.

Viewing CSR-HRM integration as a developmental process helps to understand what should be considered as an aspirational model of this integration. In line with the developmental models of CSR, the CSR-HRM integration developmental model views the higher level of this integration as transformation. HRM not only contributes to CSR, but changes in response to it, incorporating CSR principles, values, and objectives in their own strategy. The developmental perspective is a useful lens to look at CSR-HRM integration should these changes be captured. It also articulates the need for understanding the factors and contingencies which may facilitate/inhibit the development of integration—an area of research which has so far received scant attention (Sarvaiya et al., 2018). Next, CSR embeddedness as an aspirational model of CSR-HRM integration is discussed.

5.2.1. CSR embeddedness—a more consistent approach

In the case of peripheral integration between CSR and HRM, CSR was perceived as an add-on to HRM, which had some impact on the HRM policies and practices requiring adjustment, taking responsibility for new activities, or linking existing practices to CSR goals, but not prompting any changes in the HRM strategy and its core objectives. In this sense HRM continued as ‘business as usual’, adapting to new requirements coming from CSR. While peripheral integration approach supports organisations in their endeavours to become

responsible and sustainable, a lack of strategic integration may prevent organisations from reaping all the benefits of CSR-HRM integration discussed in the literature. This is because in the case of peripheral integration, the approach to integration is less systemic and influences individual practices rather than the strategic direction underlying these practices. It was often observed in this research that HRM functions tended to implement CSR partially, linking some practices with CSR while completely ignoring others. These isolated initiatives have a limited ability to support the core CSR goals of organisations (Alcaraz et al., 2017).

The lack of comprehensiveness in the case of peripheral integration was also observed in the tendency of HRM to choose particular aspects for integration that they felt themselves more comfortable to adapt to. The foci among which HRM made choices were related to supporting delivery of CSR objectives, improving the employment brand with the help of CSR, or delivering responsible practices towards employees. This is perhaps unsurprising, since literature also tends to compartmentalise discussion of CSR-HRM integration with some literature focusing on how HRM may support environmental dimension and the other focusing on economic or social aspects of CSR (Ren & Jackson, 2019). This fragmented engagement may prevent HRM from sending a consistent message to employees about their CSR programme. Indeed, the HRM policies and practices are argued to have an ability to communicate to the employees' the organisational goals and priorities (Bowen & Ostroff, 2004). Therefore, when HRM mainly supports delivery of the organisational goals towards external stakeholders, employees may perceive that the organisation does not consider them to be an important stakeholder with respect to CSR. Nonetheless, it is important that employees receive the message from their organisation that they are important stakeholders with respect to CSR, and that organisations care for their interests, needs, and concerns. This is especially crucial if HRM wants to use CSR to attract, retain, and engage employees—a theme which often emerged in the interviews. The literature argues that an internal CSR dimension is considered to be more important than an external CSR dimension in employment decisions (Duarte et al., 2014; Ferreira & De Oliveira, 2014). However, the findings from this research suggest that quite often participants from the peripheral integration group who declared that CSR was useful for the employment brand did not include employee-oriented practices (well-being, work-life balance, developmental opportunities, or living wage) in the remit of CSR-HRM integration, considering them to be separate from the CSR agenda.

The sole focus on CSR activities towards employees has its limitations too. If HRM focuses on the employee dimension of CSR, organisational strategic objectives towards external stakeholders may suffer as they are not actively supported by the recruitment,

developmental, motivational, and communicational activities from the HRM side—a situation often observed when peripherally integrated HRM functions tended to see their main role in supporting CSR towards employees. Organisations may fail in the opportunity to acquire and develop capabilities related to CSR, while employees may lack motivation for involvement. The implication of this approach for the employees is that they may not recognise that CSR towards external stakeholders is important for the organisation and will not consider organisational support for engagement with external CSR. As a consequence the employees may be less willing to be involved in CSR (Garavan, Heraty, Rock, & Dalton, 2010; Paillé et al., 2013). And so, whereas peripheral integration is able to support CSR programmes in organisations, it does not send a consistent message about the organisational stance towards CSR to employees, thus failing to fully engage them with all aspects of the CSR programme. Clearly, in order to fully support organisational CSR programmes, HRM needs to be engaged with it in a more comprehensive manner.


In this research less than a quarter of participants discussed CSR embeddedness in HRM, demonstrating that HRM is largely missing the opportunity to comprehensively support the CSR programme—an observation made by other authors as well (Alcaraz et al., 2017; Sarvaiya et al., 2018). CSR embeddedness saw internalisation of CSR goals, principles, and objectives by HRM, when CSR started to affect not only certain practices but strategic choices as well. Participants perceived CSR as an integral part of both organisational and HRM identity. Changes in policies and practices occurred as a result of this strategic integration and thus had a more systemic character. The embeddedness approach to CSR-HRM integration supports CSR in a more consistent and balanced manner than peripheral integration approaches. Building on the strategic HRM methodologies, the CSR embeddedness approach influences employees' behaviour by integrating with the organisational strategic goals and developing internally consistent policies and practices (Dreher & Dougherty, 2001; Jackson, Schuler, & Jiang, 2014).

It was observed that where HRM demonstrated embeddedness, HR managers tended to integrate HRM policies and practices vertically with CSR objectives, linking HRM strategy to CSR strategy, and at the same time, strived to integrate CSR-related policies and practices horizontally. All these approaches are well-described in the strategic HRM literature (Bowen & Ostroff, 2004; Macduffie, 1995), but are often geared towards the achievement of organisational profitability goals. In the case of CSR-HRM integration, HRM used the same approaches to achieve a broader spectrum of goals. Thus, in the case of CSR embeddedness, the organisational CSR programme received support through consistent messages which were

sent to employees from the different but interconnected HRM policies. Indeed, it was observed that HRM tended to create bundles of mutually supportive policies and practices with respect to CSR. For example, recruitment of a diverse workforce was supported by promotional, as well as training and development initiatives and opportunities for minority groups. In the same vein, recruitment of employees with CSR values and experience was linked to inclusion of CSR metrics in performance management systems and extensive internal communication of CSR.

The CSR embeddedness approach was also associated with strategic integration between CSR and HRM, when CSR starts to form the foundation for the HRM strategy with CSR principles, goals, and values being internalised by the function. Aguinis and Glavas (2013) suggest that the best results from integration could be achieved only in cases of CSR embeddedness in organisational strategy and everyday activities, as CSR starts to form the basis for competitive advantage in these organisations, distinguishing their products, services, and approaches from competitors, and also engaging employees. CSR integrated with organisational strategy allows organisations to identify new opportunities and realise them through everyday performance (Porter & Kramer, 2011). The same could be suggested for CSR-HRM integration. Participants discussed that when they were driven by CSR goals and principles, they were able to create new approaches to people management (work-life balance initiatives covering all employees irrespective of the position tasks and requirements, transparent promotion and reward systems, ongoing feedback combined with psychometric assessment and leadership support, extensive training opportunities and career planning, literacy and numeracy training for employees, etc.). They believed that these innovative approaches positively distinguished them from their competitors and also helped to attain better productivity and higher performance. Although some tendency to put a stronger emphasis on a certain aspect of CSR-HRM integration (e.g., meeting employees' needs or supporting organisational strategy) could be traced in CSR embeddedness approach as well, HRM from this group clearly tried to achieve a holistic approach, looking at different aspects simultaneously, which enabled a stronger and more consistent involvement of HRM in CSR (Alcaraz et al., 2017; Sroufe et al., 2010).

Table 6 CSR developmental models—based on Maon et al. (2010)

	Stages in CSR development					CSR-HRM approaches to integration				
Carroll (1979); Clarkson (1995a)	Dunphy et al. (2003)	Van Marrewijk and Werre (2003)	Mirvis and Googins (2006)	Maon et al. (2010)	Aguinis and Glavas (2013)	Fenwick and Bierema (2008)	Sarvaiya et al. (2018)	Alcaraz et al. (2017)		This research
Key criteria	Attitudes to CSR	Motivation for CSR	Comprehensiveness and integration	Cultural, strategic, organisational features	Psychological foundations of CSR	Focus and scope of integration	HRM role	Comprehensiveness	HRM role	Integration with practices, integration with strategy
Do little 	Rejection	Pre-corporate sustainability		Dismissing		Disconnection				Disengagement
	Non-responsiveness						Administrative support		Casual	
	Compliance	Compliance-driven	Elementary	Self-protecting Compliance-seeking	Peripheral CSR	Employee-focussed		Active	Supporter	Peripheral integration
	Efficiency	Profit-driven	Engaged	Capability-seeking						
	Strategic proactivity	Caring	Innovative	Caring					Advisor	
		Synergistic	Integrated	Strategising		Integration (Employee and environment focus)	Strategic partnership			
Do much	Sustaining corporation	Holistic	Transforming	Transforming	Embedded CSR			Advanced	Strategic ally	CSR embeddedness

5.3. Characteristics of CSR-HRM integration

HRM operates in a complex environment with the demand to consider the needs of various stakeholder groups residing both inside and outside organisations and the need to deliver the required outcomes for them (Beer et al., 2015; Beer et al., 1984; Boselie & Brewster, 2015). However, it was noted that in the course of its development, HRM has lost its multiple-stakeholder perspective both in academia and practice, tending to focus more on the goals of organisations and organisational shareholders (Boselie & Brewster, 2015; Greenwood, 2013; Marchington, 2015). Consequently, there have been calls for a review of the established practice which fleshed out the need to widen the purview of HRM so that outcomes for employees and external stakeholders are included (Ackers, 2002; Beer et al., 2015; Marchington, 2015; Schuler & Jackson, 2014; Ulrich & Dulebohn, 2015).

In this regard, the concept of CSR seems to offer some promise. CSR, with its multiple-stakeholder orientation and its emphasis on consideration of multiple stakeholders, has the potential to bring them into the purview of HRM (Ardichvili, 2013; Baek & Kim, 2014; Barrena-Martinez, Lopez-Fernandez, & Romero-Fernandez, 2019). Consequently, some authors go so far as to view CSR-HRM integration as a next approach to HRM going beyond traditional strategic HRM approach (De Prins et al., 2014; De Souza Freitas et al., 2011; Kramar, 2014). One of the questions of this research addressed whether HRM integrated with CSR revealed the features of this new approach to HRM. In particular the study sought to ascertain how HR managers integrating with CSR perceive their stakeholders and responsibilities towards them, and whether the remit of the CSR-integrated HRM function includes different groups of stakeholders and the need to address their plural interests.

This study's findings showed that integration with CSR might widen the scope of HRM, focus the function on the employees' needs, and strengthen its social role. This reflects the recognition of the multiple stakeholders by HRM involved with CSR. It was also found that, in line with developmental models of CSR, these changes are more comprehensive and holistic when CSR starts to be embedded in HRM. The characteristics of HRM related to its engagement with CSR are now discussed.

5.3.1. Widening the HRM scope

The findings from the SLR suggest that by integrating with CSR, HRM takes a broader view on organisational goals, considering them to be related not only to financial performance but to the value which organisations create for other stakeholders such as local communities or the natural environment (Cohen, 2010; Cohen et al., 2012; Jamali et al., 2015; Kramar, 2014).

It was found that some of the traditional HRM functional areas are reviewed to make sure that organisations are well-equipped to achieve their extended goals. Jackson et al. (2014) argued that engaging with multiple stakeholders is an important next step in the development of HRM. Trends observed in this research suggest that a CSR agenda facilitates this engagement.

The SLR highlighted that recognising that organisational goals now include goals towards multiple stakeholders such as communities or natural environment, HRM alters its own policies and practices to support achievement of these goals. The findings from this study provide empirical support for the SLR, showing that functional HRM areas, such as recruitment and selection, training and development, performance management, and reward and remuneration, can be employed to assist organisations in their quest for CSR (e.g., Christina et al., 2017; Guerci et al., 2016; Harris & Tregidga, 2012; Liebowitz, 2010; Renwick et al., 2013). Though the study shows that some organisations review these policies to achieve support for a CSR agenda, it also suggests that the attempts are less comprehensive and less systematic than might have been expected (Alcaraz et al., 2017).

Recruitment and selection, and internal communication were found to be the two policies mostly influenced by the CSR programme, while performance management, training and development, and reward and remuneration were altered to a lesser extent. Integrating with CSR meant HRM often amended selection requirements to incorporate such indicators as CSR values and interests, as well as knowledge and skills, although CSR knowledge and skills were addressed by recruitment and selection more infrequently. Performance management, reward, and remuneration experienced less changes with respect to CSR. While the need to link these HRM policies and practices to CSR is emphasised (e.g., (Christina et al., 2017; DuBois & Dubois, 2012; Guerci & Carollo, 2016; Guerci et al., 2016; Haddock-Millar et al., 2016), there is still dearth of guidance on how it can be achieved.

The findings from both the SLR and the empirical study may be suggestive that CSR is often treated by HRM as being more closely tied to organisational culture rather than to organisational strategy. This explains the stronger focus on interests, values, and general awareness in recruitment, training and development, organisational communication, and a weaker link of CSR with performance management systems, rewards, and remuneration. This may also reflect the nascent stages in CSR-HRM integration, when the relationship between specific employee competences or psychological traits and CSR engagement and/or CSR performance has not been studied in detail yet. For example, analyses of the literature devoted to the psychological micro-foundations of CSR by Gond et al. (2017) showed that literature

which studies personality-CSR or emotions-CSR nexuses has just started to appear. The findings from this research also indicate that while CSR brings new goals and objectives to organisations, HRM has just started to develop approaches to support the achievement of these goals, emphasising the soft side (employees' interests, values, communication) rather than a hard side (competences, experience, or measurement).

5.3.2. Focusing on employees

The second observation made with respect to the HRM characteristics in response to CSR was related to the identification of employees as an important CSR-related stakeholder. In line with the literature (e.g., Raubenheimer & Rasmussen, 2013; Vuontisjärvi, 2006) the findings from this research showed that employees are viewed by HRM as an important stakeholder group with respect to CSR. Integrating with CSR meant HRM often emphasised the need to improve the employment experience for employees. In particular, HRM often saw their responsibilities towards employees with respect to CSR in meeting employees' needs in well-being, work-life balance, inclusive environment, and training and development—responsibilities most often discussed by the CSR-HRM literature (e.g., Apostol & Näsi, 2014; Celma et al., 2014; Demuijnck, 2009; Lis, 2012; Mory, Wirtz, & Göttel, 2016), as well as in organisational CSR disclosures (Frangieh & Yaacoub, 2019). The literature argues that one of the important aspects of HRM involvement in CSR is making sure that organisations deliver responsibilities towards employees to the same extent as they deliver responsibilities to shareholders and in so doing, quell the much-lamented shareholder orientation of the function (Rydell & Wigblad, 2012).

Responsibilities to employees are not new for HRM, moreover some authors have noticed that HRM practitioners express doubts as to whether these responsibilities should be viewed as part of the CSR agenda at all (Gond et al., 2011). However, it may be assumed that CSR puts the need to fulfil responsibilities towards employees and treat employees as an equal organisational stakeholder to HRM's attention (Cohen, 2010; Dupont, Ferauge, & Giuliano, 2013).

This study showed that CSR has an important role to play in engendering an increased emphasis on organisations' responsibilities towards their employees. Noteworthy here is that the comparison of employee-oriented policies and practices discussed by participants from the disengagement and CSR embeddedness groups revealed that these policies and practices were approached differently. Participants from the disengagement group demonstrated a reactive approach to employees' needs and interests whereas participants from the embeddedness

group tended to be more proactive and strived to drive change for employees. In sum, data from this study proffer that employee-oriented policies and practices tended to get more focus and traction when they were related to CSR. In the case of CSR embeddedness, employees' needs connected to work-life balance, well-being, development, and equality were not subjugated to other organisation's priorities, but rather they became a priority on their own. This situation suggests that integration with CSR espouses a more pluralist ideological orientation of HRM, which was weakened by the notion of strategic HRM.

Recognition of employees as a separate stakeholder group with respect to CSR makes their needs and interests more explicit to organisations, thus CSR programmes could be seen to afford legitimacy to the HRM activities which are oriented towards meeting these needs. Christina et al. (2017) underscored the important role of CSR in the legitimisation of HRM policies and practices, which go beyond supporting organisational financial performance. When the CSR programme is introduced in the organisation it requires the organisation to pay attention to multiple stakeholders, including employees, thus giving more legitimacy to employee-oriented practices. The same could be said about policies developed with social values in mind. Because organisations do not necessarily benefit in the short-term from giving employees suffering from family violence additional days off, conducting literacy and numeracy trainings for low-skilled employees, offering various soft skills courses, or letting employees take time off work to participate in volunteering initiatives or take care of their parents, these programmes are more likely be designed and get traction when supported by CSR objectives. In addition, it was noted that participants tried to legitimise CSR towards employees by linking it to organisational economic performance, thus advocating for the business case for internal CSR. This is aligned with the literature, which suggests that socially responsible HRM practices may positively influence both organisational CSR and economic performance (Buciuniene & Kazlauskaite, 2012; Palacios-Marqués & Devece-Carañana, 2013; Sancho, Martínez-Martínez, Jorge, & Madueño, 2018). Drawing the link between employees' needs and organisational objectives does not, however, negate the importance of employees' interests, nor does it see them as converging with organisational objectives. Rather, this study suggests that HRM might be readily able to seek common ground between the organisation's and the employees' interests so that both can be met.

It is noteworthy that the potential of the CSR programme to make multiple organisational stakeholders more salient, and as a result, legitimise employee-oriented practices may be limited by the discretionary nature of CSR. In this regard Brown, de Jong, and Levy (2009) noted that the GRI fell short of achieving its objectives to empower and mobilise many social

actors as it was not legally enforced. The same could happen with the internal CSR programme if it is introduced as a discretionary initiative of an organisation. In this sense, senior management commitment, which was observed in the case of CSR embeddedness, may become a catalyst for CSR-related initiatives in organisations (Lee & Ball, 2003). By being committed to CSR goals and objectives, senior management might foster the development and implementation of the CSR-related HRM practices, including those oriented at employees. The study by Yusliza et al. (2019) demonstrated that senior management commitment to environmental sustainability promotes green HRM in organisations. In this regard Macke and Genari (2019) commented: “beyond the triple bottom line concept, leadership plays a very important role in sustainable human resource management” (p. 813). This should not be surprising given that Guest and Bos-Nehles (2013) pointed to the important role which the senior management plays in the successful implementation of HRM policies and practices by supporting HRM, communicating the goals of new HRM policies, and demonstrating their own commitment to them. It could be concluded that the CSR programme has higher potential to create value for employees when it gains support from the senior management. The need for the senior management commitment to CSR will be further discussed with respect to the factors related to CSR-HRM integration (section 5.4.1.1).

Creation of a meaningful workplace was one more responsibility towards employees identified in this research, which underscores the CSR potential to flesh out employees as important HRM stakeholder. Although some studies have shown the ability of CSR to create meaning for employees (e.g., Glavas & Kelley, 2014; Lavine, 2012), Aguinis and Glavas (2019) claimed that research in this area is still in its infancy. Hence, it was reassuring to see that HR managers recognise this link and moreover consider creation of the meaningful workplace with the help of CSR to be one of the HRM responsibilities towards employees. Some of the participants of this research strongly believed in this ability of CSR, viewing it as one of the reasons for HRM integration with CSR. Glavas (2012) argued that when CSR is implemented in organisations, then CSR can satisfy employees’ need for meaningful work. Two types of work meaningfulness are usually identified: meaning at work (Bassuk & Goldsmith, 2009; Glavas, 2012)—meaning which stems from association with the organisation involved in activities that are important and valued by the employee, and meaning in work (Glavas, 2012)—meaning derived from performing meaningful activities as a part of the employee’s own role in the organisation. CSR has potential to create both types of meanings (Aguinis & Glavas, 2019; Glavas, 2012). By engaging with CSR and communicating organisational CSR commitments and achievements, HRM can create

meaning at work for employees. By involving employees in volunteering projects, increasing employees' participation in CSR decision-making through voice-giving opportunities, and educating employees about the environmental and social impact of the activities they perform, HRM creates meaning in work for employees. Given that work meaningfulness can positively influence employee engagement (Kahn, 1990) and commitment (Tummers & Den Dulk, 2013), while meaninglessness can be viewed as one of the antecedents to work alienation (Nair & Vohra, 2010), CSR's ability to have a positive impact on meaningfulness and HRM's ability to convey this sense of meaning to employees seem to be of high importance, deserving further investigation.

