Relationship between Corporate Social Responsibility and Human Resource Management - as New Management Concepts – in Central and Eastern Europe

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Corporate social responsibility (CSR) as a management concept based on the creation of a balance between economic, social and environmental goals is more and more accepted as an indicator of the success of the company as a whole and as a possibility for the achievement of sustainable development. In one of the most important developments in this area, in 2001 when the Commission of the European Communities brought the Green Paper for Promoting a European framework for Corporate Social Responsibility, the main definitions about CSR and external and internal dimension have been explained. Inside the internal dimension human resource management (HRM) was emphasized as an area which is primarily included in the CSR practices. Since employees and managers are usually seen as very important factors of successful CSR implantation, in this paper the relations between these two concepts are analyzed.

Based on the above mentioned, the aim of this study was to explore the existence of CSR in organizations from the Central and Eastern European (CEE) region and the relationship between CSR and HRM. The analysis was done trough the exploration of the differences between organizations that have or not CSR statements in relation to the level of environmental matters and existence of the HRM action plans. Subjects of the research are the concepts of CSR and HRM, as well as the empirical analysis of data from the countries of Central and Eastern Europe (CEE) and Serbia related to the implementation of CSR in organizations. Based on data obtained in the Cranet research project from 2008 to 2010, it has been explored whether companies from CEE and Serbia have statements on social responsibility, or doing business based on some unwritten standards, and if there is a connection between these statements, the level of environmental matters and HRM practices in the organizations. Statistical techniques as descriptive statistics, crosstabs, chi-square tests and ANOVA test were used in SPSS Version 17.0. Based on the literature review on CSR and HRM, as well as on data analysis the authors attempted to explain the connection between these management concepts.

Keywords: corporate social responsibility, human resource management, training, recruitment, career development, CEE, Cranet.

Introduction

Business practices and policies developed under the term of corporate social responsibility (CSR) have been gaining ground both, in public and in academic sphere. Acting in a socially responsible manner has become a modern management philosophy and marketing tool to gain success on the market that can be attractive to companies. It is a type of decision that takes into account the strategic positioning of companies (Vasconcelos et al., 2012). CSR is increasingly seen as an indicator of the business performance and as an opportunity for achieving sustainable development in business and wider environment. By the late 1990s the idea of CSR became almost universally sanctioned and promoted by all constituents in the society from governments and corporations to NGOs and individual consumers (Lee, 2008).

The aim of this study was to explore the existence of CSR in organizations from the Central and Eastern European (CEE) region and the relationship between CSR and HRM. The analysis was done trough the exploration of the differences between organizations that have or not CSR statements in relation to the level of environmental matters and existence of the HRM action plans. The subjects of the research were the concepts of CSR and HRM, as well as empirical analysis of data from the countries of Central and Eastern Europe and Serbia related to the implementation of CSR in organizations. Based on data obtained during Cranet project from 2008 to 2010, it has been explored whether companies from CEE and Serbia have statements on social responsibility, or doing business based on some unwritten standards, and if there is a relationship between these statements, the level of environmental matters and HRM practices in the analyzed organizations. The research problem in this paper was proposed as determination of the actual level of CSR strategies in organizations from the CEE region, and connections with the HRM practices that are presented as social responsible. The authors tried to find relations between CSR strategy implementation and existence of the HRM social responsible practices such as staffing, training and career development.
The research methodology included the theoretical analysis of the available literature on CSR and HRM, and the empirical analysis of the Cranet (www.cranet.org) data base, with the application of statistical techniques – descriptive statistics, crosstabs, chi-square tests, Spearman’s correlation and ANOVA test in SPSS program. During Cranet project a standardized questionnaire has been used – the questions related to the main areas of the HRM, where a special part of the questionnaire intended to explore CSR in the company. Based on the literature review on CSR and HRM, as well as on the data analysis, the authors attempted to explain and reduce the gap between mentioned concepts and to emphasize the actual level of the existence and usage of the CSR activities related to HRM and environmental matters.

Theoretical background

According to the structural viewpoint, corporate social responsibility comprises economic performance, social accountability and environmental management (Ubius & Alas, 2012). It represents a commitment to improve the community’s well-being through discretionary business practices and contribution of the companies’ resources (Kotler & Lee, 2008). Corporate social responsibility is a broader mechanism and a new approach for enhancing accountability for the society and country by the company’s top management (Gholami, 2011), consisted of four kinds of responsibilities: economic, legal, ethical, and philanthropy (Carroll, 1999; Aras & Aybars, 2010; Valackiene & Miceviciene, 2011). These authors suggested different variables to reveal the value in each part of CSR. It was offered that full disclosure, equal positions for employees, philanthropy, environmental actions, and quality of products and services can be used as a variable to measure four types of CSR (Juscius & Jonikas, 2013).

