

SOCIALLY RESPONSIBLE MANAGEMENT IN RESPECT OF EMPLOYMENT

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Summary: For some time, one can observe a growing interest in business management concept involving deliberate action focused not only on financial gain but also on wider interests of society. Demand for knowledge of the corporate social responsibility makes this subject so current that it can be integrated into this article.

Nowadays, the environment of organization is characterized by volatility, forcing it to focus on its resources and on achieving goals. Due to unpredictability of environment, organizations recognize the problem associated with acquiring and maintaining necessary human resources. From management perspective, putting the principles of CSR into practice involves understanding and integration into organization's management strategy changing social expectations, based on continuous cooperation with stakeholders of the organization. One of decisive factors contributing to the realization of its priorities is employees. The concept of CSR has many areas that are within the range of current activities of the organization. One of them is human resource management. The main objective of this article is to discuss certain aspects of social responsibility, including the internal functioning of this concept. It shows different strategies of a socially responsible organization in the field of employment.

Keywords: corporate social responsibility, employment, personnel policy

1. Introduction

Business is not a closed off world, it has a social dimension and because of that its actions should take into account interests of individuals and groups interacting in various ways with the organization. It has been a long-standing belief among entrepreneurs that the prerequisite for maintaining a competitive edge is not only to pursuit profit maximization, but also the need to accept commitments to employees that are considered to be the most important interest group. Without them, the organization cannot function and manufacture products, and thus make money. Organization must therefore take effort to integrate social issues into field of employment, so that they are not an addition to its economic activity but a coherent part of a development-oriented management of the organization.

2. The concept of corporate social responsibility

The concept of corporate social responsibility is not foreign to modern organizations. Considerations of social responsibility should not be separated from questions to determine what it is. Basing on literature review, it's relatively easy to see that corporate social responsibility is comprehensively defined. According to L. Karczewski responsibility is "dutifulness, willingness to bear the consequences of their actions, solidarity and integrity. Responsible is someone on whom you can rely, the man responsible is a guardian, so to speak, who cares about the people entrusted to him and tangible goods (...) business and responsibility should therefore have a lot in common [Karczewski, 2008, p.113]".

According to R. Nowak-Lewandowska socially responsible organization is one that knowingly and voluntarily accepts moral responsibility and obligations to internal and

external interest groups, and especially to employees on whose the prosperity of business depends [Nowak-Lewandowska, 2009]. Activity of organization focused on workers largely determines the success of company. How the organization is perceived in external environment depends on how entrepreneurs treat their subordinates. On the open market, employees and their behaviors differentiate companies from each other. People are the foundation of effective implementation of strategic tasks; and successful companies are those that make the right strategic and organizational choices, all the while adapting the organizational culture to expectations of, inter alia, internal stakeholders, so that the organization's management strategy can be effectively implemented [Rok, 2004].

Corporate Social Responsibility is inextricably linked to ethical issues. An important element of ethical attitude of organization should be understanding the consequences of its own decision, bearing the responsibility and respecting common interests, even if it would lead to short-term reduction of profit [Jończyk, 2009]. Acting according to ethical standards enables stakeholders to build trust in organization, and thereby build a leading position in its market segment and strengthen competitive advantage. Being responsible means accepting not only legal obligations but also ethical, even such as care for employees or the environment, so that these values can become an added value to the product.

3. Socially responsible activities in the internal activity of the organization

At present, organization's activity, when taking into consideration corporate social responsibility, should be concentrated on internal issues and refer more broadly to issues in area of employment. Speaking of responsibility in area of employment we should first determine what it means. It is based on creating procedures that include HR policy and functions of human resource management in particular. Corporate Social Responsibility, during staff employment, should be reflected in recruitment and selection of staff, which are fundamental elements of human resources management strategy. Realization of the mission and tactical and operational objectives of organization, as well as quality of other elements of human resources management, depend on the effectiveness of said procedures [Balewski, Bartkowiak, Janowski, 2008].