5.3.3. Performing a social role

In addition to organisations and employees as HRM stakeholders with respect to CSR, HRM recognises community/society as a stakeholder. Unlike employees and organisations, communities cannot be viewed as a traditional HRM stakeholder. Nevertheless, the large number of participants (18) who recognised community as an HRM stakeholder with respect to CSR shows that HRM considers demands and outcomes not only for internal, but for external stakeholders as well. Ulrich and Dulebohn (2015) argued that HRM's ability to recognise external stakeholders and develop policies and practices which enable organisations to meet the needs and interest of these stakeholders is the next aspirational step in the development of HRM should it aim to strengthen its role in organisations.

The SLR underscored that CSR-HRM literature does not afford a lot of attention to the social role of HRM, probably assuming that this function is performed when HRM supports organisational goals towards external stakeholders. This view was largely shared by the participants of this research who recognised communities as an HRM stakeholder and believed that HRM affects them by supporting organisational community initiatives and involving employees in attaining goals towards communities. However, participants from the CSR embeddedness group saw this role to be wider. They believed that HRM policies and practices developed with respect to CSR could directly address certain social needs and issues. In their analysis of HRM approaches to CSR, Voegtlin and Greenwood (2016) labelled this approach as political CSR-HRM and lament that though political theories are gaining momentum in CSR research, political CSR-HRM research is still at its early stages, with very few articles addressing the political and social role of HRM and its ability to create value for stakeholders outside organisations (e.g., Ardichvili, 2013; Baek & Kim, 2014). The SLR

conducted for this research also demonstrated the dearth of studies in this area with the predominance of theoretical papers.

However, the interview data revealed that all HRM functions strongly involved in CSR (CSR embeddedness group) considered this political/social role of HRM in its activities. All participants from this group acknowledged that the HRM policies and practices may have an impact on external stakeholders, such as communities and employees' families, and thus might be designed to address certain pending social issues (family violence, low level of literacy, diversity, and inclusion) or positively affect communities (spillover effect (Edwards & Rothbard, 2000) of the employees' happiness/job satisfaction on their families (Ilies, Wilson, & Wagner, 2009)). Participants argued that CSR programmes stimulated thinking about the needs and interests of external stakeholders as it highlighted for HRM the importance of social value to be on a par with economic value. This study underscores that CSR-HRM integration has an ability to prompt recognition of the external stakeholders of the HRM policies and practices and make HR managers think more about the effect of these policies and practices not only inside, but outside organisations.

It is argued in the literature that CSR helps organisations recognise a variety of stakeholders, including the natural environment, customers, government, and NGOs (Garvare & Johansson, 2010), however in this research it was found that the HRM stakeholders with respect to CSR were limited to organisations, employees, and communities. While charitable organisations and governments were occasionally mentioned by the participants, other stakeholders never emerged in discussions. It was surprising especially taking into account extensive debates on Green HRM in the literature (e.g., Guerci et al., 2016; Jackson, Renwick, Jabbour, & Muller-Camen, 2011; Renwick et al., 2016). It may be suggested that HRM does not consider the environment as a separate stakeholder, including environmental issues in social and community agendas. In fact, participants often considered organisational environmental activities as community related activities. Further, unlike the social aspects of CSR, environmental aspects might not be viewed as relevant to HRM expertise (Ren & Jackson, 2019), which hinders HRM engagement with this CSR dimension. At the same time the literature suggests that HRM practices designed to support the environmental aspects of CSR have a strong positive impact on organisational environmental performance (Guerci et al., 2016; Longoni, Luzzini, & Guerci, 2018; Obeidat, Al Bakri, & Elbanna, 2018). Combined with the results from this study, this supports the need for active promotion of 'Green HRM' among HR professionals. Education of HR professionals about CSR and the role of HRM in supporting its different

dimensions may help to increase the range of stakeholders HRM recognises with respect to CSR, and foster development of policies and practices to meet the needs of these stakeholders, thus strengthening support of organisational CSR strategy.

5.3.4. Summary

Summing up, the analysis of the data from both the SLR and empirical study revealed that integration with CSR is indeed associated with the widened remit of HRM. First, by integrating with CSR, HRM starts to support organisational objectives which go beyond financial and profit-making goals, thus HRM applies its traditional policies and practices (e.g., recruitment and selection, training and development) to support these extended objectives and create value for various organisational stakeholders. This ability to use HRM policies and practices to support achievement of organisational CSR goals might strengthen the strategic role of HRM in organisations, demonstrating its ability to efficaciously support new organisational agenda. However, the results suggest that HRM still often falls short in implementing these policies and practices to the achievement of CSR objectives systematically, requiring further guidelines in how the strategic support role can be better applied to the CSR agenda.

Second, the study revealed that integration with CSR programmes supports a more proactive approach to employee-oriented policies and practices. It prompts development and implementation of policies and practices which actively seek to meet the employees' needs, including the need for meaningful work. It was assumed that CSR programmes help to legitimise the employee advocate role of HRM. In so doing, CSR supports the pluralist ideology of the HRM, which was weakened with the establishment of strategic HRM (Greenwood & Van Buren, 2017; Khan & Ackers, 2004). Recognition of employees as an important HRM stakeholder might strengthen the pluralist ideology in HRM. Moreover, including social needs in the HRM remit, which was also associated with CSR-HRM integration, may further develop the pluralist frame of reference in HRM. Indeed, Ackers (2002) and Khan and Ackers (2004) discussed the notion of neo-pluralism underscoring the need for HRM to recognise the role of employment relations and HRM policies and practices in a larger society. In this regard, Ackers (2002) explained: "In principle, neo-pluralism put the health of society first, encouraging policy initiatives, in IR as elsewhere, which are driven by social concerns and not a narrow business agenda" (p. 15-16). The data from this study suggest that integration with CSR promotes the social role of HRM, encouraging development of policies and practices which take into account employees' and community

needs and create value for both these stakeholders. Thus, integration with CSR has a potential to re-introduce both multiple stakeholder perspective and pluralist ideology in HRM, which are viewed as vital for the progress of the function (Ackers, 2002; Beer et al., 2015; Jackson et al., 2014; Marchington, 2015; Ulrich & Dulebohn, 2015). Just as important, the findings from this study suggest that in this change strategic HRM approaches are not negated. Rather HR managers need to leverage on strategic HRM focus in developing policies and practices which contribute to organisational performance but extend this contribution beyond financial performance to incorporate the needs and interests of multiple stakeholders.

It was also pertinent that the multiple-stakeholder perspective, pluralist frame of reference, combined with strategic HRM methodologies were mostly observed in the CSR embeddedness approach to integration. This situation suggests that attempts to embed CSR in HRM is desirable should HRM transition to a new (arguably old) phase in its evolutionary development (Figure 17). However, the findings from this study also suggest that this transition is still at its infancy, with only seven participants of this research discussing features of CSR embeddedness. This situation highlights the need to better understand how this transition could be facilitated.

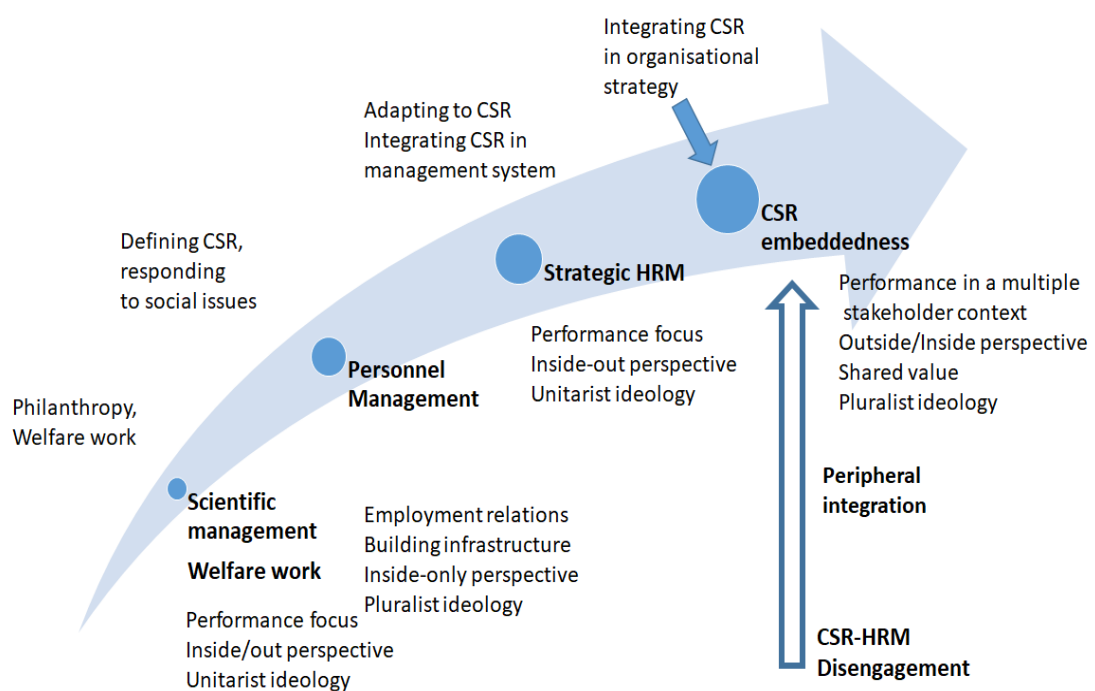


Figure 17 Stages of HRM development

5.4. CSR-HRM integration and the role of the HRM sensemaking

This study allowed to look at the factors which might affect CSR-HRM integration. Aguinis and Glavas (2012) argue that factors driving CSR adoption in organisations could be present

at different levels: institutional, organisational, and individual, with the institutional factors being related to the larger organisational socio-political, cultural, and economic environment; organisational factors pertaining to organisations (government structure, quest for competitive advantage, moral stance); and individual factors being related to personal values, psychological needs, and individual awareness. The nature (qualitative study of the lived experience of HR managers) and interpretive paradigm of this research prompted the researcher to look at the individual level of CSR-HRM integration, answering the call for more individual-level research in CSR (Aguinis & Glavas, 2012; Morgeson, Aguinis, Waldman, & Siegel, 2013).

The factors that were identified as pertaining to the formation of different approaches to CSR-HRM integration were: perception of the nuances of CSR programme; recognition of demand for CSR, benefits stemming from CSR integration, and the role for HRM in CSR; and the nature of HRM (HRM role in organisation and HR managers' openness to external environment). All these factors indicate that HR managers' sensemaking of CSR and CSR-HRM integration might play an important role in HRM approaches to engagement with CSR. Thus, the lens of sensemaking theory was applied here to look at how CSR-HRM integration is formed.

Discussing the application of sensemaking perspective in organisational studies, Brown, Colville, and Pye (2015) call it a powerful approach for understanding and explaining how organisational actors enact their realities. Many authors advocate for the usage of sensemaking perspective in CSR studies (Angus-Leppan, Metcalf, & Benn, 2010; Angus-Leppan, Benn, & Young, 2010; Basu & Palazzo, 2008b; Cramer, Van Der Heijden, & Jonker, 2006; Hahn et al., 2014). Illustrative of this is the argument by Basu and Palazzo (2008b) that sensemaking of CSR essentially shapes the key features of CSR in organisations. They stipulate that CSR sensemaking is going at three levels termed cognitive (ideas about the nature and identity of the organisation as well as the rationale for CSR involvement), linguistic (identification and justification of the reasons for CSR involvement as well as transparency of communication of organisation's own actions), and behavioural (organisational posture towards CSR, coherence, and strategic consistency of its actions with respect to CSR). They argue that such analysis might help to understand the character of CSR in various organisations and even evaluate authenticity of CSR performance.

Weick (1995) argued that people involve in the act of sensemaking to reduce ambiguity and uncertainty, give meaning to the situation, and be able to act in accordance with this meaning. Moreover, the process of sensemaking and enactment are inextricably linked.

Organisational actors make sense of uncertain or ambiguous situations, act based on this initial sensemaking, and then justify their actions, thus reducing uncertainty (Weick, 2001).

Sensemaking theory sees sensemaking as an ongoing social process of interpretation of equivocal situations based on the cues extracted from the situational context (noticing and bracketing), as well as in line with one's own identity and experience (Weick, 1995). The interpretation is inextricably related to the enactment, based on which further interpretation and justifications occur (Weick, 1995, 2001). Weick et al. (2005) elucidated: "A central theme in both organizing and sensemaking is that people organize to make sense of equivocal inputs and enact this sense back into the world to make this world more orderly" (p. 410).

CSR is a contested concept which when introduced in organisations, creates situations of uncertainty and/or ambiguity for organisational actors who experience confusion with respect to their own roles and responsibilities towards it (Angus-Leppan et al., 2010; Cramer et al., 2006). Indeed, participants of this research quite often considered the CSR concept to be convoluted, experiencing uncertainty in how its subject and scope should be defined. Being new and unclear, CSR programmes in organisations are likely to elicit sensemaking processes (Angus-Leppan et al., 2010; Cramer et al., 2006).

The findings from this research revealed three different ways of sensemaking with respect to CSR-HRM integration, which were based on noticing contextual cues about CSR programmes (perception of CSR programme nuances), interpretation of the HRM role and identity in organisations (the nature of HRM), and rationalisation and justification of engagement/non-engagement with CSR (recognition of demand, benefits, and possibilities for involvement). These three ways of sensemaking were linked to different approach to enactment of CSR-HRM integration. The three sensemaking configurations are presented in Table 7.

Table 7 HRM sensemaking in the CSR-HRM nexus

Noticing	Not enough information about the programme Externally oriented CSR (CSR towards community, natural environment)	CSR is organisational priority Externally oriented CSR (CSR towards community, natural environment)	CSR is organisational priority supported by strong leadership commitment Both externally and internally-oriented (included CSR goals towards both external and internal stakeholders (employees))
Identity and experience	HRM function is administrative and transactionally-oriented The focus of the function is internal	Main role is administrative, but the second important role is either employee champion or strategic partner Openness to external events	Strategic partner is the main role, strong performance, and result orientation Openness to external events and future orientation
Rationalisation	CSR is not important for the HRM function in particular No urgent need to be involved	CSR is important for existing and potential employees and has a positive effect on the employment brand, hence it is good for the HRM function to be involved	CSR is expected from organisations by employees and communities, positively influencing business and employment brand, thus the HRM function has to be involved to support CSR
Justification	The HRM function is not involved in CSR programmes as it is not required and expected, moreover CSR responsibilities are assigned to a structurally separate function	The HRM function is engaged with CSR because CSR is relevant for HRM and the HRM function is well-positioned to support it	The HRM function is involved with CSR because employees are important stakeholders with respect to CSR who can deliver the programme, serve as recipients of CSR activities, and represent society The HRM function is well-positioned to address all these employee roles
Enactment	Disengagement	Peripheral integration	CSR Embeddedness

5.4.1. HRM sensemaking of CSR

5.4.1.1. *Noticing*

Making sense of the CSR programme prompts both integration between CSR and HRM as well as affects approaches to this integration. Sensemaking starts with noticing and bracketing cues embedded in the equivocal situation (Weick, 1995; Whiteman & Cooper, 2011).

Extraction of these contextual cues based on the already existing preconceptions of the actors is the first step in enactment (Weick, 1988). In the case of CSR-HRM integration, HR managers extract some cues about CSR programmes from the organisational environment, and the cues they extract guide their decisions of whether to engage with CSR and how this engagement could be approached. Interestingly, the data from this research suggest that organisational public communication of CSR programmes does not play a crucial role in the HRM sensemaking of CSR. Thus, it may be supposed that how organisations enact and

internally communicate CSR has a larger impact on HRM sensemaking. This is not surprising as while organisations tend to create and project internal and external images, employees' perception of these images do not necessarily coincide with organisational intentions (Dutton & Dukerich, 1991), rather, this perception is based on what employees actually observe in the organisational environment. Glavas and Godwin (2013) define the perceived internal image of organisations as "employee's perceptions of actual behaviors in which the company is or is not engaged" (p. 20); these perceptions based on organisational activities might largely affect employees' behaviour and actions (Azariadis, 1981; Snyder & Swann, 1978).

These findings suggest that important cues about the CSR programme to which HR managers pay attention are related to whether CSR is considered to be a business priority in the organisation and whether it is seen as internally, externally, or dually oriented. Perception of the importance of the CSR programme for organisations plays an important role in motivating HRM to engage with CSR. Indeed, Guerci and Shani (2013) have identified organisations as the most salient stakeholders for HRM, which are perceived to possess urgency, power, and legitimacy. Therefore, HRM is more inclined to look for ways to engage with CSR when they see the demand coming from the key stakeholder. Moreover, perception of leadership commitment and support also facilitates engagement with CSR (Obeidat et al., 2018; Paillé et al., 2013).

Not having enough information about CSR programmes meant participants from the disengagement group did not perceive it as an organisational priority and consequently lacked motivation to integrate. On the contrary, perception of CSR as business priority created a sense of urgency and criticality for the participants from the peripheral integration and CSR embeddedness groups, prompting them to look for ways to engage.

The second cue about the CSR programme derived by HRM from its enactment in organisations was based on the perception of the programme's orientation or the key stakeholders of the programme. Perception of the CSR programme as externally oriented may hinder integration as external stakeholders are not generally considered by HRM as their key stakeholders (Beer et al., 2015; Boselie & Brewster, 2015). With respect to this, Sarvaiya et al. (2018) have noted that HR managers find it more difficult to strategically engage with CSR programmes, resorting to administrative support when the programme has a strong external focus. In contrast, the presence of internal focus in CSR programmes makes integration more natural, facilitating initial involvement which then translates to other areas. Thus, the findings suggest that HRM has more proclivity to engage with CSR at the

embeddedness level when it perceives that organisations are committed to CSR and can identify both external and internal stakeholders with respect to the CSR programme.

5.4.1.2. *HR managers' identity*

HR managers' identity and experience were also found to play a role in CSR-HRM integration, affecting the approach and design of this integration. Evidently, how organisational actors conceive of themselves and which image they want to translate to their stakeholders may significantly influence interpretations of situation and enactment of decisions (Dutton & Dukerich, 1991; Weick, 1995). Identity guides the sensemaking of situations, helping to choose how to approach it (Isabella, 1988; Karreman & Alvesson, 2001; Weick, 1995, 2001). In this regard, Basu and Palazzo (2008b) explain: "After all, decisions regarding CSR activities are made by managers and stem from their mental models regarding their sense of who they are in their world" (p. 124). Thus, when the representatives of HRM view themselves as strategic partners they have a higher propensity to drive their functions towards strategic integration with CSR—actions aligned with the image they want to support and project in organisations.

Previous experience and motivation also affect the sensemaking process. Morgeson et al. (2015) concluded that events are more likely to have impact and instigate changes when they accord with the developmental stage of an entity or individual, and hence the needs and demands associated with this stage. This suggests that to be able to respond to CSR with strategic integration, HR managers need to be prepared for that type of integration, that is, have experience in strategic HRM and consider themselves as strategic partners. Indeed, conceiving of themselves as strategic partners, participants from the CSR embeddedness group tended to perceive that CSR programmes required strategic support. Moreover, they had experience of such support that could now be transferred to the CSR context. They were more inclined and prepared to respond to CSR as strategic partners are expected to do, that is, align HRM goals with CSR objectives and develop policies and practices which could mutually support each other in the effort to attain CSR goals and objectives (Macduffie, 1995; Ulrich, 1997).

Considering themselves as administrative experts, representatives of HRM in the peripheral integration group did not strategically engage with the CSR programme. First, strategic integration with CSR was not aligned with the HRM role in most organisations from the peripheral integration group, and second, they might lack experience in strategic integration, thus preventing them from applying it to a new situation. The administrative

expert role is more related to supportive activities rather than to strategic alignment (Ulrich, 1997); being used to this role, HRM implemented the same approach towards CSR-HRM integration. It was also found that the majority of participants from the peripheral integration group identified themselves as employee champions as well. This identification might foster their decision to be involved in CSR to meet employees' needs as the employee champion role dictates.