On the other hand, there are some contrary opinions listed, too. Adam Smith emphasized only the "economic responsibility" of the businesses, expressed through the profit maximization (Figar, 2010, p. 570). Friedman's (1977; 2007) agency theory also supports the idea that CSR applies to the obligation of the organization to maximize profits in accordance with the laws and minimum ethical constraints since the usage of corporate resources for noncommercial activities has a negative effect on the value for all stakeholders. Governments and individuals should take social responsibility rather than business (Buciuniene & Kazlauskaite, 2012).

When describing CSR, it is important to mention the relations between CSR and environmental matters. In case of the relationship between CSR and sustainable development, it can be noted that CSR implementation directs organizations on the road to sustainable development, both in economic and environmental terms (Payne, 2006; Moon, 2007; Juscius, 2007; Vaitkevicius & Stukaite, 2009; Tureac et al., 2010; Virvilaite & Daubaraite, 2011). The concept of CSR assumes that organizations will voluntarily incorporate social and environmental criteria in their economic activities and relationships with stakeholders. This was investigated in the research of credit institutions and their degree of concern about CSR (Segui-Alcaraz, 2012). In their paper, authors from Serbia, Pasic and Paunkovic (2010) pointed out the importance of creating an environment for the implementation of CSR in our companies, and the benefits that the companies will have if they adopt CSR practices which support the achievement of the principles of the sustainable development. As the level of the development of CSR in the Serbian strategy of developing and promoting corporate social responsibility for the period 2010–2015, CSR is defined at three levels:

- Compliance with the legal obligations and industry standards.
- Reducing or eliminating the negative effects of the business on the society and adequate risk management practice.
- Enlarging the positive effects of the business and creating value through innovation, investment and partnerships aimed at social good, and good for the environment (Vlastelica-Bakic et al., 2012).

The linkage between HRM and CSR

The most dynamic development of CSR happened in 2001, when the Commission of the European Communities brought the Green Paper for Promoting a European framework for Corporate Social Responsibility – in this document it has been explained main definitions about CSR and external and internal dimension. It is important to emphasize two more important directions for CSR development: United Nations Global Compact and ISO 26000 standard: corporate social responsibility (Berber, 2013). In these entire documents human factor was emphasized as a very important, so the rest of the theoretical analysis will be directed to the social responsible HRM, which can include appropriate measures such as continuous learning, better information flow, a balance between work, family and leisure time, equal pay and conditions for women's advancement, job security, etc.

Implementation of CSR policies and practices is highly dependent on employees in terms of cooperation, which also emphasizes the critical role of HRM. In order to harmonize the values of the organization, they must select and employ workers with certain moral principles, develop and reward systems that will improve the social performance of their employees, reward the employees for the harmonization of the values and provide appropriate training and development for them (Orlitzky & Swanson, 2006).

In terms of CSR and HRM it is important to explore the internal dimension of CSR. As stated, the internal dimension is primarily oriented on the workforce of the company, the organizational changes and environmental matters. HRM activities that are socially responsible (Commission of the European Communities, 2001):

- responsible recruitment;
- training and career development;
- flexible management of working time and job rotation;
- communication and information flow;
- better defined training needs;
- profit-sharing and share ownership schemes;
empowerment of employees;
• looking after the health and well-being of employees;
• balance of working and family life and concern for the safety of the workplace.