Organizations are searching on labor market, looking for suitable candidates for the job. They aim to arouse interest and willingness to work in candidates when they are informing them about conditions of work [Gableta, 2006]. As noted by S. Borkowska, whether the company has significant human resources, capable of development and training, depends on careful selection of employees. It is also a determinant of whether there is a possibility of optimizing efficiency and cooperation of the staff [Borkowska, 1985]. Selection of employees has a strategic character and that means that it is closely linked to the general strategy adopted by the organization and strategies including Personnel Management [Masłyk-Musiał, 2003].

As part of socially responsible behavior it is necessary to undertake carefully and thoroughly planned actions, so that employment process can be perceived in category of justice and responsibility. Organizations introduce selected procedures, based on human rights and workers' rights. One of tools used to implement those rules is the SA 8000 norm, which contains tips for recognition of skills, fight against discrimination and prejudice and internal cooperation in employment process.

Organization of work for a single employee is taken as a sign of socially responsible activity. This area brings a combination of relevant priorities - determine how to allocate tasks and provide resources to perform these tasks, namely workers, their working time and competence [Skowron-Mielnik, 2008]. Organization of work, in subjective approach, comes down to revealing the essence of work, its importance for human development, and thus for success of the business. According to the idea of a subjective approach to organization of work - work

cannot only have a material dimension, it cannot be anonymous and impersonal. Work creates professional, moral, ethical, intellectual and spiritual standards of an employee [Birski, 2006]. In socially responsible organizations, care for employees manifests itself, *inter alia*, in determining working and wages conditions. Responsible work conditions are meant to enable the maintenance of balance between work and private life through flexible forms of work, care for employee's professional development, physical and mental health.

An important aspect of responsible management in field of employment is to determine conditions of pay. In the course of employment the employer should honor the arrangements as early as at the stage of recruitment. They have a crucial impact on further course of work. Even as little as being truthful about duties of given position ensures the employee that promises will be kept and elicits a sense of security that he wasn't deceived [Kalinowska, 2012].

A sign of growing awareness of importance of corporate social responsibility is development of employment strategies that takes into account the care for employee during the period of social – professional adaptation. Process of adaptation to a new place of work is considered to be an undervalued area of human resource management. However, work results of obtained staff depend on quality of that process [Niedzielski, Walkowiak, 2000]. M. Dale notes that the process of introduction to the organization is accompanied by a process of inclusion understood as build rapport, trust and reliability that allows us to gain acceptance of colleagues and helps us work well with them [Dale, 2006]. Inclusion of a newly recruited employee to the organization in a non-confrontational manner enables him to accept and prepare to take a new role and combine career plans with development of the organization [Jamka, 2001].

In the process of social- professional adaptation an important role is played by specialized support from the management. Support can take two forms - coaching and mentorship. The essence of coaching is to provide an aid to newly employed, and such aid should be based on a fixed relationship between qualified coach and employee. The main objective of this assistance is to provide necessary information concerning the functioning of the organization. Coaching initiates professional development of a man, which shows itself in striving to improve the performance and forming of appropriate attitudes, and results in achievement of success at work [Ciekanowski, 2012]. An example of another method of raising performance that is based on internal development and focusing on forming specific behaviors is mentorship. This method differs from coaching in its long periodicity of implementation, during which the mentor is not limited to improving employee's behavior but also focuses on taking care of employee's professional career [The Wall Street Journal,]. There are two types of mentor. One is a mentor, who plays a strategic role during adaptation, and his thinking takes into consideration the whole organization. He is basing on assumption that there are unwritten rules in the organization, which cannot be found in brochures or learned during training sessions, and only mentor is able to give that knowledge to employee. The second type of mentor is a keeper, who doesn't limit his thinking to only one organization, and is called an employment counsellor. His task is to prepare an individual path of development of his mentee [Żarczyńska-Dobiesz, 2008].

Creation of development opportunities may be one way to keep staff and build potential for future. From the perspective of balanced management, reliable assessment of employees and clear and regular feedback may be mentioned as crucial [Bugdol, 2010]. For newly recruited employee, organization should prepare a different process of assessment than the formal one, which is carried out twice a year. An important element of employee assessment system is an evaluation interview, which allows to get feedback on the employee's progress in accomplishing objectives and on his interactions with colleagues. Basing on feedback an employee will be able to prepare proper self-evaluation [Żarczyńska-Dobiesz, 2008].