These findings support the claim made in the literature that strong CSR-HRM integration needs to be based on strategic HRM approaches (DuBois & Dubois, 2012; Jamali et al., 2015; Sarvaiya et al., 2018). It shows that strategic HRM is well-positioned to support organisational CSR programmes and may help organisations to strategically integrate CSR in organisational business processes. At the same time, these findings suggest that to be able to integrate with CSR at the embeddedness level, HR managers in organisations already need to be well acquainted with the strategic partner role. Being strategic partners in organisations, HRM is able to transfer existing approaches to the CSR domain. Consequently, the strategic partnering approach promulgated by strategic HRM may facilitate integration and help to achieve CSR embeddedness.

Another feature of HRM identity was associated with its openness to the external environment and change, which was observed only in cases of peripheral integration and CSR embeddedness. The openness to the external environment—events happening outside the organisation, and the needs and interests of external stakeholders is essential for CSR, which calls for overcoming the internal perspective and a sole focus on shareholder value (Moon, 2007; Smith, 2003). Openness to events in the external environment and the demands coming from it meant participants representing the peripheral integration and CSR embeddedness groups were more prepared to identify social demand for CSR and more ready to engage with a variety of stakeholders. At the same time an internal focus observed in the disengagement group could essentially prevent HR managers from integration with CSR—this agenda possibly being seen as foreign to HRM. By not being open to the external environment, participants from this group did not perceive the external pressure for CSR either. Combined with the lack of internal demand for CSR integration, the inability to perceive external pressure created low incentives for the HR managers to be involved.

Thus, HRM identity and experience together with the cues about CSR programmes extracted from the organisational environment played an important role in the HR managers' sensemaking and enactment of CSR-HRM integration. These were further supported and enhanced by rationalisation and justification of approaches to CSR-HRM integration.

5.4.1.3. *Rationalisation and justification*

When engaging in sensemaking, the actors tend to rationalise and justify their own actions for themselves and important others (Weick, 1995, 2001). Basu and Palazzo (2008b) see rationalisation as very close to identity, arguing that how individuals or organisations think of themselves influences how they look on the rationale for engagement with CSR and explain why this engagement should happen. The rationalisation helps to make decisions about involvement in CSR as well as choose the mode of this involvement (Basu & Palazzo, 2008b). Justification or interpretation of the reasons for the actions (Basu & Palazzo, 2008b) usually takes place after the action and helps to further support it (Weick, 2001). While organisations tend to view the reasoning process as preceding the actions, it is often the opposite, with actions coming before or concurrently with justification and explanation: “The key is to construct, coerce, or enact a reasonable interpretation that makes previous action sensible and suggests some next steps” (Weick, 2001, p. 246). In this research, participants demonstrated different variants of rationalisation and justification for CSR-HRM integration, which both supported the approach to CSR-HRM integration enactment and guided further activities in terms of this integration.

It was found that HRM is more inclined to avoid engagement with CSR when they do not perceive any demand or expectation for this engagement, do not recognise benefits which may stem from CSR-HRM integration, and are not clear about the possibilities of the HRM involvement with CSR. These reasons serve as rationalisation and justification for non-involvement. Contrary to this, perception of demand and benefits of CSR-HRM integration and understanding HRM responsibilities with respect to CSR may significantly increase HRM propensity to engage with this programme. This situation highlights the need for education for HR managers about CSR as this education may support rationalisation and justification of involvement, thus strengthening CSR-HRM relationship.

The rationalisation of HRM involvement in CSR facilitated development of the CSR-HRM nexus and guided how this nexus should be approached in future. In line with sensemaking theory (Weick, 1995; Weick et al., 2005), having developed a certain approach to CSR-HRM integration, HRM continued to see its role in CSR from this perspective, effectively creating its own context for further sensemaking of CSR-HRM integration. In interviews participants sometimes noted that their conceptualisation of CSR and HRM role in it was based on the approaches to CSR and CSR-HRM integration existing in their organisations.

5.4.2. Summary model

Basu and Palazzo (2008b) argue that organisations demonstrate different configurations of CSR involvement that could be understood and described with the help of sensemaking theory. They argue that sensemaking of CSR, which consists of cognitive and linguistic frames combined with behavioural approaches, explain the variance in how CSR is implemented in different organisations better than institutional factors located outside organisations. Application of the sensemaking perspective in this research also allowed the researcher to highlight the differences in configurations of CSR-HRM integration (Figure 18). Using the sensemaking lens for CSR-HRM integration, this study has shown that HR managers' sensemaking differs for the three groups and this seemingly translates in different approaches to the enactment of CSR-HRM integration. This study highlighted that the presence of the CSR programme in an organisation does not mean that it is going to be supported by HRM in a meaningful way or that the benefits of this support as discussed in the literature will be reaped. Instead it proposes that CSR-HRM integration may be contingent on various factors, including those on the micro-level.

Conceivably, the cues which HRM derives from the enactment and communication of the CSR programme in organisations along with the HRM identity were found to play an important role in stimulating and shaping CSR-HRM integration, whereas rationalisation and justification of engagement both supported the initial interpretation and actions, in doing so facilitating/impeding further integration. This, however, does not mean that HRM sensemaking is the only process whereby CSR-HRM integration is achieved; organisational and institutional factors might affect integration as well. Yet, being cognisant of these micro-level factors organisations may place more attention on how the CSR programme is internally discussed and enacted, as well as to the status and level of development of HRM, thus stimulating embeddedness of CSR in HRM.

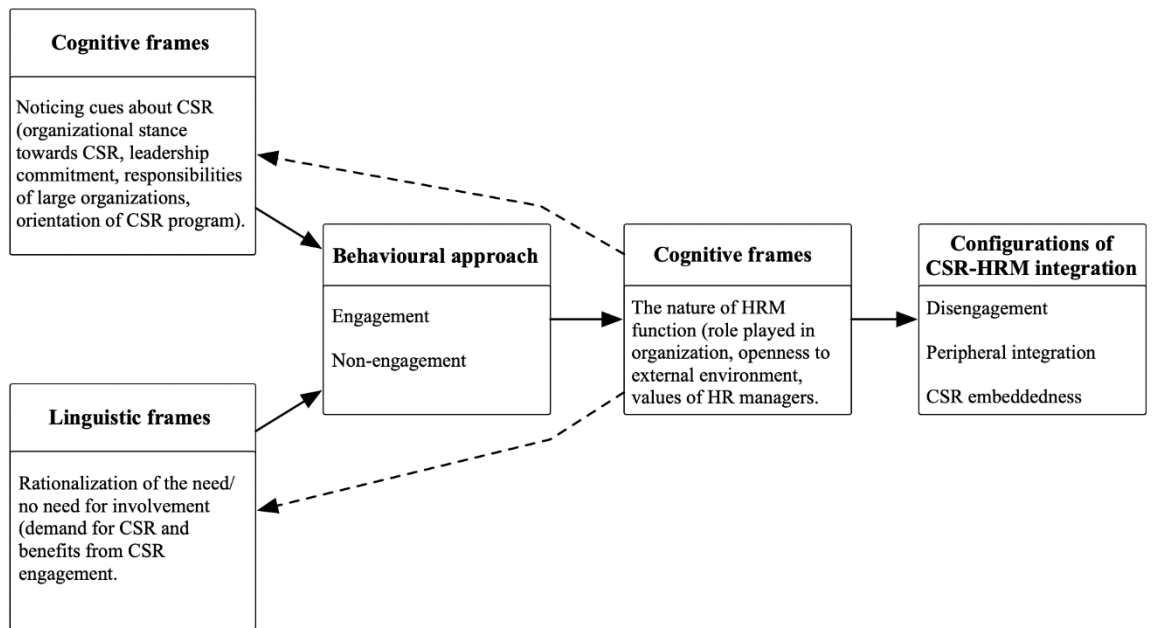


Figure 18 Configurations of CSR-HRM integration - based on Basu and Palazzo (2008)

5.5. Challenges of CSR-HRM integration

The last question addressed in this study was related to the presence of challenges HRM faces integrating with CSR and HRM's approaches to accommodating these challenges. This question was of particular interest because CSR-HRM integration is often considered in the literature from a positive win-win perspective, with potential problems often being overlooked (Voegtlin & Greenwood, 2016). The SLR also demonstrated the dearth of literature devoted to the challenges and tensions associated with CSR-HRM integration. However, application of the paradox theory lens allow to conclude that tensions are inevitable should HRM engage with CSR (Ehnert, 2009, 2014; Guerci & Carollo, 2016; Kozica & Kaiser, 2012; Kramar, 2014). Further, the SLR demonstrated that HRM has various approaches to accommodate the tensions (creating organisational context conducive to CSR, and developing holistic policies and programmes), yet how well these approaches are employed in practice to deal with the tensions is not well known. Addressing this gap, this study asked HR managers about the challenges they faced or anticipated in relation to integration with CSR, and probed more specifically about their encountering of tensions among the needs and interests of various CSR stakeholders. In doing so, this research looked at both general challenges pertaining to the CSR-HRM nexus as well as the paradoxical tensions faced by HRM in relation to CSR's multiple stakeholder perspective.

Growth of workloads were identified as a major challenge associated with CSR-HRM integration. This related to the need to perform additional responsibilities and review some policies and practices, as well as to a lack of clarity with how CSR should be incorporated into HRM. Additionally, its relationship to factors impeding delivery of CSR goals (e.g., lack of candidates on the market) were also identified. This growth of workload and work complexity is not specific to CSR-HRM integration, being more associated with the novelty of CSR for HRM and the necessity to implement some changes with respect to new requirements and needs. While complexity may deter HRM from integration with CSR, the growth of integration may help to overcome it.

Stronger support from senior management, availability of guidelines and examples of best practices of CSR-HRM integration espoused through formal education, HRM magazines, conferences, and workshops arranged by professional bodies might address the issue of novelty and complexity in the same way these measures were once used to promulgate and support the strategic partner role of HRM. For example, growing leadership support,

development of new HRM competences, and restructuring of HRM in organisations were identified as some of the important factors helping to establish the strategic business partner role of HRM in the end of the 20th and beginning of the 21st centuries (Becker & Huselid, 1999; Lawler 2005; Ulrich, 1998). In addition Thacker (2002) pointed at the benefits of changing academic curricula and strong cooperation between academia and practice to prepare HR managers for a strategic partner role. This experience allows to suggest that similar measures can facilitate CSR-HRM integration and at least partially address the possibility of HRM resistance towards CSR due to the growth of the workload.

However, these findings suggest that HRM does not only experience increased workload, but it faces the tensions among the needs and requirements of the different CSR stakeholder groups. This challenge could be seen as more specific to CSR-HRM integration, reflecting the multiple stakeholder nature of CSR. It may even be expected that HRM's exposure to the different types of paradoxical tensions will increase with higher involvement of HRM in CSR. In this regard, Ren and Jackson (2019) suggest that HRM engagement with the CSR agenda will inevitably expose HRM to various types of paradoxical tensions and will require HRM's high involvement in their accommodation.

The explication of this type of challenge signifies the adoption of a pluralist frame of reference by HRM engaged with CSR. Indeed, the conflict between the interests of various stakeholder groups may be recognised only from the pluralist perspective, when the interests of different stakeholders are perceived as divergent rather than essentially aligned (Geare et al., 2006; Greenwood & Van Buren, 2017). Continuing integration between CSR and HRM should incur further recognition of plurality of interests of traditional (employees and employers) and new (e.g., community, customers, natural environment) stakeholder groups, which in turn will require HRM to simultaneously address these interests to ensure attainment of organisational CSR goals.

These findings show that, at this stage, the tensions between the interests of different stakeholder groups are not particularly explicit for HRM. Almost all participants, without hesitation, gave negative answers when asked about the tensions they face. It was only on further probing that the researcher was able to identify some of the tensions HRM had to deal with. This shows that HRM generally tends to overlook the contradictions among the needs of various stakeholder groups, which might in turn hinder accommodation of these tensions and exacerbate them, creating vicious cycles (Jarzabkowski et al., 2013). Managers may not recognise the tensions as while they recognise the presence of different stakeholders, they lean towards paying attention to the needs and interests of the most salient stakeholder group

at a particular moment of time (Mitchell et al., 1997b). Moreover, generally considering the organisation as its primary stakeholder (Guerci & Shani, 2013) HRM may try to meet organisational needs first, and only after that, attend to the needs of other stakeholders, and in doing so overlook potential tensions.

Still, when prompted 15 participants were able to provide examples of the conflicts they faced among stakeholder interests with respect to CSR, a situation which supports that when integrating with CSR, HRM not only recognises several stakeholder groups but also acknowledges the plurality of their needs and interests that HRM is expected to meet. Thus, the tensions that involved HRM were related to the conflict between interests and needs of the three key stakeholder groups identified with respect to CSR, that is, employees, organisations, and communities (Figure 19).

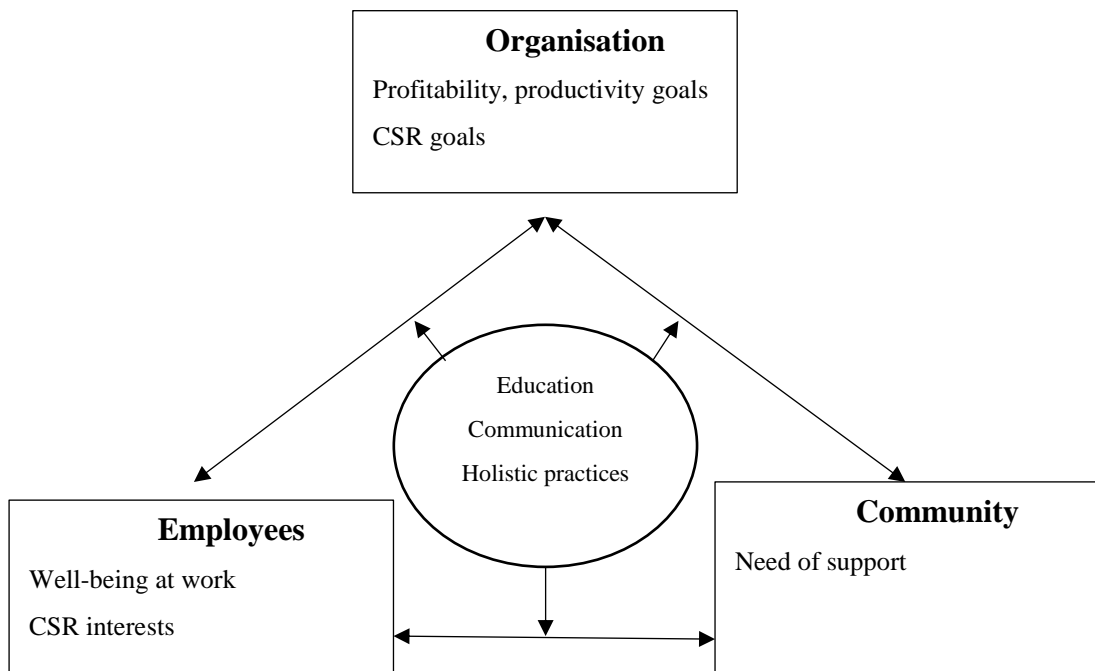


Figure 19 Tensions in CSR-HRM integration

In support of the paradoxical nature of CSR-related tensions, participants viewed them as interrelated and needing to be addressed simultaneously (Ehnert, 2009; Lewis, 2000; Smith & Lewis, 2011). For example, highlighting the interrelatedness of the needs, participants indicated that the demand to meet the needs of external stakeholders may undermine employees' well-being at work by adding extra responsibilities and involving them in additional activities. Work overload and stress experienced by employees with regards to this situation first shows the inability of the organisation to fulfil responsibilities to both external and internal stakeholders concurrently, which is presumed by the CSR programme. Second, in

the long run it may jeopardise organisational ability to achieve goals even towards external stakeholders since employees will refrain from participation. This example demonstrates not only contradictions, but interdependencies as important characteristics of paradox (Smith & Tracey, 2016). The same could be said about the tension between organisational and employees' CSR goals. If HRM ignores this conflict it may result in the perception of organisational CSR activities by employees as 'greenwashing' and as a result lack of support from employees. The effect of the negative perception of CSR can even spread beyond the CSR agenda, as the literature suggests that CSR perception impacts identification of employees with their organisations (Park & Levy, 2014) and commitment (Brammer, Millington, & Rayton, 2007; Ghosh & Gurunathan, 2014; Zhu, Yin, Liu, & Lai, 2014). Thus, to avoid exacerbating tensions, organisations need to recognise them and find suitable approaches to accommodate them.

In this research it was found that HRM not only recognised some of the tensions pertaining to the interests and needs of various stakeholders, but it also looked for ways to resolve these tensions. It was found that quite often HRM used synthesis (Ehnert, 2009; Poole & van de Ven, 1989) in order to accommodate tensions. Education and communication initiatives could be seen as examples of this. Participants saw the main objectives of education and communication as facilitating internalisation of CSR goals, values, and principles by employees. O'Reilly and Chatman (1986) stated that "Internalization occurs when influence is accepted because the induced attitudes and behaviors are congruent with one's own values; that is, the values of the individual and the group or organization are the same" (p.493). Consequently, the role of education and communication about CSR is to instil CSR values and attitudes in employees, based on which the congruence between employees' and organisational objectives could be achieved. Moreover the tension between job intensification/additional workload contributed by the need to achieve CSR goals on a par with economic goals and employees' needs in regeneration and lower stress at work could be addressed. This could be achieved through meaningfulness and comprehensiveness of the work goals, as these are two characteristics of regenerative work (Kira & Forslin, 2008; Kira & Lifvergren, 2014). Educational efforts may also increase employees' commitment to CSR and improve participation in discretionary CSR activities (Yim & Fock, 2013).

Interestingly, HRM educated not only employees about CSR, but used education and communication to persuade management of the necessity to address employees' needs in well-being, work-life balance, and volunteering engagement, explaining business case for this approach. This way HRM addressed the tension between employees' needs and organisational

profitability goals, helping management to internalise CSR needs and values. In the same way, HRM was found to advocate for community needs and interests.

This situation suggests that HRM did not perceive the interests of the multiple stakeholders as essentially convergent, but rather sought to create conditions under which these contradicting interests could be aligned and common ground could be found. The attempts by HRM to instigate internalisation of employees' and community objectives by the management reflected that HRM accepted plurality and tried to establish a two-way communication between stakeholders, rather than emphasising the primacy of organisational interests.

Another synthesising approach was found in the development of policies and practices that simultaneously spoke to the needs of various stakeholder groups (holistic approach). Participants explained that volunteering initiatives simultaneously addressed community needs in support, organisational reputational needs, and employees' needs in meaningful activities, regeneration, and reinvigoration. Moreover, by participating in volunteering activities employees acquire new competences, which could be brought back to organisations (Hartog, Morton, & Muller-Camen, 2008; Pless et al., 2012)—a benefit also noted by some participants. However, to achieve the latter results organisations need to involve employees in skill-based volunteering programmes. Notably, McCallum, Schmid, and Price (2013) state that skill-based volunteering programmes can bring win-win results for organisations, their non-for-profit partners, and employees. Unfortunately, participants of this research very rarely referred to skill-based volunteering programmes, mainly describing volunteering which does not require specific knowledge and skills from the employees. This shows the lack of strategic positioning of volunteering initiatives by HRM and a failure to employ it as a developmental approach.

Among other synthesising practices were work-life balance and diversity and inclusion policies. Participants argued that work-life balance initiatives not only improve employees' well-being, but positively influence performance —the view shared by the literature (e.g., Buciuniene & Kazlauskaitė, 2012). Diversity and inclusion initiatives were discussed as meeting employees', community, and organisational interests. Participants shared the literature observations that by developing group heterogeneity organisations may achieve higher levels of creativity (Egan, 2005; McLeod & Lobel), thus indicating that by supporting diversity, HRM may simultaneously contribute to the achievement of the social and economic goals of organisations.

To sum up, in recognising tensions among stakeholders' needs and interests, HRM were looking for solutions that could create synergistic value for different stakeholders (Tantalo & Priem, 2016). This was mainly achieved with the help of communication, education of stakeholders, and development of holistic approaches. These findings echo the findings from the SLR, which fleshed out the ability of HRM to create an organisational context conducive to CSR with the help of education and communication, as well as developing holistic policies and practices, which allow HRM to perform its various roles simultaneously. Findings from this study support the findings from the SLR which demonstrate that HRM might successfully accommodate CSR-related tensions, highlighting some of the tactics HRM might use towards this end.