Authors worldwide have investigated the relationships between HRM and CSR (Preuss et al., 2009; Kim & Scullion, 2011; Bucioniene & Kazlauskaite, 2012; Berber, 2013). Greening and Turban (2000) and Lis (2012) found that the perception of people that have applied for the job and employees in the company about current CSR practices determine the attractiveness of the company. Good relationships with the employees also enable the company to gain additional benefits, including improved public image, increase employee’s morale and support from the community (Zappala & Cronin, 2002). Lockwood (2004) pointed out the current role of the HRM leadership, accompanied with the increasing importance of human capital as a factor of success for the organization, in the guidance and education of the CSR values and its adequate implementation to CSR strategies, policies and programs in the country and abroad. Vountisjarvi (2006) has conducted a research in eight groups of HRM activities related to CSR: training, development, employee involvement, job security, employee’s health and well-being, equal opportunities, work-life balance, and social inclusion. Aguilera, Rupp, Williams and Ganapathi (2007) investigated the relationship between communication, HRM practices and CSR since CSR requires the employees’ ability to judge the social concerns of their managers and the quality of their relationship with them. Other authors have explored the involvement of HRM professionals in the implementation of the corporate social responsibility. They suggest that human resources should take a leading role in promoting CSR activities at all levels. The combined effects of CSR and HRM activities that reinforce desirable behavior can make a major contribution to the creation of long-term organizational success (Sharma et al., 2009). Based on data of the Lithuanian Cranet sample, the authors performed the analysis of HRM and CSR in terms of exploring the relationships and connections between HRM, CSR and corporate performances and found that companies with a more developed HRM and better position of HRM managers in the company have a more developed and more successfully implemented CSR (Bucioniene & Kazlauskaite, 2012). In order to understand the nature of the relations between HRM, human capital management and CSR, authors from Finland investigated the relation of two management paradigms, HRM and HCM, and CSR. Their results illustrated that there is a strong relationship between those two and CSR. HRM concentrates on the external and organizational aspects of management, while HCM emphasizes on the internal employee relations. These two management approaches can support each other in improving CSR in corporations (Maksimainen & Saariluoma, 2010). On the other side, Schoemaker et al. (2006) explored human value management approach by comparing it to HRM and linking it with CSR. Melnyte and Ruzevicius (2008) formed three groups of linking functions: first, CSR functions identical to HRM functions – functions presented in this group are validated in the most countries by laws (in Lithuania it is the code of labor, which is supervised by governmental inspection of labor), hence they coincide with obligatory requirements of an organization, though an honest implementation of them is attributed to SR activities; second, HRM functions making impact on CSR; third, CSR functions making direct or indirect impact on HRM. Some studies also affirmed the existence of the nexus between the two concepts and charged management to see the nexus as a strategic business decisions to unlock the human capital of an organization (Inyang et al., 2011).

Methodology and hypothesis

In this paper CRANET methodology has been used to identify relations between HRM and CSR in the CEE region. This international organization organizes comparative researches on the policies and practices of human resource management, using a standardized questionnaire. In the research period from 2008 until 2010, when Serbia participated in it for the first time, 32 countries were involved in the research. For the purposes of this analysis the authors decided to explore data for organizations from the CEE region.

### Table 1

<table>
<thead>
<tr>
<th>Country</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulgaria</td>
<td>267</td>
<td>26.0</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>54</td>
<td>5.3</td>
</tr>
<tr>
<td>Estonia</td>
<td>74</td>
<td>7.2</td>
</tr>
<tr>
<td>Hungary</td>
<td>139</td>
<td>13.5</td>
</tr>
<tr>
<td>Slovakia</td>
<td>225</td>
<td>21.9</td>
</tr>
<tr>
<td>Slovenia</td>
<td>219</td>
<td>21.3</td>
</tr>
<tr>
<td>Serbia</td>
<td>50</td>
<td>4.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1028</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: The authors’ research

CRANET methodology and data were also used in researches on the influence of the specific policies and organization of HRM department on economic success of the company (Dolan et al., 2005), SHRM in SMEs (Slavic & Berber, 2013) compensation and benefits (Karoliny et al., 2009; Stangl-Susnjar & Slavic, 2012; Gurkov et al., 2012; Kramar, 2012), HRM outsourcing (Susomrith & Brown, 2013; Stangl-Susnjar et al., 2013a), training and development (Hansson, 2007; Lekovic & stangl-Susnjar, 2010; McNamara et al., 2012), HRIS (Stangl-Susnjar et al., 2013) so as a very interesting topic - the relation between CSR and HRM concept, and the influence of that in relation to the organizational performances (Bucioniene & Kazlauskaite, 2012; Berber, 2013).

Based on the available data it has been explored whether companies from CEE and Serbia have written statements on social responsibility, or doing the business based on some unwritten standards (written, unwritten and without CSR statements), and is there a relationship between these statements, and between the level of environmental matters (from 1 to 5) and the HRM practices of the companies (do companies perform or not such activities). Environmental matters were obtained in
the CRANET questionnaire in general. Respondents were asked to rate the level of these matters from 1 (poor) to 5 (superior) with no avoiding actual performance’s measures which they use. Statistical techniques have been used such as descriptive statistics; chi-square tests, Spearman’s correlation, Kruskal Wallis and ANOVA test (SPSS Version 21.0). Descriptive statistics was used to present the existence of CSR statements in companies. The analysis of the variance was made between two variables, the existence of CSR statements and the level of the company’s environmental matters. Also, it has been analyzed whether companies with CSR strategies have programs for training, career development and recruitment for special groups of workers.