However, as participants of this research overall were reluctant to recognise tensions among the needs and interests of the stakeholder groups they had identified with respect to CSR, it could be suggested that while adopting stakeholder perspective HR managers are slow in changing ideology to pluralist. In this research, CSR was found to be associated with the recognition of three groups of HRM stakeholders and acceptance of responsibilities towards them, however the plurality of their interests was not highly emphasised by participants. It suggests that, although integration with CSR promotes stakeholder approach in HRM, it does not sufficiently highlight the need to address the plurality of stakeholders' interests. It possibly also reflects the instrumental approach to CSR in organisations, when relationships with stakeholders are managed so as to facilitate the achievement of organisational objectives.

However, when HR managers recognised disparity in the interests and needs of various stakeholders they often dealt with them in a pluralist sense (e.g., educated different stakeholder groups about the needs and objectives of others, used temporal separation approach, and tried to develop practices that holistically addressed disparate needs). Some participants noted that a CSR agenda helped them to advocate for the needs of different stakeholders as they could refer to CSR values, principles, and objectives in their communication with management. These findings suggest that integration with CSR may help HR managers to, not only recognise various stakeholders, but to also legitimise the pluralist ideology.

Overall, the findings from this study support the notion that CSR-HRM integration is not a seamless process, rather it brings some challenges to HRM. The challenges faced by HRM with respect to CSR-HRM integration could be both specific to CSR (paradoxical tensions) as well as non-specific (growth of workload). While non-specific challenges might be mitigated

with the institutionalisation of CSR in HRM with the help of education, development of guidelines, and management support, specific to CSR tensions might tend to grow with this institutionalisation of CSR, requiring active recognition and accommodation from HRM.

5.6. Summary

HRM finds itself in constant transformation in response to socio-political, economic, and cultural changes. Since its establishment as a separate organisational function in the beginning of the 20th century, HRM has come through several developmental stages characterised by change in its focus, perception of key stakeholders, and ideological frames. This research aimed to explore how HRM responds to CSR and its stronger integration in organisational strategies and management practices. It looked at how HRM engages with this new business reality and whether this engagement might lead to further changes and development of HRM, as called for by the literature. In addition, the study looked at some new challenges and tensions which might ensue from CSR-HRM integration and at the factors involved in its formation.

In this chapter the findings presented in the previous chapter were synthesised and discussed in relation to the literature, existing theoretical perspectives, and frameworks. First, the approaches to CSR-HRM integration identified in this study were related to the developmental stages of CSR discussed in the literature. It was suggested that this perspective is important should HRM transformation with respect to CSR engagement be ascertained. It was proposed that three different approaches to CSR-HRM integration identified in this study could be viewed as developmental stages of this integration, with the highest level of integration (CSR embeddedness) demonstrating significant changes in its approaches to HRM policies and practices. It was also suggested that strategic HRM approaches create a good foundation for the development of high levels of CSR-HRM integration.

Next, HRM characteristics ensuing from the engagement with CSR were analysed and discussed. It was proposed that CSR-HRM integration might be conducive to overcoming a bemoaned shareholder orientation and unitarist frame of reference of strategic HRM, and encourage the adoption of a multiple stakeholder perspective and the pluralist ideology associated with it. The recognition by HRM of tensions pertaining to the contradicting needs of different stakeholder groups further supported this claim. However, it was also noticed that the shifts happening in the HRM landscape are currently in their infancy. Indeed, presence of only a few cases where HRM and CSR were highly integrated, along with the lack of recognition of the external stakeholders other than communities and difficulties in recognising

tensions associated with the need to attain goals pertaining to different stakeholder groups, indicate that HRM finds itself in the beginning of a journey.

Finally, the chapter discussed micro-level factors influencing CSR-HRM integration, which were summarised as an HRM sensemaking of CSR and CSR-HRM integration. It was suggested that cognitive and linguistic frames combined with behavioural approaches create unique configurations of CSR-HRM integration in organisations. Cues about CSR, which HRM extracts from the organisational environment, combine with HRM identity and experience to prompt certain behavioural approaches to CSR-HRM integration (enactment), which get justified and embedded in the HRM practices. Identifying these micro-level factors may shed the light on how CSR-HRM integration could be promoted in organisations through demonstration of organisational support, commitment to the internal dimension of CSR, as well as with the support of the HRM strategic role in organisations and education of HR managers about CSR. The study acknowledges the need for further exploration of various factors pertaining to CSR-HRM integration in order to encourage it more.

Chapter 6: Conclusion

6.1. Introduction

This study set out to explore the nuances of CSR-HRM integration in organisations with publicly stated CSR agendas. This chapter presents the conclusions of this study by pulling together the key objectives and findings to articulate the contributions this study makes to the stream of research devoted to CSR-HRM integration. It also presents some practical implications for HR managers, HR professional associations, and educational bodies. The chapter concludes by identifying some of the limitations of this research and proposing several ideas for future research in this area.

Using the lens of stakeholder (Freeman, 1984, 2010a), paradox (Lewis, 2000; Smith & Lewis, 2011; Smith & Tracey, 2016), and sensemaking (Basu & Palazzo, 2008b; Weick, 1995, 2001; Weick et al., 2005) theories this study explored how, from the HR managers' perspective, HRM forms relationships with CSR and how CSR programmes impact on HRM 'philosophies', policies, and practices. Drawing on a variety of individual experiences of HR managers employed by organisations with publicly stated CSR agenda, this study aimed to identify main patterns in CSR-HRM integration in order to glean insight into how this integration is formed, as well as into changes it brings to HRM, and challenges which HR managers experience as a result of this integration.

6.2. Research objectives

The literature highlights that in recent years the concept of CSR has started to strongly integrate with organisational strategy and management systems, underpinning key objectives of organisations and pathways to deliver them (Hack et al., 2014; Haski-Leventhal, 2018). This strategic integration of CSR should inevitably influence a host of organisational functions, which are expected to play their role in CSR. HRM is one of the organisational functions affected by CSR, thus perhaps unsurprisingly, research devoted to CSR-HRM integration is gaining momentum with a steady growth of literature devoted to the study of this nexus (Macke & Genari, 2019; Voegtlin & Greenwood, 2016). Some researchers even go so far as to state that HRM integrated with CSR could become a next approach to HRM (De Prins et al., 2014; Ehnert, 2009; Kramar, 2014). Indeed, CSR which throughout its development became underpinned by a stakeholder perspective (Mäkinen & Kourula, 2012) seems to offer a promise of broadening the HRM purview, helping to overcome shareholder

focus, incorporate a multiple-stakeholder orientation, and re-introduce pluralist frame of reference into HRM. All these changes are desirable should HRM want to further develop and strengthen its own strategic and social roles (Ackers, 2002; Greenwood & Van Buren, 2017; Jackson et al., 2014; Marchington, 2015; Ulrich & Dulebohn, 2015).

The overarching aim of this study was to identify the features of CSR-HRM integration in order to ascertain whether the presence of a CSR programme requires HRM to change the way it contributes to the organisation, and how this requirement transpires into changes in HRM policies, and ‘philosophies’. With respect to this aim the objectives of the study were set as follows:

- (1) To contribute empirical data about the nuances of CSR-HRM integration in organisations with publicly stated CSR programmes;
- (2) To observe whether integration with CSR is associated with recognition by HR managers of different groups of stakeholders, both external and internal, and the associated development of policies and practices to meet their needs; and
- (3) By using the lens of paradox theory, ascertain whether recognition of multiple stakeholders, if present, incurs any challenges for the HR managers stemming from tensions between divergent stakeholders needs, or if the interests/needs of stakeholders are perceived to be aligned.

In this study data were obtained from a SLR of 108 articles devoted to CSR-HRM integration and 34 interviews with 29 HR managers from organisations with publicly stated CSR programmes operating in New Zealand and Australia. Drawing on stakeholder, paradox, and sensemaking theories this study provides new insights into the nature of CSR-HRM integration and contributes both to theory and practice, seeking answers to the following research questions:

Question 1: How does the HRM function approach integration with CSR?

Question 2: Whom do HR managers identify as relevant stakeholders when operating in a CSR environment? And, what do HR managers see as their responsibilities towards these stakeholders?

Question 3: How does integration with CSR influence the content of HRM policies and practices that are directed at employees as a key stakeholder group?

Question 4: What do HR managers perceive to be the key challenges related to CSR-HRM integration? And how do they respond to these challenges?

In addition to answering to this question the data analysis allowed the researcher to glean some insight into the micro-level factors pertaining to CSR-HRM integration—the factors that might influence proclivity of the HR managers to get involved with CSR. The next section highlights the key contributions of this study.

6.3. Contributions

Through the qualitative exploration of the nature of CSR-HRM integration this study makes several significant contributions to the research in this area by (1) broadening our understanding of how CSR-HRM integration is formed, (2) identifying the factors which contribute to this formation, and (3) illuminating how integration impacts on HRM, its approaches, policies, and practices. This section discusses these key contributions.

6.3.1. Conceptual contributions

First, this research developed and applied an original approach drawing on three theoretical frameworks (i.e., stakeholder theory, paradox theory, and sensemaking theory), demonstrating the utility of applying them together in order to gain insights into the nature of relationship between CSR and HRM. The use of these three theories allowed the CSR-HRM nexus to be analysed at both the meso (functional) and micro (individual) levels. As the main aim of this research was to understand whether integration with CSR is associated with the adoption of a multiple stakeholder perspective and the new approaches/challenges that need to be accommodated in HRM, the use of the stakeholder lens enabled these changes to be captured. Linked to stakeholder theory, paradox theory enabled additional insight into the nature of changes to be gleaned. Specifically, it helped to understand whether, in adopting a stakeholder perspective, HR managers also re-adopt the associated pluralist ideology. This is an important question as some scholars argue that the stakeholder approach may be implemented in HRM quite superficially (Van Buren, Greenwood, & Sheehan, 2011) without acknowledging the plurality of stakeholder interests (Greenwood & Anderson, 2009) and in doing so preventing HRM from creating value for multiple stakeholders. Application of paradox theory shed light into how HR managers treat the interests of various stakeholders and whether they try to accommodate plurality or have a tendency to align stakeholder interests with those of shareholders. Thus, paradox theory proved useful in understanding the nuances of HR managers' stakeholder perspective with respect to CSR and in ascertaining any changes occurring in HRM's responses to CSR-HRM integration. This lens also helped identify some of the specific challenges associated with CSR-HRM integration. Finally, sensemaking theory revealed some of the micro-level processes underpinning CSR-HRM integration thus

developing our understanding of how HR managers approach and develop CSR-HRM integration.

A second conceptual contribution of this study is associated with the understanding of the role of HR managers' sensemaking in the formation of approaches to CSR-HRM integration. Sensemaking theory (Weick, 1995, 2001; Weick et al., 2005) was found to provide a useful lens to systematically investigate how different factors connect to inform approaches to CSR-HRM integration. This is because sensemaking essentially describes how organisational actors make sense of these factors and how they enact their realities based on environmental cues and conceptions of their own identity, providing rationalisations and justifications for their actions (Basu & Palazzo, 2008; Weick, 1995, 2001). Traditionally institutional and organisational factors are considered to significantly impact CSR development (Aguinis & Glavas, 2012). However, studies devoted specifically to the CSR-HRM nexus emphasise the role of micro (HRM-related) factors in its formation. The application of sensemaking theory to this nexus enabled insights into how organisational and individual factors interact to influence approaches to CSR-HRM integration. These findings suggest that organisation- and CSR-related factors do not directly influence HR managers' proclivity to engage with CSR at the strategic level. Neither the presence of a CSR programme, its public communication and promotion by the organisations, nor its content, were found to be connected to levels of HRM integration. However, the cues HR managers deduce about their organisation's stance towards CSR, their perceptions about the demand, benefits, and possibilities for involvement were found to be associated with this.

6.3.2. Empirical contributions

The first contribution of this study is the systematic review of the literature devoted to CSR-HRM integration. This SLR adds much needed data to existing SLRs in this area (e.g., Macke & Genari, 2019; Renwick et al., 2016; Renwick et al., 2013; Voegtlin & Greenwood, 2016) by specifically focusing on approaches and perspectives which HRM espouses with respect to CSR. The SLR highlighted that being a complex agenda CSR requires comprehensive involvement from the HRM. This comprehensive involvement is characterised by providing simultaneous support of organisational CSR agenda, meeting employees' needs, and creating social/community value. However, at the same time the SLR demonstrated that the literature often treats these domains separately, supporting observations made elsewhere in the literature (Ren & Jackson, 2019). The SLR also underscored that in practice HR managers may refrain from involvement with CSR which may be partially attributed to

potential challenges and growth of complexity of work that might ensue from this involvement. Taken together, the findings from SLR informed the aims and research questions of this study and also by synthesising the findings from contemporary literature offered a panoramic overview of the literature devoted to CSR-HRM nexus. This overview should help researchers to identify current trends and existing gaps in knowledge and in doing so pave the way for further exploration in the area of CSR-HRM integration.

Second, the study identifies three distinctive approaches to CSR-HRM integration. In identifying different approaches to CSR-HRM integration, previous literature has mainly focused on the HRM role in CSR (e.g., supportive vs strategic (Alcaraz et al., 2017; Sarvaiya et al., 2018)) and the amount of contribution made to CSR agenda by HRM (Fenwick & Bierema, 2008; Sroufe et al., 2010). This research took a different perspective. Instead of analysing HRM's contribution to CSR goals and objectives, this study focused on the strength of integration and the impact CSR has on HRM. This was achieved through analysis of how CSR is integrated with HRM everyday practices as well as strategic choices and objectives.

This approach focuses attention not only on HRM's contribution to CSR, but on the changes, which happen to HRM itself in response to CSR. For example, in this study it was observed that HR managers still primarily treat CSR as an add-on, trying to continue business as usual, while adapting to the new requirements. HRM often adapts to CSR by introducing changes which do not affect strategic direction or strategic decisions made by the function. In the case of CSR embeddedness, the changes have a more systematic character, the CSR goals, principles, and values start to be internalised by HRM, guiding its decisions and helping to frame whole policies rather than discrete practices (e.g., changing recruitment, training, and development policy as opposed to interview guidelines or inclusion of CSR agenda into induction training). It was also observed that HRM's perception of stakeholders changes with the move from disengagement to CSR embeddedness, signifying transformation of the HRM perspectives with the strengthening of CSR-HRM integration. Thus, this study helps to describe the aspirational transformation of the relationship between CSR and HRM (these are objectives largely pursued within CSR development models as well (e.g. Mirvis & Googins, 2006))

Third, the study highlighted that the presence of a CSR programme in an organisation does not mean that it is going to be supported by HRM in a meaningful way and that the benefits of this support (as discussed in the literature) will be reaped. Instead it proposes that CSR-HRM integration may be contingent on various factors occurring at the micro-level and related to the HR managers' sensemaking of CSR and the CSR-HRM nexus.

While traditionally macro-level factors, such as the institutional and organisational context, have been considered to have a significant impact on CSR development (Aguinis and Glavas, 2012), more contemporary studies in CSR have called for attention to be paid to the role played by micro-level factors in CSR (see for example Aguinis & Glavas, 2012; Morgeson et al., 2013), with some studies affording specific attention to the role of sensemaking in designing and implementing CSR in organisations (e.g. Angus-Leppan et al., 2010; Basu & Palazzo, 2008b). Interestingly, while previous studies devoted to CSR-HRM nexus identified some of the micro-level factors pertaining to its development (see, for example, Harmon et al., 2010; Harris & Tregidga, 2012; Zappalà, 2004), they did not examine them in a systematic manner. Applying the lens of sensemaking theory (Basu & Palazzo, 2008b; Weick, 1995, 2001) this study synthesised some of the observed micro-level factors (HR managers' perceptions of the nuances of CSR communication and implementation in organisations, interpretation of their own role in organisation, and perception of demand, benefits, and possibilities for HRM involvement in CSR), viewing them as constituting an HR managers' sensemaking of CSR and CSR-HRM integration.

This study recognised the important role that HR managers' sensemaking plays in the development of different configurations of CSR-HRM integration, as identified in this study. The study suggests that when making sense of CSR and deciding how to engage with it, HR managers pay attention to how CSR is discussed in their organisation, whether it is important for the business, and which CSR dimensions are more important and salient. Further, HRM's positioning in the organisation and the role it plays is important for engagement. The findings from this study suggest that a strategic partner role, a desire to support this image, and already obtained experience in strategic HRM may significantly facilitate integration. Finally, decisions to integrate are supported by the overall awareness of HRM about the demand for CSR, benefits it can present to organisations, and the role HRM may play in it. The findings suggest that different configurations of these elements of sensemaking may create unique approaches to CSR-HRM integration from the HRM side. These findings do not, however, negate the importance of a wider organisational and social context for HRM engagement with CSR. Rather, they allow to understand how these macro-level factors interplay with HR managers' perceptions, interpretations, and experiences to convert into different approaches to HRM involvement with CSR. Taken together these factors underscore the need to pay attention to CSR communication in organisations as well to the development of HRM and its education with respect to CSR (these aspects will be discussed in greater detail in section 6.4).

Fourth, this study highlighted the role of strategic HRM in CSR-HRM integration. The literature claims that strategic HRM methodologies could be successfully employed by HRM to support CSR (e.g. DuBois & Dubois, 2012; Jamali et al., 2015), and this study provides some empirical support for this claim and illustrates it with empirical examples. Conceiving themselves as strategic partners and having experience with the strategic support of organisational performance, HR managers from the CSR embeddedness group were more inclined to view CSR-HRM integration as requiring a strategic approach. The findings from this study suggest the strategic partnership role to be an important precursor for higher levels of CSR-HRM integration, without which this integration is unlikely to outgrow adaptation. The employment of strategic HRM methodologies for engagement with CSR allows HRM to vertically integrate with organisational CSR objectives, incorporating them into HRM strategy. It also enables delivery of these objectives, supporting them with horizontally interrelated policies and practices. Although the findings from this study flesh out the crucial role strategic HRM approaches play in the formation of higher levels of CSR-HRM integration, they also underscore that this integration brings more radical changes to HRM than those that could occur if strategic HRM approaches were simply adjusted to support a broader range of objectives presented by CSR.

Fifth, based on both the SLR and empirical research, this study identifies the features of HRM integrated with CSR and suggests that integration with CSR might help HRM to overcome some of the limitations associated with the strategic HRM approach to HRM. Researchers emphasise the need for HRM to overcome its unitary frame of reference and its focus on shareholder value. Findings from this study suggest that CSR-HRM integration may pave the way to achieving this goal. Indeed, both the SLR and empirical research showed that integrating with CSR may facilitate adoption of a multiple-stakeholder perspective and recognition of the plurality and clash of interests of different stakeholders that HRM is required to accommodate. The findings from the study suggest that CSR-HRM integration is associated with recognition of organisations, employees, and communities as important HRM stakeholders with respect to CSR. The study underscored that CSR programmes and objectives adopted in organisations flesh out the interests and needs of employees and communities and prompt HRM to take responsibilities to meet these needs. The stronger engagement with CSR was associated with an active position towards identifying and satisfying employees' and community interests and preparedness of HRM to advocate for needs of these stakeholder groups. These features may be viewed as signifying shifts in the development of HRM from a strong shareholder focus and unitary frame of reference (which

characterise strategic HRM), to a multiple-stakeholder orientation and its associated pluralist ideology. These findings suggest that HRM is prepared to engage with the interests and needs of multiple stakeholders, and to develop policies and practices that may help it accommodate the plurality of interests. At the same time this research sees this HRM transition as being in its infancy, with only seven cases of CSR embeddedness and reluctance to recognise paradoxical tensions between the needs of various stakeholder groups. This may suggest that a CSR programme alone cannot stimulate this transformation, and support from educational institutions and policy makers might be required.

Finally, the research contributes to the strand of the HRM literature, which discusses tensions and challenges integration with a CSR agenda creates for HRM (Ehnert, 2009; Guerci & Carollo, 2016; Kozica & Brandl, 2015). Although discussion about the CSR-HRM nexus has been ongoing for some time in academia, the issue of challenges pertaining to CSR-HRM integration have received scant attention. Indeed, most of the literature tends to see it as a seamless process. This research helped to identify two types of challenges: those associated with the growth of workload, and those connected to the tensions between the needs and interests of three key stakeholder groups. While the growth of workload associated with CSR-HRM integration is attributable to the novelty of the CSR agenda and the need to adapt to it, the presence of tensions is more specific to CSR. The study of paradoxical tensions in CSR-HRM integration is still nascent, which is perhaps unsurprising given the scarcity of overall research devoted to paradoxical tensions in CSR (Hahn et al., 2018). However, Ren and Jackson (2019) underscore the need to explore paradoxical tensions HRM faces with respect to CSR and theorise and test how these tensions can be managed by HRM. This research answers to this call adding to the stream of literature that focuses on paradoxical tensions. In doing so it first ascertains that HR managers indeed experience tensions related to CSR and recognise them as paradoxical, that is, conflicting but interrelated alternatives. Second, the previous literature devoted to CSR-related paradoxical tensions focused on tensions occurring as a result of CSR implementation (Guerci & Carollo, 2016) and tensions inherent in HRM practices that surface when a CSR/sustainability lens is applied (Ehnert, 2009, 2014; Kozica & Kaiser, 2012). Adding to this strand of research this study identified a different cluster of tensions—those stemming from the normative requirement to simultaneously address the pluralistic interests of different stakeholder groups. It also showed that when HRM recognises these tensions, it appears to be well-equipped to deal with them. Finally, showing that HR managers engaged with CSR indeed recognise a conflict between the interests of various stakeholder groups (that is, experiencing it as a paradoxical tension) supports the claim made

earlier that integration with CSR fosters change in HRM ideology towards a pluralist frame of reference.

The findings from this research open up a further discussion pertaining to the organisational and HRM approaches to integration with a CSR agenda. While they suggest that engagement with CSR changes the HRM philosophies and approaches towards stronger stakeholder orientation and pluralist ideology, whether this transformation is driven by the moral obligations of HR managers or a business case for CSR is still not clear. Although participants saw a business case for CSR as one of the arguments helping to advocate for the interests of internal and external stakeholders and accommodate the tensions between the needs of these stakeholders and interests of the organisation, a long-term sustainability of this approach is questionable. Indeed, while a strong emphasis on the business case for CSR in HRM might help to resolve the conflict of interests in the short-term it may also jeopardise the pluralist frame of reference in a long run, effectively returning to the rhetoric where organisational and shareholders' concerns are prioritised. The findings from this study are optimistic in suggesting that integration with CSR may indeed prompt desirable transformations in HRM strengthening its organisational and social role, however how to ensure sustainability and consistency of these changes is still not clear. The presence of only a small number of cases representing a strong integration between CSR and HRM indicates that this may not be an easy feat.

6.3.3. Directions for future research

The findings from this research highlight several important directions for future research. First, analysis of the integration of CSR with both everyday activities and strategy allowed the researcher to identify similar features of CSR-HRM integration to those observed in CSR developmental models: resistance, compliance and integration at an operational level, and cultural and strategic embeddedness (Dunphy, Griffith, & Benn, 2003; Maon, Lindgreen, & Swaen, 2010; Zadek, 2004). Similar approaches were observed in the case of HRM. Thus, these study's findings may suggest organisations can demonstrate different transformative stages of CSR-HRM development preceding CSR becoming fully embedded in HRM. The application of a developmental lens would be useful here to capture this process. The adoption of the developmental perspective for the study of CSR-HRM integration allows both academics and practitioners to identify the trajectory of CSR-HRM integration development and assess whether organisations adopt higher levels of integration. Hence, this perspective on the CSR-HRM integration may be used to guide the development of the HRM strategy,

policies, and practices with respect to CSR. Also, recognising the developmental nature of CSR-HRM integration is essential should the factors facilitating this integration and shift from one stage to another be uncovered. Indeed, the extant HRM literature affords scant attention to the factors which affect HRM engagement with CSR (Sarvaiya, Eweje, & Arrowsmith, 2018). While sometimes discussed (Harris & Tregidga, 2012; Zappalà, 2004), these factors rarely become the focus of exploration. Adoption of the developmental lens might facilitate research in this direction and contribute to this relatively promising strand of literature.

However this study did not recognise how organisations move from disengagement to CSR embeddedness. While all three identified stages could be seen in a linear fashion, it is not necessarily the case that all organisations go through them in a sequential progression (Dunphy et al., 2003; Maon et al., 2010). Some organisations may skip some stages (Dunphy et al., 2003), develop features of several stages (Mirvis & Googins, 2006), or may even stay at some particular stage, or return to a previous one (Tuzzolino & Armandi, 1981). Future research may focus on the relationship between organisational developmental stage in terms of CSR and the stage of CSR-HRM integration's development (Lopez-Cabrales & Valle-Cabrera, 2019). With respect to this, either a longitudinal study that follows the development of CSR-HRM integration in organisations within a long period of time, or retrospective qualitative study involving only organisations with high levels of CSR-HRM integration development would be recommended. These types of research will allow researchers to glean better insights in how the change of the approach to integration occurs and which factors play the key role in this change. Though the HRM sensemaking of CSR and CSR-HRM integration can partly account for this change, it is believed that research solely focused on CSR-HRM integration transformation will help to discern some of the other factors affecting CSR-HRM integration, as well as better articulate the interplay of factors existing at different levels.

Second, due to the focus on the HRM perspective on the CSR-HRM nexus and a relatively small sample, this research did not permit the identification of the role of macro-level factors (such as industry or organisational presence) in CSR-HRM integration. For example, a study of the relationship between organisational motivation for CSR and the HRM response to this agenda might be proposed. As organisations engage with CSR for different reasons ranging from instrumental to ethical (Smith, 2003), perception of these different organisational motivations for CSR by HR managers may prompt different responses from the HRM function. It is believed that a study involving a larger sample of organisations may

address this gap. Specifically, a quantitative study that can draw on the findings from this study to assess approaches to integration could identify how the aforementioned and other higher level factors not addressed in this research might affect the integration.

Third, this study helped to demonstrate how HRM perceives its stakeholders with respect to CSR and operationalises responsibilities towards these stakeholders in various policies and practices. Future studies now need to take a multi-stakeholder perspective to evaluate perceptions about the efficacy of these policies and practices by key stakeholders (middle managers, employees, members of community). This approach is strongly advocated by Paauwe and Boselie (2005) who argue that perception of the aims and objectives of the HRM policies and practices by their stakeholders may significantly differ from those intended by their implementers. Hence, it would be prudent to examine how employees perceive CSR-HRM policies and practices and also their responses to these. Specifically, this study showed that HRM often engages with CSR, believing that CSR creates a meaningful workplace for employees, however the mechanisms by which this meaning is created are still under-researched (Aguinis & Glavas, 2019). It therefore seems important to examine how those HRM initiatives aimed at the creation of meaningful workplaces (e.g., active engagement of employees in volunteering activities) are viewed by employees to ascertain the extent to which they foster meaningfulness and motivation. In a similar vein, it would be worthwhile investigating the efficacy of outcomes for community-oriented HRM policies and practices as authors have noted that HRM can play an important role in addressing social issues (Baek & Kim, 2014). Further, these findings suggest that by integrating with CSR, HRM makes conscious attempts to design policies and practices, which capture community value. However, the outcomes of these policies for both communities and organisations are not clear. Moreover, the measurement of the external effect of such HRM policies and practices may be somewhat cumbersome (Beer et al., 1984). With the growing demand for HRM to engage with CSR and to overcome its internal perspective there is a clear need for the development of instruments to assess the external outcomes of HRM practices. In addition, since organisations often pursue instrumental motivation when engaging with CSR (trying to generate positive organisational outcomes from CSR initiatives) (Garriga & Melé, 2004), further research may need to demonstrate how HRM externally-oriented policies and practices help to strengthen the organisational employment brand and reputation in the community.

Fourth, this study looked at how integration with CSR might impact approaches to employee-oriented policies and practices. The findings suggest that when associated with CSR, employee-oriented policies and practices tend to become more proactive and aim at

driving change for employees. Though the nature of this research, as well as the small sample, do not allow for any definitive conclusions about causality to be drawn, the study offers directions for future research. Does conscious engagement with CSR actually drive change in HRM policies and practices and enable HRM to support the CSR agenda more efficaciously? Relatedly, it seems prudent to further explore differences between the organisational outcomes of HRM-CSR initiatives, which are targeted and focused (as opposed to spurious and unfocused).

Fifth, while this study has identified employees as an important stakeholder group for CSR-related HRM, it did not look at the perception of employee representatives (e.g., unions) and their role with respect to CSR. While the pluralist frame of reference that may be fostered by CSR-HRM integration was historically associated with the recognition of unions and collective bargaining, participants of this study never mentioned unions with respect to CSR. This begs the question of how HRM communicates with unions in relation to CSR and how CSR-HRM integration impacts the perception of the role of unions as advocates of employees' interests and perspectives.

Sixth, the SLR allowed the researcher to glean an insight into how academic literature views CSR-HRM integration and its impact on HRM. It would now be useful to analyse the practitioner literature to ascertain how this deliberates on CSR-HRM integration and HRM's role in CSR. As the practitioner literature is viewed as one of the important sources of knowledge for managers (Rynes, Giluk, & Brown, 2007) it seems sensible to compare this with the academic literature to ascertain how key academic ideas about CSR-HRM integration have been translated.

Finally, this study explicated some of the challenges HRM faces in its endeavours to integrate with CSR. This study applied the lens of paradox theory to explore how HRM perceives the tensions among the interests of different organisational stakeholders and which mechanisms it uses to accommodate to them. The CSR literature identifies different types of paradoxes pertaining to CSR (e.g., paradox of performing, belonging, organising, and learning) (Smith & Lewis, 2011). Therefore, integration with CSR might explicate tensions for HRM within these different domains. While this study mainly focused on the paradox of 'performing', future research could consider other types of paradoxes pertaining to CSR-HRM integration and at the approaches HRM might use to accommodate such.

6.4. Limitations of the research

This study has several limitations. First, as was discussed above, the research design did not sufficiently examine the developmental nature of CSR-HRM integration as well as factors and contingencies influencing this integration. The study design was focussed on the changes occurring in HRM with respect to CSR-HRM integration and did not specifically emphasise how CSR-HRM integration is formed and developed in organisations. While the data collected still allowed some insights into the factors related to HR managers' proclivity to engage with CSR and the role of HR manager's sensemaking in this engagement, it would now be prudent to direct further research specifically towards the exploration of the emergence and development of the CSR-HRM nexus. Hopefully, findings from this research are instructive here.

Second limitation relates to the generalisability of this research findings to different contexts. This limitation stems from the small sample size (29 participants/organisations) that was employed. Although this sample size is appropriate for the purpose of the study (to explore the nature of CSR-HRM integration as viewed by HR managers) and matches sample sizes in similar studies (e.g. Harris & Tregidga, 2012; Sarvaiya et al., 2018), it prevents the findings from being easily transferred to other settings. Another aspect which limits the possibility to transfer findings from this study to another context is related to the study being conducted in two countries from the same region. As the study was exploratory in nature and was looking for rich data from informed participants, it was important to conduct it in countries where the CSR agenda is well-embedded, so participants would be familiar with it and able to account for their own experiences. Australia and New Zealand are the countries that demonstrate high positions in various CSR-related rankings (e.g., 36th and 13th respectively in the Global Sustainable Competitiveness Index 2017; 27th and 17th in the Sustainable Development Goals Index 2018; second and third in the World Giving Index 2018), which allowed the researcher to assume that research participants should be familiar with the topic and be able to provide rich accounts necessary for the attainment of this study's goals (Järlström et al., 2018). However, restricting research to these two countries can make transferability of the findings to another context questionable.

To overcome this limitation all efforts were made to describe the study context, methodology, and approaches to sampling in detail, so that some conclusions could be made about the transferability of the findings to other contexts. Thus, it was explained that all participants were recruited from organisations with publicly stated CSR programmes

operating in New Zealand and Australia. These organisations included both large organisations and SMEs from service and production industries. Also, while some organisations were local, others operated internationally. Participants occupied middle and senior positions in HR management. Based on this information some conclusions about the transferability of results of this study to other contexts could be made. For example, it might be suggested that patterns similar to those observed in this research could be found if the study is repeated with participants recruited from other organisations in the same region. In fact, the findings from this study demonstrate consistency and support the findings from previous studies devoted to CSR-HRM integration conducted with HR and CSR managers recruited from New Zealand and Australian organisations (Harris & Tregidga, 2012; Raubenheimer & Rasmussen, 2013; Sarvaiya et al., 2018), showing the possibility of transferability of results within this national context. Also, as New Zealand and Australian approaches to HRM mainly fit the Anglo-Saxon context (Boxall & Frenkel, 2012), some similarity in the approaches to CSR-HRM integration in other countries from this cluster may also be assumed, which helps to partially address the limitation. While findings from this research largely confirm the findings from the SLR, which examined the CSR-HRM nexus across different countries, transferring the results to another national context, especially to countries outside the Anglo-Saxon cluster should be done with caution. Due to dissimilarity in national culture, legislation, governmental support of CSR initiatives, and HRM approaches, different results may be obtained. Further, different patterns of CSR-HRM integration could be expected to be observed in organisations that do not promote CSR or do not have a CSR programme. While attempts to integrate might be observed in these organisations due to the promotion and support of this topic by HR professional associations, they may be less active due to the absence of internal support.

Another limitation pertains to the nature of the study and methodology used. The qualitative interpretive approach, while permitting the researcher to identify some patterns in the data, does not allow any conclusions about causal relationships to be made. Thus, while some factors pertaining to the formation of CSR-HRM integration were identified, or differences in approaches to employee-related practices discerned, it is difficult to make certain conclusions about the nature and direction of relationships. Although this limitation is a characteristic of qualitative research, some measures were taken to address it. The data analysis identified three different groups of participants. Subsequently, subsamples comparison (Boyatzis, 1998; Onwuegbuzie & Leech, 2007) was employed to compare these groups. This approach allowed to identify specific themes that clearly differentiated among

groups and propose existence of some relationships (e.g., relationship between HR managers' sensemaking of CSR and approaches to CSR-HRM integration). Still, the results from this research should be considered as providing some insights into possible causal links, rather than establishing or testing them.

A further limitation is that the study was conducted by a single researcher. Thus, all the data was collected, transcribed, and coded by a single person. This means single coder bias could arise. Efforts were made at each stage of the research, however, to mitigate these effects and improve credibility and dependability of the research. For example, the study used semi-structured interviews which helped to ensure that key themes were addressed by all participants; follow-up questions were asked when possible to clarify information provided during the interview; all interviews were recorded and transcribed verbatim; computer software was used for analysis to ensure coding consistency; finally, constant briefings with supervisors and discussion of the coding process and emerging themes, as well as peer debriefings and negative case analysis were employed to improve accuracy of interpretations. The SLR also served as a good comparison point as patterns emerging in the empirical study were able to be constantly compared with the patterns in the SLR. Consistency in findings indicated higher trustworthiness of the results of the empirical study (Anderson, 2017).

6.5. Implications for practice

Modern organisations experience a strong pressure to adopt CSR principles and provide accountability to various stakeholders both inside and outside the organisation. While developing CSR programmes and strategies, organisations need to make sure that they are well supported by all organisational functions and that employees are engaged with the CSR agenda and deliver organisational CSR goals. HRM seems to be well-positioned to help organisations in their endeavours to become socially responsible. However, due to the nascence of the CSR agenda in HRM, HR managers are not always well informed about the role they can and should play in CSR. The findings from this study could be used to better inform both practice and policy.

The findings from this study suggest that integration with CSR can bring desirable changes to HRM. CSR discourse legitimises and reinforces the employee advocate role of HR managers as well as provides HR managers with more opportunities to consider how HR practices may affect other stakeholders, such as community. The changes introduced by CSR-HRM integration tend to widen the HRM purview and quell the singular focus on shareholder

value. If introduced, these changes should strengthen HRM's strategic and social roles. However, these results also show that HRM falls short in integrating with CSR at a higher level, preferring to adapt to it and continuing a 'business as usual' approach. This situation suggests that a CSR agenda alone cannot drive the development of HRM. Indeed, there is a strong requirement for the involvement of organisations, educational bodies, and HR professional associations.

6.5.1. Implications for education

The presence of the disengagement and peripheral integration groups may reflect a lack of understanding by HR managers about how CSR and HRM can be integrated and what the interface between CSR and HRM should look like in practice (Gond et al., 2011; Harmon et al., 2010). To enable meaningful HRM involvement in CSR, CSR should be more actively promoted within HRM professional bodies, with more recommendations and guidelines published for HRM practitioners. CSR-HRM integration needs to be addressed in university curricula as well. Since this study showed the important role of strategic HRM in the development of higher level of CSR-HRM integration, it is advisable to include the CSR agenda in strategic HRM courses to demonstrate how strategic HRM approaches and methodologies could be transferred to new contexts and how strategic HRM approaches can now contribute to organisational objectives towards multiple stakeholders and TBL.

In addition ethics should become an integral part of the HRM curricula. Ardichvili (2012) observed that while HRM has to instil CSR, sustainability, and ethics in organisations, these topics are not sufficiently addressed in academic curricula. On the contrary, academic curricula are focused on economic expansion and shareholder value as primary concerns for HRM. This may result in situations where, by focusing on shareholder value, HRM might inadvertently support the unethical behaviour of organisations by developing policies and practices which strengthen it (see Spector, 2003 for the discussion of the role of HRM practices in ENRON case). Thus, Ardichvili (2012) comes to the conclusion that teaching should incorporate a discussion of the economic foundations of sustainability, system thinking, ethics, and moral development. Therefore, instead of developing policies and practices that promulgate the importance of economic performance and shareholder value, HRM will focus on policies and practices that instil ethical leadership and responsible behaviour at different organisational levels. This shift in teaching facilitates changes in the HRM mind-set, helping to embed CSR in HRM at earlier stages.

At the same time guidelines and exemplar cases from HRM professional bodies and practice magazines will be able to provide sage advice on how CSR-HRM integration could be operationalised in HRM's everyday work. These exemplar cases and sharing of best practice are especially important to help overcome challenges associated with the novelty of the CSR agenda for HRM, and the growth of workload and complexity of work associated with it. Sharing of best practice should significantly facilitate the adoption of CSR agenda in HRM. The same could be said about paradoxical tensions. Both the SLR and the empirical research showed that HRM is well-prepared to deal with these tensions and has a host of practices which may help to accommodate them. Among these practices are such things as the development of ethical and responsible leadership, educating employees and managers about CSR and the needs of various stakeholders, promoting networking and communication, and developing policies and practices which help to simultaneously meet the needs of various stakeholder groups (e.g., including training elements in volunteering, literacy and numeracy training, performance management focused on the development of soft skills). Sharing best practices in these areas should assist in supporting HRM in its quest for addressing the plurality of interests of their stakeholders, and in so doing encourage engagement with the CSR agenda.

Finally, educating HRM about the benefits of integration with CSR can play a significant role. The realisation that CSR may help HRM to improve the employment brand and assist in achieving objectives related to the attraction, retention, and engagement of employees may support HRM's desire for involvement. At the same time, understanding that employees play various roles with respect to CSR may foster the development of novel CSR-related policies in HRM, such as some of those observed in this study. Academia and HRM professional bodies are important actors in disseminating this knowledge.

6.5.2. Implications for organisations

One way to foster CSR-HRM integration in organisations highlighted by this research is to clearly demonstrate that CSR is prioritised by organisational management with senior managers being strong committed to this agenda. Communication of high organisational commitment to CSR puts this agenda in the focus of HRM attention. To further HRM's engagement with CSR, organisations might need to make sure that programmes are communicated at the organisational level rather than place this onus at a department or group level (e.g., CSR department, public relations department). Indeed, participants in this study attributed a lack of HRM involvement to a perception that CSR is the responsibility of a

specific organisational function. Moreover, HRM engagement is further facilitated when organisations put emphasis on the internal dimension of CSR which the HRM function is well-positioned to deliver. Another way to support CSR-HRM integration in organisations is to promote the employee champion and strategic partner roles of HRM as these roles were found to be more conducive to CSR-HRM integration. The literature suggests that sometimes HRM may be quite marginalised and lack power in organisations (Guest & Woodrow, 2012). In trying to increase credibility, HRM emphasises the need to contribute to shareholder value, subjugating the interests of all other stakeholders. To be able to develop policies and practices that contribute to the needs of other stakeholders, HRM needs to have power and voice in organisations and be able to defend their own objectives and practices. Organisational leadership has an important role in supporting HRM's power, voice, and credibility.