The hypotheses of this paper, based on the literature review from the previous section, were placed as:

- **H1**: Companies in the CEE region and Serbia with written CSR statements have higher level of environmental matters than companies which do not have those kinds of statements.

- **H2**: Companies in the CEE region and Serbia with CSR statements use HRM action plans for training, career development and recruitment for special groups of employees more than companies which do not have those kinds of statements.

![Figure 1. Existence of CSR statements in organizations in CEE and Serbia.](image)

**Source: The authors’ research**

Table 2 presents the correlation between the rating of environmental matters and the existence of CSR statements. A weak but positive correlation (r=0.227; p=0.000) has been found between these two variables. From Table 5 it can be seen, that in the case of Serbia, a statistically significant correlation has not been found (r=0.289; p=0.078). Also, the analysis of the variance was used to test the first hypothesis. Table 3 shows the relationship between the rating of environmental matters and the existence of CSR statements. The mean value is the highest (M=3.73) when companies have written CSR statement. The ANOVA test (Table 4) showed that there is a statically significant (F (17,963)=33.822, p<0.05) difference among companies with written CSR statements and those that have such statements in an unwritten form, or none at all, in relation to the level of environmental performance. In the CEE region there are significant differences between companies that have and those who do not have statements of CSR in terms of environmental matters. Companies with CSR statement have better assessment of the effect on the environment. The results show that in Serbia, there are no significant differences among companies, but the same tendency is present, like in the CEE region (Table 6).

![Table 2](image)

**Source: The authors’ research**

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**Results and discussion**

Although CSR was explained in detail in the theoretical part, the implementation of CSR concept has some limitations, as confirmed by the results of this research. Specifically, Figure 1 presents the proportion of the companies with written and unwritten CSR statements in the analyzed countries. The major part (50.8%) of the companies in the CEE region have some form of CSR statements, and these are the official, written statement (24.2%) and unwritten statements (26.6%), while 49.2% of the companies do not have CSR statement. The countries in Central and Eastern Europe, such as Hungary, Bulgaria and Serbia have low existence of statements on CSR (between 14% and 20%). Slovenia, Slovakia and Estonia have higher level of written CSR statements, from 28% and 32%. In Serbia, 54% of the companies do not have a CSR statement, while only 18% have a written and 28% unwritten CSR statement. This situation can be explained by the fact that CSR is still not well understood and supported business concept there. While promoting values like social welfare and environmental protection, many companies are afraid that the orientation on the social and environmental objectives will divert their attention from the main economic goal – the profit.
The Tukey post hoc test showed that there are statistically significant differences among companies with written, with unwritten and without CSR statements. Companies with written CSR statements rated environmental matters (M=3.73) better than companies that have unwritten CSR statements (M=3.57), and companies that do not have a CSR statement (M=3.24).

The nonparametric test (Kruskal Wallis) for Serbia shows that there are differences among those companies which have written CSR statements and those that such statements have in unwritten form or not have at all, but these differences were not statistically significant (p>0.05; p=0.205). The highest mean rank in terms of environmental matters in companies that have a written statement of CSR is MR=24.79, which is higher than in companies that do not have it in written form (MR = 20.82), or do not have CSR statements at all (MR = 16.93).

In addition, the mean value of the rating of environmental matters is high (more than 3.00, which means that companies evaluate their effects "at the average" or "better than average levels").

The paper also analyzed the relationship between the existence of these written and unwritten statements and the implementation of specific HRM activities such as training, recruitment and career development, highlighted in the Global Compact, the internal dimension of CSR and ISO standard 26000. The analysis has been performed in order to determine the level of the activity of HRM in the training and development of specific employee groups such as: national minorities, older workers, and people with disabilities, women, and women returning to the labor market, unskilled workers and young workers. A Chi-Square test has been used to find out the level and strength of relationship between the existence of CSR and HRM practices.
The existence of HRM action plans for special groups of employees in organizations from CEE and Serbia (%)

<table>
<thead>
<tr>
<th>EXISTENCE OF CSR STATEMENTS</th>
<th>RECRUITMENT</th>
<th>TRAINING</th>
<th>CAREER DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minority ethnicities</td>
<td>Minority ethnicities</td>
<td>Minority ethnicities</td>
</tr>
<tr>
<td>No</td>
<td>X=3,919</td>
<td>X=3,983</td>
<td>X=5,628</td>
</tr>
<tr>
<td>Yes, unwritten</td>
<td>5.9</td>
<td>p=0.085</td>
<td>5.2</td>
</tr>
<tr>
<td>Yes written</td>
<td>7.2</td>
<td>Phi=0.072</td>
<td>4.3</td>
</tr>
<tr>
<td>Older workers</td>
<td>8.1</td>
<td>X=1,231</td>
<td>2.3</td>
</tr>
<tr>
<td>No</td>
<td>10.7</td>
<td>p=0.540</td>
<td>9.3</td>
</tr>
<tr>
<td>Yes written</td>
<td>9.8</td>
<td>Phi=0.039</td>
<td>7.5</td>
</tr>
<tr>
<td>People with disabilities</td>
<td>7.6</td>
<td>X=8,647</td>
<td>3.4</td>
</tr>
<tr>
<td>No</td>
<td>12.8</td>
<td>p=0.013</td>
<td>12.2</td>
</tr>
<tr>
<td>Yes written</td>
<td>15.0</td>
<td>Phi=0.105</td>
<td>9.1</td>
</tr>
<tr>
<td>Women</td>
<td>8.4</td>
<td>X=8,405</td>
<td>5.5</td>
</tr>
<tr>
<td>No</td>
<td>14.9</td>
<td>p=0.015</td>
<td>15.2</td>
</tr>
<tr>
<td>Yes written</td>
<td>15.2</td>
<td>Phi=0.103</td>
<td>15.0</td>
</tr>
<tr>
<td>Women returners</td>
<td>6.9</td>
<td>X=6,228</td>
<td>4.4</td>
</tr>
<tr>
<td>No</td>
<td>10.5</td>
<td>p=0.044</td>
<td>13.2</td>
</tr>
<tr>
<td>Yes written</td>
<td>13.1</td>
<td>Phi=0.089</td>
<td>15.1</td>
</tr>
<tr>
<td>Low skilled labor</td>
<td>8.7</td>
<td>X=6,298</td>
<td>3.9</td>
</tr>
<tr>
<td>No</td>
<td>14.8</td>
<td>p=0.043</td>
<td>11.1</td>
</tr>
<tr>
<td>Yes written</td>
<td>14.4</td>
<td>Phi=0.100</td>
<td>9.2</td>
</tr>
<tr>
<td>Younger workers</td>
<td>19.2</td>
<td>X=25.217</td>
<td>17.3</td>
</tr>
<tr>
<td>No</td>
<td>31.1</td>
<td>p=0.000</td>
<td>29.1</td>
</tr>
<tr>
<td>Yes written</td>
<td>37.6</td>
<td>Phi=0.178</td>
<td>28.3</td>
</tr>
</tbody>
</table>

Source: The authors’ research

Table 7 presents data on the implementation of the HRM action plans for training, recruitment and career development for specific employee groups. Organizations that do not have CSR statements have lower level of these programs. The proportion of companies using HRM training programs is higher if the company has a CSR statement. These differences are statistically significant (proven by Chi-Square test: X² and p value in table). If the p value is lower than 0.05, differences between companies that perform HRM action plans are significant in respect to the existence of the CSR statements. Phi value shows that almost all HRM action plans have weak but positive correlation with CSR strategy. Regardless of the existence of CSR statement, HRM programs for minorities, older workers and people with disabilities are used in very small proportion of the companies – between 1,8 % and 17 % of analyzed companies. These programs are mainly used for younger workers (from 17,3 % to 37,6 %). In case of recruitment it has to be emphasized that if organizations have written CSR statements they have a more remarkable usage of HRM plans for younger workers, women, and minorities. The results and show that companies with unwritten CSR statements have the highest level of usage of these programs for all groups (again, the highest proportion of companies that use this program are related to the younger workers, 37,2 % for training and 29,1 % for career development). In the case of Serbian companies, they use special training activities only in the case of young workers, beginners. About 42 % of Serbian companies develop such a program, which is a relatively satisfactory result, since in the EU the proportion of companies in the field is about 30 % (Berber, 2013). Other categories are relatively neglected (used in less than 5 % of companies). Except the training for the members of national minorities, HRM training plans are not used at all. As far as career development and recruitment programs are concerned, Serbian companies have a similar view as for training. Only the category of younger workers is covered by special plans for career development (28,6 % of companies use special programs for their career development and 33 % for their recruitment). Other employee categories are covered by these plans in a very small proportion of companies (less than 10 %). In general, the existence of CSR in Serbia does not prejudice the application of HRM plans for special employees groups.