6.5.3. Implications for HRM

Findings from both the SLR and empirical components of this study revealed a host of HRM policies and practices, which may be used to support CSR and to meet the needs of various organisational stakeholders. Thus, the study showed that HRM may successfully utilise traditional HRM policies and practices such as recruitment, training and development, performance management, reward and remuneration, and also take new responsibilities such as coordination of charitable activities to support organisations in their quest for CSR. HRM might use recruitment and selection policies to recruit candidates who have skills, knowledge, experience, and motivation to implement and further develop the CSR programmes of their organisations. At the same time, recruitment and selection practices could be used to ensure that organisations support and promote diversity of the workforce and communities. For example, HRM can develop guidelines, which foster the attraction of diverse candidates and then ensure that these candidates reach the selection process and are treated equally.

The findings from this research showed that training and development policies may be used to instil CSR values in organisations, promote human rights, and ethical behaviour. They may also be utilised to teach employees environmentally friendly practices such as reduction of printing, water use, or recycling. As well as this, training and development policies and practices may be geared towards fulfilling organisations' responsibilities towards employees, ensuring that employees get sufficient training to succeed at their current workplace and stay employable should they leave the organisation (e.g., training aimed at developing soft or technical skills). In this way training and development policies will not only meet the needs of organisations and employees, but also the needs of communities which could otherwise suffer

from high unemployment rates. Further, linking recruitment and selection and training and development systems to performance management systems could be designed by HRM in order to motivate employees to participate in CSR activities while providing them with opportunities to do so. In addition, performance management systems could be utilised to give voice to employees, and to ensure that their needs in training and development, career growth, and meaning of work are heard and get support. Approaches to reward and remuneration could also be changed in order to incentivise achievement of CSR goals and demonstrate desirable behaviour in terms of CSR. Special benefits can be designed to facilitate employees' engagement with responsible behaviour (e.g., free parking for car-pooling, discounts for fair-trade goods, or subsidy of public transport passes). Concurrently, living wage and equity pay practices will support organisational responsibilities towards employees and their communities. Finally, work-life balance and well-being policies and practices can be designed to promote healthier lifestyles and support mental health. By taking care of employees' and communities' well-being, flexible work practices might reduce employee transport usage and provide them with time for volunteering and community service, thus supporting organisational CSR commitments. At the same time, they will enable employees to carry out their responsibilities to parents, children, and friends without the stress and fear of losing employment. By engaging in these types of initiatives HRM can play an important role in supporting CSR objectives and in strengthening the organisations' 'employer' and 'CSR' brand.

However, to achieve the desired outcomes of these multiple HRM policies and practices aimed at supporting CSR agenda, HR managers need to ensure that these policies and practices are aligned and mutually support each other. Only in this case will they send a consistent message to employees about the organisation's CSR commitments, and in doing so ensure employees' own commitment and engagement with CSR. Developed and implemented together, these policies and practices should address the needs of all three key HRM stakeholder groups without giving priority to a certain stakeholder group or particular CSR dimension. The findings from the SLR and the empirical study offer sound advice for how HRM can approach these policies and practices to create shared value rather than exacerbate tensions between the needs and interests of various stakeholders. Focusing on the education of different stakeholders, changing organisational structure to promote communication and networking, instilling ethics in organisations, recruiting a diverse workforce, and developing policies and practices, which simultaneously address the needs of different stakeholder groups may significantly facilitate a holistic approach to CSR-HRM integration.

6.6. Summary

This chapter has summarised the key findings of this study. The overarching aim and key objectives of the research along with a discussion of the contributions this study makes to theory and practice have been presented. The chapter concludes with a discussion of some limitations of the study and suggests directions for future research.

This study was largely motivated by the desire to ascertain whether the demand for organisations to actively engage with CSR agenda translates into the requirement for HRM to make a different contribution to organisational performance and whether this requirement might instigate any changes in HRM, its approaches, policies, practices, and ‘philosophies’. It achieves this aim with the findings showing that integration with CSR appears to signify a next stage in HRM development whereby strategic HRM methodologies are integrated with the stakeholder perspective and the pluralist frame of reference.

While this transformation is largely viewed as desirable for strengthening the HRM role in organisations and society, the presence of only several cases that represent higher levels of integration suggests that it is still a long way off.

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Appendices

Appendix 1 CSR Definitions

	Time period	Key CSR definitions	Key themes
Awareness – Defining CSR	1950s	“the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society. This definition does not imply that businessmen as members of society lack the right to criticize the values accepted in society and to work toward their improvement. Indeed in view of their great power and influence, they well have an obligation to do so. It is assumed, however, that as servants of society, they must not disregard socially accepted values or place their own values above those of society” (Bowen, 1953, p.6).	Ethics Value for society
	1960s	“... the businessmen should oversee the operation of an economic system that fulfils the expectation of the public. And this means in turn that the economy’s means of production should be employed in such a way that production and distribution should enhance total socio-economic welfare. Social responsibility in the final analysis implies a public posture towards society’s economic and human resources and willingness to see that those resources are utilised for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms” (Frederick, 1960).	Social value

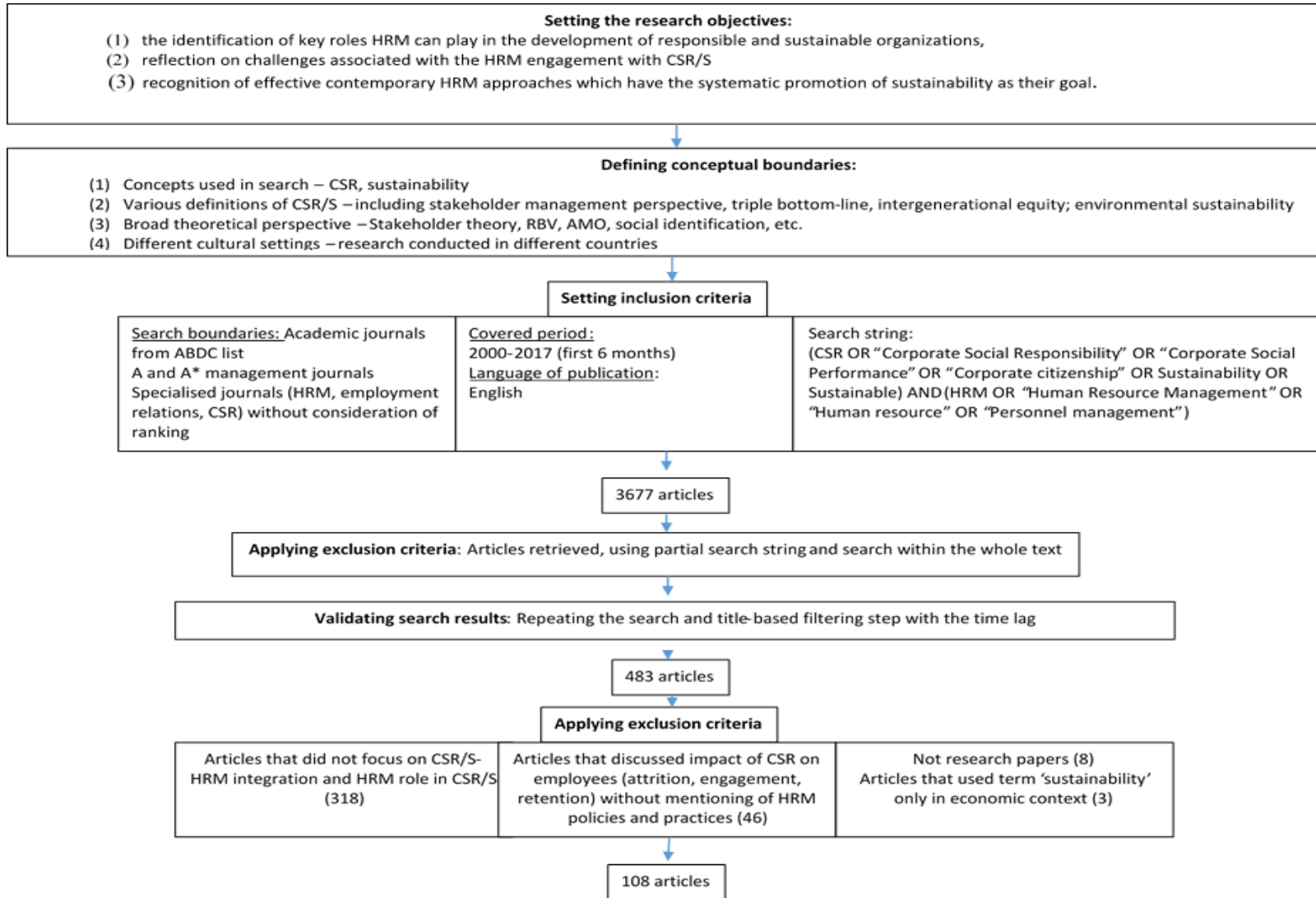
	<p>The substance of social responsibility arises from concern for the ethical consequences of one's acts as they might affect the interests of others. This idea exists in most religions and philosophies of the world. Quite frequently, however, a tendency exists to limit its application to person-to-person contacts. Social responsibility moves one large step further by emphasizing institutional actions and their effect on the whole social system. Without this additional step, personal and institutional acts tend to be divorced. A businessman can lead a model personal life, but continue to justify his organization's pollution of a river because no direct personal consequence is involved. He can consider river pollution a "public problem" to be solved by public action. The idea of social responsibility, however, requires him to consider his acts in terms of a whole social system and holds him responsible for the effects of his acts anywhere in that system" (Davis, 1967, p. 46).</p>	<p>Ethics Interdependency between organisation and external environment Power Social issues</p>
	<p>"In pluralism, the business institution, therefore, becomes responsible to a variety of claimant groups in a variety of ways, rather than being responsible only to stockholders, and these claimants in turn have responsibilities to business because of their power to affect it" (Davis, 1967, p. 47).</p>	<p>Variety of claimants/stakeholders</p>
	<p>"Social responsibility is a nebulous idea and, hence, is defined in various ways. It is used here within a management context to refer to <i>businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest</i>. Thus, social responsibility has two rather different faces. On the one hand, businessmen recognize that since they are managing an economic unit in society, they have a broad obligation to the community with regard to economic developments affecting the public welfare (such as full employment, inflation, and maintenance of competition). A quite different type of social responsibility is, on the other hand, a businessman's obligation to nurture and develop human values (such as morale, cooperation, motivation, and self-realization in work). These human values cannot be measured on an economic value scale. Accordingly, the term "social responsibility" refers to both socio-economic and socio-human obligations to others (Davis, 1960, pp. 70-71).</p>	<p>Economic and socio-human obligations as comprising parts of CSR</p>

CSR Responsiveness – start of integration	1970s	<p>The fact is that public wants to contribute a good deal more to achieving the goals of a good society. Its expectations of business have broadened into what may be described as three concentric circles of responsibilities.</p> <p>The <i>inner circle</i> includes the clear-cut basic responsibilities for the efficient execution of the economic function—products, jobs and economic growth.</p> <p>The <i>intermediate circle</i> encompasses responsibility to exercise this economic function with a sensitive awareness of changing social values and priorities: for example, with respect to environmental conservation; hiring and relations with employees; and more rigorous expectations of customers for information, fair treatment, and protection from injury.</p> <p>The <i>outer circle</i> outlines newly emerging and still amorphous responsibilities that business should assume to become more broadly involved in actively improving the social environment. Society is beginning to turn to corporations for help with major social problems such as poverty and urban blight (Committee for Economic Development, 1971, p. 15)</p>	<p>Three interrelated elements of CSR</p> <p>Social issues</p> <p>Economic goals as a part of CSR</p>
		...firm’s consideration of, and response to, issues beyond narrow economic, technical, and legal requirements of the firm (Davis, 1973, p. 312)	Responsibilities beyond economic and legal requirements
		<p>Hence the idea of ‘corporate social responsiveness’ is managerial in tone and approach, and its advocates place great emphasis upon the management of a company’s relations with society” (Frederick, 1978, 1994, p. 155)</p> <p>The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (Carroll, 1979, p. 500).</p>	<p>Management of relationships</p> <p>Responding to pressures</p> <p>Social expectations</p> <p>Economic goals as part of CSR</p>
Institutionalisation – managing and measuring CSR	1980s-1990s	“Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contract” (Jones, 1980, pp. 59-60).	<p>Responsibilities beyond legal requirements</p> <p>Responsibility to variety of stakeholders</p>

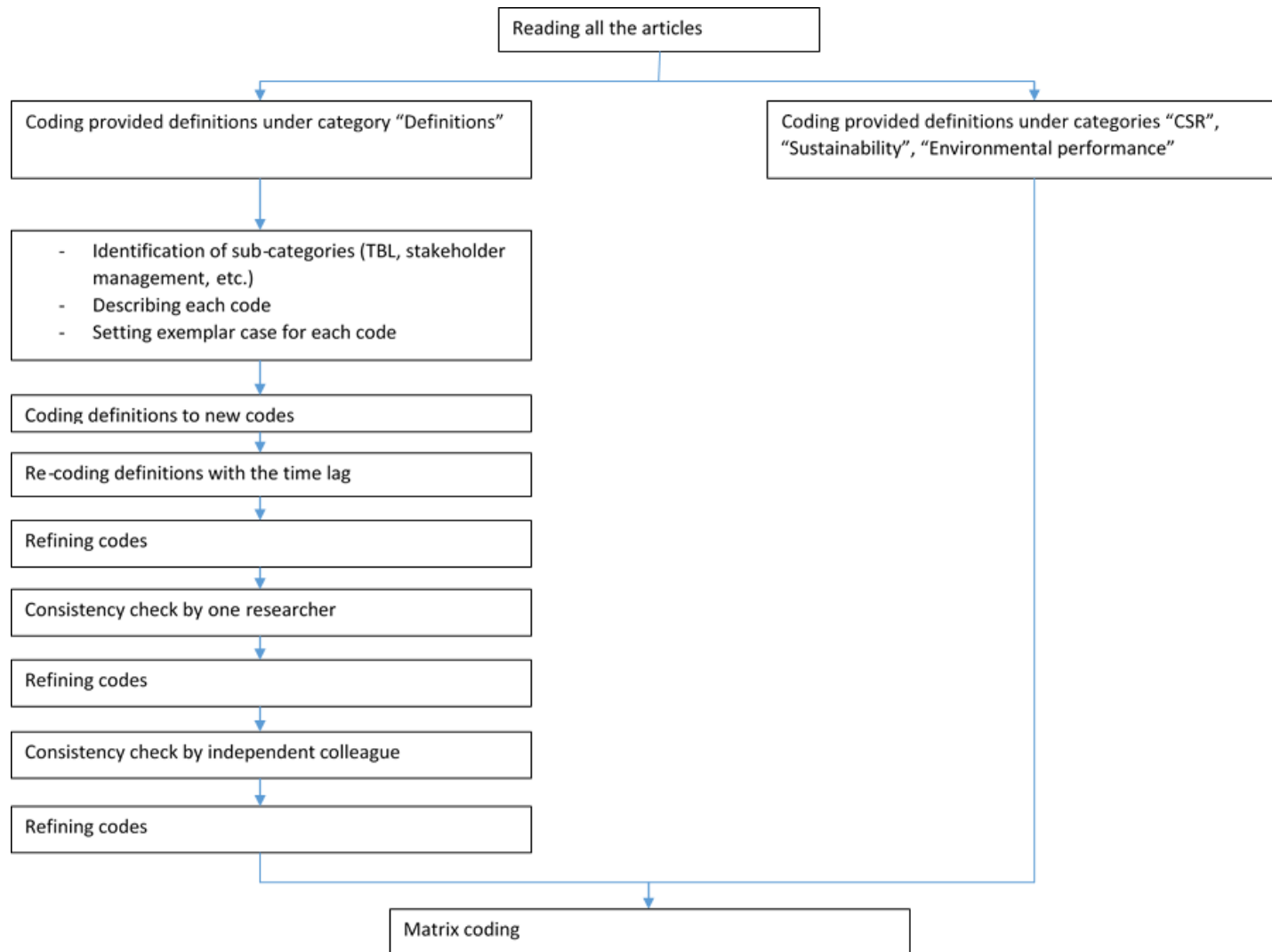
		“By integrating social responsibilities, social responsiveness, and social issues, the CSP model provides a valuable framework for overall analysis of the business and society” (Wartick & Cochran, 1985, p. 758).	Social obligations Performance
		“a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal relationships” (Wood, 1991, p. 693).	Social obligations performance
		“The survival and continuing profitability of the corporation depend upon its ability to fulfil its economic and social purpose, which is to create and distribute wealth or value sufficient to ensure that each primary stakeholder group continues as part of the corporation’s stakeholder system” (Clarkson, 1995, p. 110)	Stakeholder management
Strategic integration	21 st century	“Corporate social responsibility is essentially a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment” (Commission of the European Communities, 2001).	Voluntarily action Environmental and social dimensions
		The philanthropic approaches might be the roots of CS, but the different approaches to corporate responsibility clearly show that CSR is a new and distinct phenomenon. Its societal approach especially appears to be a (strategic) response to changing circumstances and new corporate challenges that had not previously occurred. It requires organizations to fundamentally rethink their position and act in terms of the complex societal context of which they are a part (Van Marrewijk, 2003, p. 97).	Strategic nature of CSR Interrelatedness
		Here we define CSR as actions that appear to further some social good, beyond the interests of the firm and that which is required by law. This definition underscores that, to us, CSR means going beyond obeying the law. Thus, a company that avoids discriminating against women and minorities is not engaging in a socially responsible act; it is merely abiding by the law (McWilliams & Siegel, 2001, p. 117)	Beyond economic and legal requirements

	<p>Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing “more” into human capital, the environment and the relations with stakeholders. The experience with investment in environmentally responsible technologies and business practice suggests that going beyond legal compliance can contribute to a company’s competitiveness. Going beyond basic legal obligations in the social area, e.g. training, working conditions, management-employee relations, can also have a direct impact on productivity. It opens a way of managing change and of reconciling social development with improved competitiveness” (Commission of the European Communities, 2002, pp. 6-7).</p>	<p>Beyond economic and legal requirements Environmental dimension Stakeholder relationship Positive impact on competitiveness and productivity</p>
	<p>“Corporate social performance, as conceived in the Wood (1991) framework, is a set of descriptive categorizations of business activity, focusing on the impacts and outcomes for society, stakeholders and the firm itself (Wood, 2010, p. 50).</p>	<p>Outcomes for multiple stakeholders</p>
	<p>“The incorporation of a holistic CSR perspective within a firm’s strategic planning and core operations so that the firm is managed in the interests of a broad set of stakeholders to achieve maximum economic and social value over the medium and long term” (Werther & Chandler, 2011, p. 40)</p>	<p>Strategic nature Multiple stakeholders Economic and social value through CSR</p>

Appendix 2 A summary of SLR process (adapted from Danese et al., 2018; Nolan and Garavan, 2016)