Conclusions

CSR, as a management concept that provides a balance between economic, social and environmental goals of the organization, is a relatively new business philosophy that companies worldwide accepted to a greater or lesser extent over the past twenty years. Still, there is not strong enough evidence of the superiority of the system, since in addition to the many advantages, some authors continue to emphasize and support the Smith’s and Friedman’s theory. Nevertheless, global companies increasingly use the elements of CSR in their business, and many have joined the international project of the strengthening and implementation of CSR principles in business through the ISO standard 26000, Global Compact, etc.
According to the results, and in the line with the proposed scientific problem in this paper, main conclusions can be presented as:

- There is a positive relationship between the existence of CSR statements and the level of environmental matters of companies in the CEE region and Serbia. Companies that have written CSR statements have a higher level of environmental matters than companies which do not have these statements. Differences are statistically significant. On the basis of these results, the authors proved the first hypothesis.
- 51% of companies in CEE countries have some form of CSR statements, and these are the official, written statement (24%) and unwritten statements (27%), while 49% of the companies do not have CSR statement.
- Some Central-Eastern European countries as Slovakia, Hungary, Bulgaria and Serbia have low level of the existence of written CSR statements (between 14% and 28%).
- Training, recruitment and career development programs for specific groups of workers are used in a small proportion of companies in CEE - with the most remarkable usage for young workers. The lowest use of these programs is related to older workers, minorities and persons with disabilities.
- There is a weak but positive and statically significant relation between the HRM practices (related to the career development, training and recruitment) and CSR strategy in organizations in the CEE region. The proportion of companies using special HRM training programs is higher if the companies have a CSR statement. These differences are statistically significant (proved by Chi-Square test). The differences between the companies that perform HRM action plans are significant in respect to the existence of CSR statements. On the basis of these results, the authors proved the second hypothesis.

It can be concluded that although the relationship between CSR and HRM is well described and analyzed in the literature, as it was presented in the theoretical part of this paper, in the practice of the companies from the CEE region it has been found that these phenomena are still not implemented, especially regarding HRM activities such as recruitment, training and career development for special group of employees. But, it is important to emphasize that companies which have CSR statement also have a higher level of the usage of HRM action plans.

Recommendations for the future researches will be to measure some other activities, such as compensation and benefits, selection, work-life balance and communication between employees and managers, and find out the actual level of these socially responsible HR activities. Also, it will be interesting to compare the state of CSR implementation in organizations before and after economic crisis, which will be possible to do after next round of Cranet research.

References


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**Ryšys tarp įmonių socialinės atsakomybės ir žmogiškųjų išteklių valdymo – kaip nauja valdymo koncepcija Centrinėje ir Rytų Europoje**

**Santrauka**


Šio darbo tikslas buvo parodyti ryšį tarp įmonių socialinės atsakomybės (ISA) ir žmogiškųjų išteklių valdymo (ŽIV). Tyrimo objektas buvo ĮSA ir ŽIV sąskaitos, taip pat su ĮSA įdiegimu susijusius empirinių duomenų iš Centrinės ir Rytų Europos šalių analizė. Remiantis duomenimis, gautais Cranet projekto metu, nuo 2008 iki 2010 metų, buvo ištirta, ar Centrinės ir Rytų Europos regiono ir Serbijos kompanijos turi socialinės atsakomybės formulės ir veikė savo verslą, pagrįstą tam tikrais nėra išstigta standartais, ir ar egzistuoja ryšys tarp Šiuų formuluočių. Taip pat ištyrė analizuotų organizacijų aplinkos klausimų ir ŽIV praktikos lygi.
V vadovų padėtį kompanijoje, labiau išplėtojo ir sėkmingiau įdiegė ĮSA; vadovavimu atliekant šiuos užduotis, buvo nustatyta, kad ĮSA įdiegimas yra priskiriamas ĮSA veiklai žmogiškųjų resursų valdymo srityje, o nesiekiama dalis ĮSA formuluotes yra rūšies įvairiuose regionuose, atitinkant tam tikros ĮSA formuluotes specialioms darbuotojų grupėms taikymui.

Raktažodžiai: Įmonių socialinė atsakomybė, ĮSA, žmogiškų resursų valdymas, mokymas, sąlygos, darbo klausimai, Įmonių socialinė atsakomybė, ĮSA, Centrinė ir Rytų Europa, ĮSA formuluočių lygį, ĮSA formuluotes, ĮSA veiklą.