Appendix 3a Coding process for CSR/Sustainability definitions

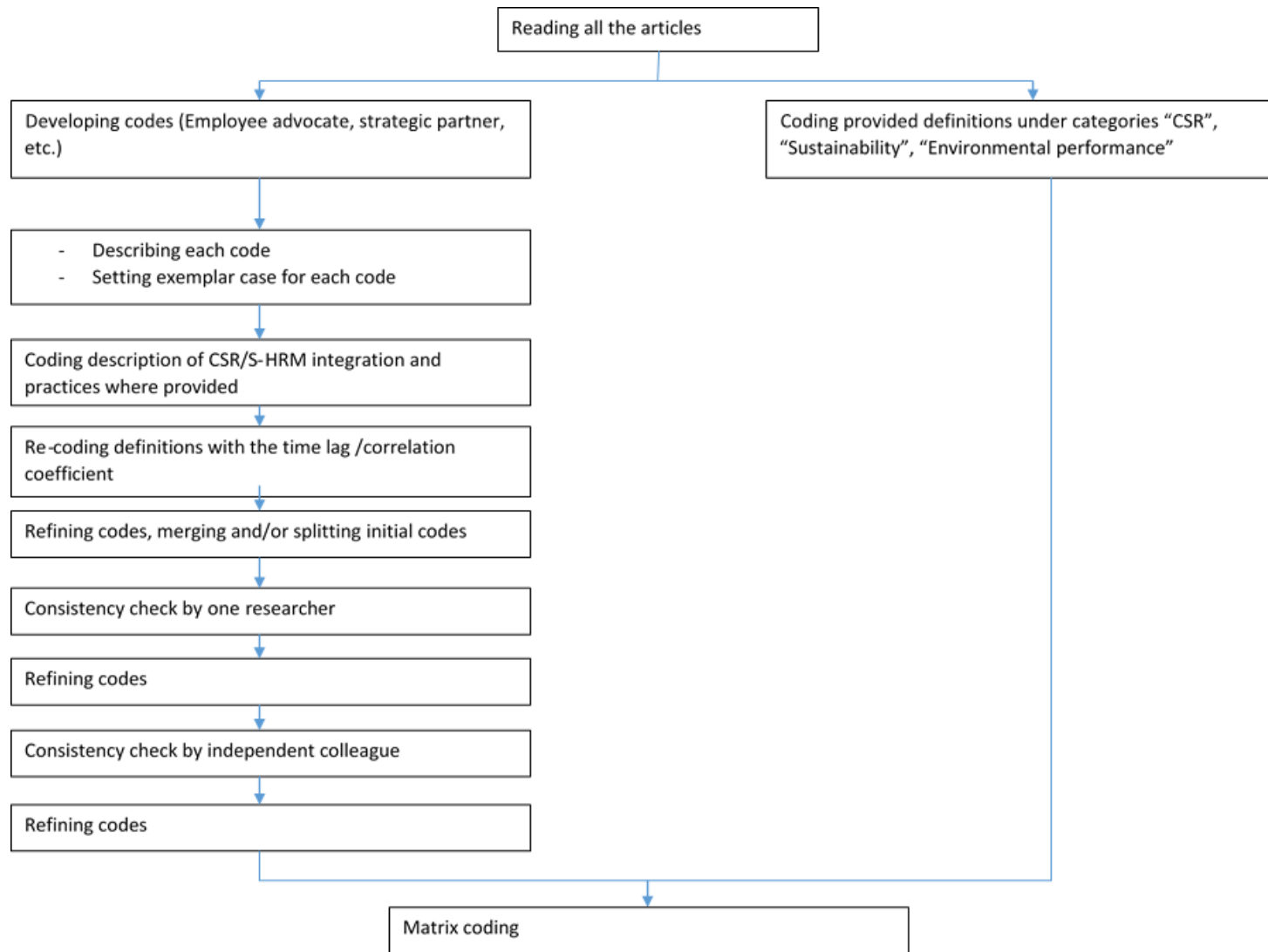


Category	"Definitions"								
Code	Objectives and responsibilities related to the TBL	Responsibilities to various stakeholders and stakeholder management	Broader organizational responsibilities	Environmental performance	Continuity, economic sustainability	Balancing needs of current and future generations	Ethics and moral concerns	Several definitions	Not defined
Description	The definition primarily refers to organisational responsibility to pursue objectives pertaining to the TBL, quelling focus on shareholder values	The definition emphasises organisational accountability to multiple stakeholder groups located both inside and outside organisations as well as stakeholder management	The definition underscores that organisations have other than just economic and legal responsibilities	The definition focuses on environmental performance of organisations	Focus on continuity of organisations, organisational activities, society, environment	The definition discusses the need for organisations to consider how their activities influences abilities of current and future generations to meet their needs	The definition emphasises ethical and moral responsibilities/ concerns of organisations	Several definitions are used together or interchangeably	No definition provided
Exemplar case	"corporations and their leaders address the <u>environmental, social, and economic threats</u> facing our society and take a more active role in the fight against some of the most pressing problems in the world, such as	Simmons (2004, 604) argues 'that responsible organisations are those that recognise <u>relationships with a range of internal and external stakeholder groups</u> , and establish systems to facilitate fair <u>discourse with</u>	"Jones (1980, pp. 59–60) defined SR as 'obligations to constituent groups in society other than stockholders and <u>beyond that prescribed by law and union contract</u> '. A business is not being socially responsible if it	"an approach characterised by future-oriented management practices initiated voluntarily with a strategic purpose that extends beyond compliance and mitigation to enhance firm performance through	"we define sustainability as the <u>continuation</u> of a programmatic effort through <u>continued</u> programme activities, <u>continued</u> programme benefits or outcomes, <u>continued</u> community	"Sustainability is defined here as 'development that meets the <u>needs of the present</u> without compromising <u>the ability of future generations to meet their own needs</u> '	"Drawing from Kohlberg's seminal theory of moral development, CSR is conceptualised as the development of <u>organisation moral reasoning</u> , and the proposition is illustrated by	"Corporate Social Responsibility (CSR), a movement that has gained increasing attention in the past decade, is rooted in the concept of sustainable development, which addresses the <u>needs of today</u>	

	<p><u>poverty, environmental degradation, human rights protection, and pandemic diseases</u> (Bansal, 2002; Epstein, 2008; Hart & Milstein, 2003; Maak & Pless, 2006; Waldman & Galvin, 2008)” (Pless, Maak, & Stahl, 2012, 2012, p. 874)</p>	<p><u>and between them</u> on strategy initiatives they consider to undertake’ (Young & Thyl, 2009, p. 170)</p>	<p>merely fulfils minimum requirements in one or more of economic, social, or legal responsibilities: <u>social responsibility begins where the law ends</u>, namely ‘beyond compliance’... Accordingly, the author adopts the Jones (1980) definition of SR, emphasizing <u>‘beyond compliance’</u> as it is more appropriate to a study of small business SR” (Mankelov, 2008, p. 2172).</p>	<p><u>emphasis on prevention of waste, reduction in energy consumption, and product and process innovation to minimise environmental impact across a product’s life cycle</u> as a competitive priority (Arago´n-Correa, 1998; Lannelongue, Gonzalez-Benito, & Gonzalez-Benito, 2015; Primc & C´ater, 2015)”. (O’Donohue & Torugsa, 2016, 239)</p>	<p>support, and <u>continued</u> dissemination of programme work” (Russ-Eft, 2014, p. 551).</p>	<p>(World Commission on Environment and Development 1987, 43).)” (Rayner & Morgan, 2017, p. 58)</p>	<p>demonstrating inter-disciplinary similarities in levels of <u>ethical concern</u> within different approaches to the practice of marketing, human resource management (HRM) and performance management.” (Mason & Simmons, 2011, p. 159)</p>	<p><u>without endangering the needs of coming generations</u> (Brundtland Commission, 1987). Despite the lack of any universally accepted definition of CSR, it is often considered ‘the responsibility of enterprises for their impacts on society’ (European Commission, 2011). In line with the tradition of <u>triple bottom line</u> (Elkington, 1994), CSR refers to a process of continuous improvement, in which companies voluntarily and systematically integrate economic</p>	
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								(Profit), environmental (Planet) and social considerations (People) into their overall business operations. <u>Transparency and consultation with company stakeholders</u> is considered a part of the process” (De Prins et al., 2014, p. 265).	
Number of coded articles	36	10	13	8	5	5	3	6	22

Appendix 3b. Coding process for CSR-HRM integration characteristics



Category	Characteristics of CSR/S-HRM integration					
Code	Strategic support role	Employee orientation	Responsibilities towards society	The hybrid model	Creating organisational context	Developing holistic approach
Description	Based on the strategic partner role of HRM but with a specific focus on the facilitation of achievement of environmental and social goals in addition to organizations' traditional economic goals	The focus is on the development and implementation of responsible and sustainable HRM policies and practices which support the interests and needs of employees.	Emphasizes HRM's ability to influence both the internal and the external organizational contexts, and ability of HRM practices to affect communities and society as a whole.	HRM performing several roles simultaneously	Creating a foundation for sustainable/responsible organizations by development of a culture/ leadership/ structure conducive to CSR	Development of practices which simultaneously address several HRM roles in CSR/S
Exemplar case	"In particular, green hiring (i.e. hiring employees with specific environmental competences and with general sensitivity toward the environment), green training and involvement (i.e. developing environmental competencies and skills and engaging employees in green	"Therefore the organizations should consider using Sustainable HRM practices (e.g., diversity, work-life balance) in become an employer-of-choice" (Lis, 2012, p.280) "Sustainable HRM takes the view that employees are far from a cost but are in fact a	"This underscores the importance of sustainable HRM practices; they not only lead to profit maximization but also minimize the harm to employees, their families and communities (Mariappanadar, 2003, 2013; Wagner, 2013)" (Au & Ahmed, 2014, p. 264).	"...sustainable HRM differs from mainstream HRM because of the following characteristics: 1. a renewed focus on respect for the internal stakeholders in the organisation, the employees (Respect); 2. environmental awareness and outside-in perspective on HRM (Openness); 3. a long-term approach, both in terms of economic and societal sustainability	"service learning programs can help managers to develop the knowledge, skills, and mind-set that will enable them to successfully support a company's global sustainability and corporate social responsibility (CSR) efforts" (Pless et al., 2012, p. 873). "This article has proposed a best practice that enhances	"An indirect contribution can be made through 'soft' HRM policies and practices, which impact on the work attitudes of employees, such as their relative job satisfaction and commitment to the organization, and encourage employee voice. In this way HR initiatives can help to reduce sources of discontent in the workplace and engage employees in the goals of the organization, including its green performance targets" (Harvey et al., 2013, p. 162).

	behaviors) and green performance management and compensation (i.e. assessing employee performance by considering green behaviors and rewarding those behaviors) have been associated with superior environmental performance.” (Guerci, Longoni, & Luzzini, 2016, p. 266).	special value adding component of business operations and also have a value of their own (e.g. Ehnert, 2009b)” (Lis, 2012, p. 282).		terms and with regard to individual employability (Continuity)” (DePrins et al., 2014, p. 266).	the organizational skills necessary to practice CC by enhancing employee involvement through the implementation of process structures” (Stolz and McLean, 2009, p. 186).	“Research findings also showed a positive relationship between certain CSR-related HRM practices and performance outcomes. Specifically, flexible work arrangement, communication about strategy and performance outcomes to employees and the use of methods for employees to communicate their views to management were found to be related with the service quality. Communication about strategy and organisational performance to employees and the use of methods for employees to communicate their views to management were positively related to the performance outcomes of environmental matters”(Buciuniene and Kazlauskaite, 2012, p. 15)
Number of coded articles	31	27	8	17	12	13

Appendix 4. Interview schedule

Demographic information

Job title:
 Years of experience in HRM:
 Gender:
 Age:
 Educational background:

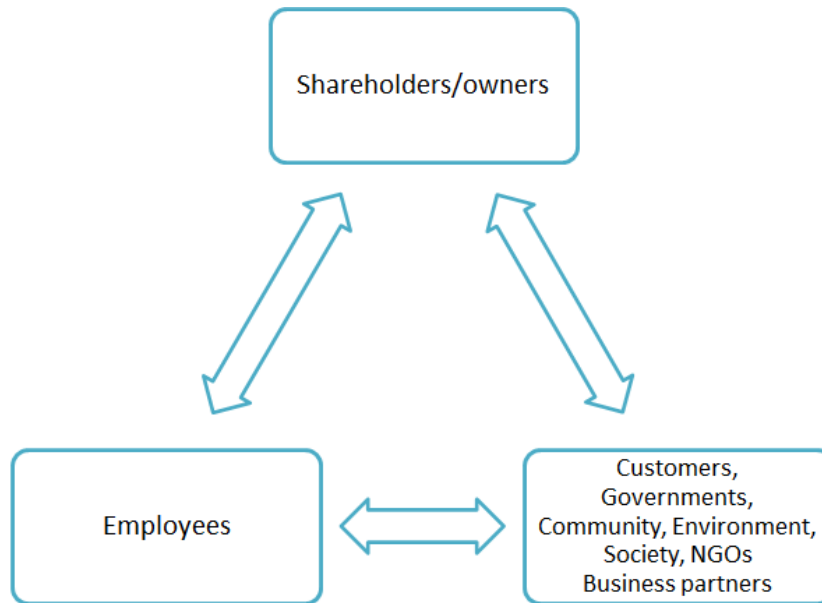
Interview questions

Interview questions	Potential areas for additional and probing questions
1) How would you describe the role of HR manager in organisation?	
2) And what is your role as HR manager?	
3) Current business world is seen to be very dynamic. Do you feel that the role of HR is also changing? How?	How would you describe these changes? How the new HR role could be characterised? Why has the role changed?
4) Can you think of some specific incidents which happened inside or outside organisation and that influenced the change of HRM function?	Can you think of something else?
5) How would you describe what is the role of CSR/Sustainability in your organisation?	Note: Check which term is used in the organisation
5p) Do you think that CSR/Sustainability agenda of your company has anything to do with the change of HR role, HRM function? What?	
6) In your view, does HR manager role in organisation with CSR differ from the HR manager role in organisation without CSR? How? Can you give some examples?	

6p) Is CSR/Sustainability agenda important for HRM in your organisation? Why? Why not?	
6p) Does CSR/Sustainability add new expectations to HRM in organisations? Which? Whose needs does HRM have to meet in organisations with CSR agenda?	May I summarise from our discussion that the key stakeholders of HR in your company are: ...? Do you see someone else? If we try to prioritize these stakeholders based on their importance to HR, how would you do it? <i>(to see, where the employees are)</i> .
7) What do you see as your responsibilities towards your stakeholders with respect to CSR?	Responsibilities towards employee? Towards business? Towards community? Towards environment?
8) Do you have special policies and practices in HRM to meet CSR - related expectations? Which?	Do you have specific employment arrangements, recruitment approaches, compensation and benefits, employee assistance programs, programs aimed towards community, environment, volunteering programs, charity, which appeared due to CSR?
8p) Can we now talk more about certain HRM practices and whether you relate them somehow to CSR/Sustainability agenda? <ul style="list-style-type: none"> - Recruitment and selection. Do you relate this HRM function to CSR? How? - Training and development. Do you relate it to CSR? What are your main T&D approaches? - Performance management. Do you relate it to CSR? How you approach it? - Pay and recognition. Do you relate it to CSR? How do you approach it? Are you concerned with pay equality, with living wage? - Employee involvement and voice-giving. Do you relate this to CSR? How do you approach it? - Work-life balance. Is it related to CSR in your company? What do you do in terms of work-life balance? - Well-being. Do you think it is a part of CSR? What are you doing in terms of well-being? - Equality and diversity. Is it a part of your CSR program? What is your policy in terms of it? 	Do you think that this is CSR related agenda?

9) Do your CSR-related HRM policies and practices work good for you? What is the expected outcome of these policies? Do you achieve these outcomes? Do you measure them? How?	
10) In your opinion what does CSR bring to organisational function of HRM? Some new opportunities? Some challenges?	Could you please explain and provide some examples?
11) Now could we speak about some particular situations so I can understand the challenges you face related to CSR? Could you recall a situation you had to deal with, when the interests of different stakeholder groups, to which the company is responsible, were involved?	What was the situation? Whose interests were involved? What was your role? How did you solve it? Why in this way? What helped you to make decision you made? Looking at this situation now, would you resolve it in a different way? How? Why? Why not?
12) The literature implies that HR managers in organisations face the tensions between interests of different stakeholders related to CSR. I will show you a diagram with the sources of hypothetical tensions HR managers in organisations with CSR have to solve. Would you agree with this scheme or not? Based on your experience would you like to make some changes to this scheme? Add something, delete something? Completely re-draw it? Now looking at this scheme and HRM stakeholders proposed by the literature, could you think of some more examples of the tensions you as HR manager had to solve?	Why do you suggest these changes? Can you give me some example for better understanding of your ideas? If you agree with the scheme could you please give an example of the tension which is really critical for you?
Do any other examples come to your mind?	

Scheme:



Additional questions about social impact of HRM policies and practices

Current literature in HRM suggests that HRM function of modern organisations can not only develop policies and practices that address organisational or employee needs and issues, but also create approaches which may have significant social impact. For example, the literature in international HRM indicates that HRM practices applied consistently in international supply chain can help to deal with the problems of inequality, human rights, and child labour in different countries or assist to alleviate poverty by introducing living wage in overseas subsidiaries. Literature in HR development discusses how organisational training programs can focus on the increasing of people's employability or create training programs for often overlooked groups such as low-skilled or low-paid workers. While all these practices target employees working with organisation or in its supply chain they have serious social impact as well.

During our interview I have noticed that you mentioned this social impact of some of your HRM practices, for example, when we were talking about... (*diversity*). So I wanted to ask you about this aspect of the policies you develop in more details.

Positive social impact

1. Could you tell me about some HRM policies or practices you developed with respect to the social or community problems and needs (apart from volunteering or matched giving)? I don't mean that they should solely focus on community or social needs, but rather that you kept these issues in mind and included them in the design of your policy or the way you carry out some practices. Could you please describe these policies or practices to me?
2. Which issues does this policy intend to tackle? How? (*ask about each policy mentioned*)
3. Why this particular problem/challenge was chosen?
4. Do you observe any positive results? How do you measure them?
5. Are you currently working on any other policies or practices of that kind? Which?
6. Do you find it difficult to introduce such policies in your organisation? Do you get any objections/resistance? From whom? How do you deal with them?

Negative externalities

7. While HRM policies can have strong positive social impact, some of them can influence community, society, even environment in a negative way. Have you ever had to review/change any of your HRM policies or practices to diminish this negative external effect? (Examples of the policies: Travelling policies, redundancy policies)
8. What were the policies? What were the negative effects you were trying to decrease?
9. Whose idea was it to review the established approaches, change the policy or practice?
10. Was it easy to introduce the change? If not, why?



Corporate Social Responsibility and Human Resource Management INFORMATION SHEET FOR PARTICIPANTS

Thank you for showing an interest in this project. Please read this information sheet carefully before deciding whether or not to participate. If you decide to participate we thank you. If you decide not to take part there will be no disadvantage to you and we thank you for considering our request.

What is the Aim of the Project?

This project is being undertaken as part of the requirements for Nataliya Podgorodnichenko PhD degree. The modern world could be described as extremely dynamic, with changes occurring very fast. All the changes create new demands for organisations, for the functions within organisations and for the professionals working for them. One new agenda that has appeared in recent times is Corporate Social Responsibility (CSR). The aim of the project is to glean a better understanding of how HR managers in modern organisations with CSR agendas perceive their new roles, and their responsibilities in relation to CSR demands and what, if any, problems they face with their HR practices, when their organisations introduce CSR goals.

What Type of Participants are being sought?

I'm seeking for the experienced HR professionals (5-10 years of work experience in HR) working in the organisations with an established CSR/Sustainability agenda. I expect to interview 35-40 participants

What will Participants be Asked to Do?

Should you agree to take part in this project, you will be asked to take part in the 1-1.5 hour interview either face-to-face or via Skype. You will choose the most convenient for you time and mode of the interview. The interview will be semi-structured. This means that while the interviewer will have a set of standard questions for all participants to answer, the order of the questions may be changed during each particular interview and additional questions will be asked for further clarification or in case some new themes emerge during the interview. These additional questions will be subject to each particular interview, so they are not available to the University of Otago Human Ethics Committee for prior examination. Consequently, although the University of Otago Human Ethics Committee is aware of the general areas to be explored in the interview and the key questions to be asked to each participant, the Committee has not been able to review the precise list of questions to be used.

In the event that the line of questioning does develop in such a way that you feel hesitant or uncomfortable you are reminded of your right to decline to answer any particular question(s)

and also that you may withdraw from the project at any stage without any disadvantage to yourself of any kind.

Please be aware that you may decide not to take part in the project without any disadvantage to yourself of any kind.

What Data or Information will be Collected and What Use will be Made of it?

The primary information collected during the interview will be about HR role, responsibilities, policies and practices in organisations with established CSR program. However, some information about participants will be collected as well (position in the organisation, years of experience, gender, educational background, ethnicity, and age), as this information is essential for the project and directly relevant to research questions. Our interview will be recorded and then transcribed by the student researcher. The transcribed data will be analysed together with the data collected from the interviews with other participants to help to answer the research questions. Some quotes from your interview could be used in the PhD Thesis and in possible subsequent journal articles to support and illustrate the ideas and conclusions, made by the author. During the Thesis writing the student researcher and supervisors will have access to the interview information collected.

Any personal information held on the participants such as contact details and audio tapes, will be destroyed at the completion of the research even though the data derived from the research will, in most cases, be kept for much longer or possibly indefinitely, however all the attempts will be made to preserve your confidentiality. Transcriptions will be securely kept in the department of Management for **at least 5 (five)** years. The results of the project may be published and will be available in the University of Otago Library (Dunedin, New Zealand) but every attempt will be made to preserve your confidentiality. Thesis will be kept in the archive of the University of Otago.

Due to the nature of the project and personal meetings the anonymity can't be the case, but the researcher will make all the attempts to keep your confidentiality. In particular, your name and contact details will get to be known only for the purposes of communication and will not be published anywhere. The name of your company will not be reported, the industry, in which your organisation operates and your job title will only be used for the presentation of demographic data if required. If your title is specific and permits to identify you, it will be changed to make it general rather than unique. All the participants will be grouped based on the nature of their job and generic titles will be created to the groups, which will permit to understand the nature of job, but not the real position name (for example, HR manager, HR director, T&D manager). Your years of experience, age, gender, and educational background will be indicated in the research in the demographic data description tables as we see this information as important for the current research. You will be able to correct your personal data if required.

We are not going to provide you with the transcribed information after the interview, but this could be done upon your request. We will provide you with the results of the research project after its completion.

If you have any questions about our project, either now or in the future, please feel free to contact either:-

Nataliya Podgorodnichenko

and

Dr Fiona Edgar

Department of Management

Department of Management

University Telephone Number: +643 479 8125

Email Address natasha.podgorodnichenko@postgrad.otago.ac.nz

Email Address Fiona.Edgar@otago.ac.nz

This study has been approved by the University of Otago Human Ethics Committee. If you have any concerns about the ethical conduct of the research you may contact the Committee through the Human Ethics Committee Administrator (ph+643 479 8256 or email gary.witte@otago.ac.nz). Any issues you raise will be treated in confidence and investigated and you will be informed of the outcome.

Appendix 6. Examples of coding

Approaches to integration

Name	Files	References	Count
Does not have much impact		2	2
Does not make difference for HR		1	1
I don't think CSR would add any new stakeholders		1	1
It was very much always the part of the company		1	1
Low involvement in CSR		6	13
Not important for HRM specifically		4	8
I don't think it's important for HR		1	3
I don't think it's important for HRM		1	1
It's a business issue not HR issue		1	1
Not important specifically for HR		1	2
Sustainability agenda is usually for the market		1	1
Nothing new		3	8
Reasons for HRM-CSR integration		0	0
Reasons for not being involved		0	0
Responsibilities would come with that		1	4
Train our people to understand the value of charity		1	2
We need to produce evidence of everything		1	1
High integration		0	0
Business case for CSR		6	8
CSR is core for HRM		7	17
It is the core of everything we do in HR		1	2
people - core theme		3	3
Things that can back sustainability we are drivin		1	1
We aligned strategies for both		1	2
Your HR people are in the middle of that		1	1
Developing policies and practices around sustainab		11	205
How others are doing		5	6

Stakeholders with respect to CSR			
Name	Files	References	
Responsibilities		0	0
Community		20	63
Employees		1	1
Meeting employees need in CSR		15	64
enabling involvement in CSR, comm		12	42
lobby on behalf of employees		1	2
Voice-giving		5	9
Equip people with information		2	2
Give the different level of meaning		4	4
The promise to be responsible com		4	5
Demonstrate what we are doing		3	4
Responsibilities towards employees		24	107
Creating diverse equal and inclusive		12	37
Gender and Pay equality		6	11
Inclusiveness		4	5
Health and safety in terms of volunt		2	3
Meeting employees' needs		19	67
Business focuses on people		9	12
Development and employability		7	10
Ensuring they retain employmen		1	2
Job satisfaction		2	3
Living wage		1	1
Longer approach to performanc		1	2
Positive business culture		1	1
refresh		3	4
Well-beinn		12	30



**Corporate Social Responsibility and Human Resource Management
CONSENT FORM FOR PARTICIPANTS**

I have read the Information Sheet concerning this project and understand what it is about. All my questions have been answered to my satisfaction. I understand that I am free to request further information at any stage.

I know that:-

1. My participation in the project is entirely voluntary;
2. I am free to withdraw from the project at any time without any disadvantage;
3. Personal identifying information audio recording and contact information will be destroyed at the conclusion of the project but any raw data (transcribed interviews) on which the results of the project depend will be retained in secure storage in the department of Management for at least five years;
4. This project involves an open-questioning technique.
5. The results of the project may be published and will be available in the University of Otago Library (Dunedin, New Zealand), but every attempt will be made to preserve my confidentiality with the methods described in the Information Sheet.

I agree to take part in this project.

.....
(Signature of participant)

.....
(Date)

.....
(Printed Name)

.....
Name of person taking consent

This study has been approved by the University of Otago Human Ethics Committee. If you have any concerns about the ethical conduct of the research you may contact the Committee through the Human Ethics Committee Administrator (ph+643 479 8256 or email

gary.witte@otago.ac.nz). Any issues you raise will be treated in confidence and investigated and you will be informed of the outcome.



16/121

Academic Services
Manager, Academic Committees, Mr Gary Witte

5 September 2016

Dr F Edgar
Department of Management
Division of Commerce
School of Business

Dear Dr Edgar,

I am again writing to you concerning your proposal entitled "**Corporate Social Responsibility and Human Resource Management**", Ethics Committee reference number **16/121**.

Thank you to Natasha Podgorodnichenko, student investigator on the above project, for her e-mail of 1st September 2016, with attached revised documentation, addressing the issues raised by the Committee.

On the basis of this response, I am pleased to confirm that the proposal now has full ethical approval to proceed.

Approval is for up to three years from the date of this letter. If this project has not been completed within three years from the date of this letter, re-approval must be requested. If the nature, consent, location, procedures or personnel of your approved application change, please advise me in writing.

The Human Ethics Committee asks for a Final Report to be provided upon completion of the study. The Final Report template can be found on the Human Ethics Web Page

<http://www.otago.ac.nz/council/committees/committees/HumanEthicsCommittees.html>.

Yours sincerely,

A handwritten signature in black ink that reads 'Gary Witte'.

Mr Gary Witte
Manager, Academic Committees
Tel: 479 8256
Email: gary.witte@otago.ac.nz

c.c. Professor S Grover Department of Management

Appendix 8. Examples of CSR-related HRM practices

Policies and practices	Stakeholder	Illustrative quotes
Recruitment and selection		
Identification of organisation-person fit in terms of CSR	Organisation	<p>And making sure that we are hiring right kind of individuals into the organisation that are aligned to that value or those values [of CSR] (MHR-Retail).</p> <p>I guess for hospitality it's important to find a right fit for a team and also for the company and culture. And having question about if they [candidates] volunteer their time, we can understand that they are contributing [to community] and in line with what we want from our team (AHR-Hospitality).</p> <p>We want people to join that also care about our planet, that also care about making healthier product, but also take pride in our company. So it's also all about hiring people who have a value, an underline value that aligns with ours. So, ultimately, what we are looking for is the right cultural fit (SHR-FMCG2).</p>
Selection based on CSR competences	Organisation	<p>When we are recruiting people, we do sustainability recruitment, we seek for people who have sustainability experience and have interests in sustainability. During interview process we ask them about sustainable sort of practices (MHR-Consulting).</p> <p>And so, you know, for me it's about: a) making sure we are hiring capable people that are actually able to deliver our CSR agenda, our environmental focus and health focus as an example and getting right people that can actually help with that. (SHR-FMCG2).</p> <p>But I would not say that we have explicit interview questions around [CSR competences] unless it's particularly relevant to the role. If we have a [...] team for example, so we will be looking at some of those issues more intimately, because they will be looking at lighting solutions for the building, they will be looking at air conditioning for the building, that sort of things, so that [CSR experience] may be more relevant in those particular kind of roles (SHR-Engineering1).</p>
Conveying CSR in recruitment	Employees	<p>So, we have it [CSR information] on our web-site. When we do, if we do, articles and papers or just relevant publications, they always get a CSR bench to it. We bring recruitment agencies into the business we talk to them about what we do in this [CSR] space so that they can talk positively about it to our potential candidates. We put out awards if we get an award so that people know what we do in this [CSR] space (SHR-Production2).</p>

Targeting diversity in recruitment	Employees, community	HR is very clearly involved in the development of the diversity of our workforce, we have a gender, or ethnicity, or women in senior roles in targeted areas. So, in engineering we have some initiatives to get more women into engineering, because they are underrepresented in that area (SHR-Education). We also have a special relationship with iwi and we want to encourage more Maori into organisation and into engineering generally. And we also as a part of our diversity policy want to encourage more women into engineering. (SHR-Engineering2)
Training and development		
CSR courses and training modules	Organisation	Training based on auditing and how to do CSR (MHR-Retail). It would influence our training, because we would provide to our people training around sustainability (MHR-Consulting). There are some components like that [in training] and some of them are human rights and how we are treating people and staff. We've got anti-discrimination and anti-harassment and anti-bullying training which is provided to all staff; all staff must complete Code of Conduct where they do training of what it is Code of Conduct, what does it mean, what some examples are and they must pass it. And it is done on annual basis to make sure that you are formally attested and have signed up to the Code of Conduct (SHR-Finance).
One-on-one coaching, individual education for employees involved in CSR	Organisation	Sustainability coordinator also does one-on-one coaching with a few department heads and I guess colleagues whom we consider to be environmental community champions (AHR-Hospitality). But it does not mean that sometimes there is no tension. I think that there is sometimes conflict with the leadership team. When they want to do something fun and then the perception of the problems, they have to go through in order to get it signed off and again it's just about educating them and having them understand why we have a CSR platform (SHR-Production2).
Inclusion of CSR topics in induction program	Organisation	She [Sustainability coordinator] speaks at our induction program about our CSR program for about an hour in a two-day course. And every new colleague goes through that. It's also included in our induction booklet, which is like a workbook, which they have to complete within their first sixty days (AHR-Hospitality). So, for example, in our engagement process for on-boarding new employees, they are required to have read and signed acceptance of the Code of Conduct. During their induction we give them information about our competence values and how we might see them in action; what we would expect to see in action. So there is a lot of upfront training for a new employee to help them integrate within the [organisation's] way (HRBP-Engineering).
Growth and developmental opportunities	Employees	One [example] is for the individuals who are leaving our organisation in which we focus on upskilling support, which helps them to be more employable externally. Equally, as we see the manufacturing landscape changing and the increase intense of automation as an example we spend a lot of our investment focusing on getting graduates from engineering background

		<p>and into skilling them up through the process to perform unique roles which are complementing their engineering qualifications with the actual real-life on-the-job training. (SHR-FMCG2).</p> <p>We have a structured mentoring program. So it is work with [certain organisations] and we provide mutual mentoring for each other's employees. So you are applying to be part of it and you get assigned a mentor (AHR-Public).</p>
Opportunities for re-training	Employees	That one would be offering the career support as part of return to work hooked in again through the aging workforce policy, so kind of linking those things and getting to 'Well, we could offer you support for retraining' (MHR-Healthcare).
Training and development initiatives to build and promote diversity	Employees Community	<p>We have a number of different initiatives, which are for example aimed at developing women leaders, so I guess they deliver against diversity agenda and the targets that we have internally to increase the representation of women in senior leadership (SHR-FMCG1).</p> <p>We run training of unconscious bias and ensure that our all managers really understand those sorts of aspects of retaining our staff (SHR-Education).</p>
Well-being and Health training	Employees	<p>For example, we have a lot of training that focuses on taking responsibility for your own welfare. And that includes your own well-being, so some acceptance of healthy eating or stopping smoking. There is a whole range of different initiatives depending on which part of the business [you are in] (SHR-FMCG1).</p> <p>I mean we have health promotion internally. Things like washing hands, things like coughing, things like healthy diet, we've just introduced healthy weight, dehydration management in summer, so we have various health-focused programs and training programs provided (HRBP-Engineering).</p>
Work-life balance training	Employees	So, we have a program that includes strategies that make people stay clear on the priority and not spending time on things that are not a priority (SHR-FMCG2).
Training for managers to identify well-being issues and provide support to employees	Employees	For example, all the leaders of our business, are being trained on mental health, so how to identify that people may be under stress, how to identify that people may have some mental health issues, how to make sure that we have the discussion with them and how to make sure that we create an environment for them (SHR-construction2).
Internal communication		
Inclusion of CSR messages in organisational communication	Organisation	So, each month we do an update to the team. We have a Town Hall meeting, so again I talk to them about what is within that pillar [of CSR] (MHR-Production1).

		<p>In the things like writing company values, we make sure that we communicate it [CSR], so sustainability and corporate responsibility is one of the values being communicated. HR needs to make sure that it is well communicated and part of the employee values (MHR-Consulting).</p> <p>Well, the HR role at the moment should be about managing CSR from the employment perspective, so working with marketing to actually talk about what the company does, so acting as the communications (SHR-Real Estate2).</p>
	Employees	<p>So, we purchased the Eat my lunch boxes for all of them [employees]. We took them into the warehouses and we gave them and said this is Eat my lunch, that is what it is all about, that is what it looks like, that is what it tastes like and this is how we support. And that was quite cool, because Eat my lunch generally is for the corporate type people. They buy lunch. And now what we do we are just about to launch to serve Eat my lunch through our canteen, so that our staff could buy it if they wish to. (SHR-Retail2).</p> <p>You know we want to make sure that we are doing things that are important to people. And this involves, you know, new generation coming into the workforce who have, I think, a very different perspective on sustainability, environmental issues that sort of thing than we might have had ten or twenty years ago. So, we want to make sure that we are demonstrating what we are doing in that space and then make sure that market is aware of that (SHR-Engineering1).</p>
Voice-giving	Organisation	<p>I mean we have a few different suggestion methods and not specifically for just CSR, but rather across the board. So we have what we call [...] every month a group of colleagues nominated by the department gets together with our managing directors and makes suggestions. So that's more of a formal offer, but we also have [...], which is on-line or [...] box, where people could just write something down. Or when Sustainability coordinator or the HR team are catching up with colleagues like at the moment we are looking into a new way to separate glass from our housekeeping department, so we are going into the departments speaking to supervisors, speaking to the colleagues and just being there and saying 'What do you think?' (AHR-Hospitality).</p> <p>And we have this feedback survey to be completed following any of our CSR events to make sure that we are having them marked and the right messages have been learnt through that processes (SHR-Production2).</p>
	Employees	<p>And so, therefore, I guess that our responsibility is to ensure that this sort of ideas [CSR-related] are passed to where they need to be, where someone can make a decision about whether we are going to do this or not. So, they do not disappear in a kind of black hole. So, we do fill a lot of enquiries from employees about different ideas and things that we could be doing (SHR-Construction1).</p> <p>And again, it comes to that these programs are only successful if the employees themselves are building programs and are running the programs (SHR-Real estate2).</p>

Organisational campaigns to promote well-being and work-life balance	Employees	<p>It is a cultural change [Flexibility] something that has taken time to be able to do, providing the tools, telling the stories, sharing the mechanism, being very overt internally and externally. But that is something that we want to drive, we think it's huge, huge advantage (SHR-Finance).</p> <p>We have a policy or philosophy of what we call [leadership role-modelling]. So it's actually seen as a good thing for a leader to be saying you know, 'It is 4 o'clock guys, I actually have an appointment with my personal trainer in the gym, I'm going to head off, see you all tomorrow'. And actually people who are in the office at 8 pm it's, you know, almost like you are not managing your time efficiently, you should not be in the office, so it is not celebrated (SHR-FMCG2).</p>
Employee engagement		
Facilitating participation in CSR	Organisation, community	<p>So as an example like I said we had [Corporate CSR event], so I worked with the two different charities that fit with our global priority and organised particular sessions that teams could participate in, then coordinated the activity behind, and then reported back in terms of the input. ... again in the beginning of the year we write the strategy around community and make sure that the activities that we will do within that pillar will really fit with our global priority and we will be able to fit in input from the marketing regional and global teams that we will get (MHR-Production1).</p> <p>So tomorrow we have what is called [mentoring] day, where we have about 15 female students from the local colleges coming to experience what life is like in [the organisation]. And we give them full demonstrations of technology, what it is like, we give them exposure to our graduates (MHR-Software).</p>
	Employees, community	<p>We make it easier for people to donate and in some instances [the organisation] would match donations. We, you know, support broader charity events through events internally so we raise awareness to raise funds. We also have something called [the organisation's] foundation, which allows people to submit requests to sponsor particular charitable initiatives (SHR-FMCG2).</p> <p>They [HR managers] don't coordinate it [volunteering], the advisory committee of the foundation coordinates it, but the HR team are responsible for enabling it, for making sure that people get the time they need to participate, by communicating, the positive stories that come from that, etc. (SHR-FMCG1).</p>
Performance management	Organisation	<p>It [CSR] is a part of our KPI, it's a core area... In our KPIs we have a number of community hours completed, a number of donations that we make (AHR-Hospitality).</p> <p>From a performance management perspective, so if we are witnessing people not displaying the values in CSR, then we need to support managers on managing their performance or the behaviour of the individual (SHR-Production2).</p>
	Employees	<p>We are a high performing culture and a high performing company. And so, therefore, we want to help people to be highly performing and to get some feedback in terms of what they can improve. So we have created some years ago a competency framework which is made of 12 competences, each competence has got 5 different levels of achievement,</p>

		<p>each competence has identified some red flags to be able to help leaders to have discussion and managers to have discussions with their employees, to be able to explain to them exactly where they are good and where they could progress (SHR-Construction2).</p> <p>Three to four years ago we put a whole new structure across [the organisation] to really enable what we call internal mobility to be much more transparent. And already we've seen people have really started to move across [the organisation] as they develop skill sets and as they understand what is available to them. So, we do put a lot of effort into that kind of broader performance management and helping people to really achieve their potential (SHR-Education).</p>
Reward and recognition	Organisation	<p>In fact our annual award is called [CSR award]. And so we recognise outstanding achievements aligned with each of our CSR areas and aligned to our values (SHR-FMCG2).</p> <p>Our pay and recognition is aligned with our performance management process so it is our common area. We also have our [CSR] champion award here (SHR-Airport).</p>
	Employees	<p>We have the living wage for our employees. But it is our living wage, I think it is a little bit higher than the living wage out in our community. So that is when you are in our organisation you can get that living wage (AHR-Public).</p>
	Community	<p>So the other commitment we have made is to ensure that throughout our supply chain we are engaging and working with communities and [the organisation's] providers to ensure no child labour, and we make sure that people are paid fair and get fair wages for what they do (SHR-FMCG2).</p>
Employee well-being		
Well-being	Organisation	<p>[We support CSR agenda] by recruiting people that see the importance in health and safety and by positively reinforcing the processes, ensuring that it is quite frequent in our communication platform to the internal employees (SHR-Production).</p>
	Employees	<p>And for our staff we have walking groups, we have all sorts of things out for the very fitness of the staff. We also run a number of programs around physical wellbeing. So last year it was a [...] program, which was food, fitness, fatigue, and a couple of more that I can't remember. And those were very well attended, they were really giving people just some pragmatic and practical suggestions of how they can improve their physical well-being. We also run financial wellbeing, we have an aging [workforce] here and so ensuring that people are setting themselves up financially for the future so when they move into retirement (SHR-Education).</p> <p>The company is agreeable to my working for employees or with employees on things like mortgages or financial hardship, we provide support around financial hardship (HRBP-Engineering).</p> <p>For example, with Corporate social responsibility there is also issues around making sure that when we have staff that travel when they travel to third-world countries that we keep them safe. And when we are going to audit those factories to</p>

		<p>make sure that they are doing the right thing and so forth, they, that those people actually traveling on our behalf are well looked after, so HR made quite a lot of input around those travelling to some of those third-world countries (MHR-Retail).</p>
	<p>Community, employees</p>	<p>So what we have also found is that we have an aging workforce and that people's parents obviously in the older age bracket and they also need some, they are dependent on staff for their day-to-day needs and so we wrote a policy that is much more encompassing around the roles our staff might take outside of just being a staff member so looking after their elderly parents [...] because people need to be able to look after their elderly parents. (SHR-Construction2).</p> <p>It's also about allowing and ensuring that these people who are in this situation (family violence) can, you know, retain their employment, retain financial independence and make sure that they can have an ongoing employment and contribution to society as well (SHR-Finance)</p>