According to M. Sidor-Rządkowska [2001] assessment should address following issues: difficulties encountered by an employee while performing tasks assigned to a given position; well-being and overall impression of workplace; cooperation with team members. These actions are not reduced to continuous monitoring of workers but are focused on tackling difficulties and establishing daily contacts with employees to get to better know them [Forsyth, 2006].

Organizations that provide employees with professional development have influence on employee's development path. According to an innovative approach to self-development, both employee and organization take responsibility for employee's career. Employee must concretize his own desires and abilities. Using employment counsellor services will help him understand what kind of training he needs for further career development. Whereas the organization determines its own needs and expectations. For the sake of employee's development, some organizations use programs to find employees with special talents, who are quickly promoted or are moved to appropriate positions. Among the most commonly used programs are the ones that allow to take care of employees that are determined to implement an individual career plan, to enable them to participate in training and improve vocational qualifications [Zbiegień-Maciąg, 2007].

Relevant to promoting CSR is an approach that will help to include employees in bilateral relations to enable joint responsibility for development of organization. It is the social dialogue that helps to strengthen the relationship with employer, which in turn increases the chance of proper expectations management. Dialogue and commitment of employees is a guarantee of transparency of decisions taken by the company and has a positive impact on its internal and external perception [Forum Odpowiedzialnego Biznesu, 2015]. A technique to involve employees in current activities of the organization is management by objectives. It assumes involvement of employees in achieving objectives at all levels of management. These objectives are to be integrated with general policy of the organization, and to enable employee to organize their work and monitor effects of work. These objectives are used in motivation programs, employees are familiar with them, and realization of individual ideas is associated with reward. All rewards are pre-determined and communicated to employees, and are positive reinforcements aimed at encouraging them to make an effort [Beck-Krala, 2008]. Through involvement of employees in this type of activity, they are encouraged to take responsibility and to participate in the life of the organization. It is worth noting that a culture of openness underpins responsible leadership, wise manager showing attention to the possibility of disclosing potential of subordinates understands that investing in workers' trust makes it possible to gain something in return [procontent, 2015].

An important role in CSR is played by activities focused on supporting employees during their dismissal. The organization should aim to reduce the number of dismissals of staff, mindful of negative consequences, namely deterioration of organization's image, intensification of conflicts, excessive workload, a deterioration of customer service [Zieliński, 2014]. Faced with staff reductions, organizations offer outplacement activities including support not only for dismissed worker but also for employer, who is helped in preparations of the program of dismissals [Forum Odpowiedzialnego Biznesu, 2015]. If staff reduction cannot be avoided, employers use following solutions [Procontent, 2015]:

- Companies offer their employees meetings with coaches (during which the participant formulates his goals, strengths and redefines his position in labor market), trainings and recommendation programs in which candidates' CV is sent to personnel consultancy agency. As practice shows, such programs are popular among corporations that derive from foreign experience, and large and medium-sized Polish companies that want to help workers find themselves in the labor market. Such actions will help dismissed workers gain

new skills necessary to find a new job and self-motivation, allowing to effectively rebuild their lives.

- Another convenience for employees who leave the workplace is severance pay that is higher than the one guaranteed by labor law. In some cases, employers extend the notice period. Responsibility during employee dismissals is not limited to benefits, it is also aimed at preparing the employee for the process of leaving the company. It is considered good practice to provide support to the staff and effective internal communication by HR department.

4. Conclusion

Social responsibility in the area of employment is considered to be very important. It suggests the need to focus on making socially responsible initiatives, especially to employees. Because of their strategic role, corporate social responsibility should be manifested in securing interests and meeting the demands of that group. From the point of view of positively perceived organization, a happy employee is an employee who will involve himself in promoting the company and will be motivated to increase the efficiency of his work. According to implemented activities within corporate social responsibility in area of employment, organization is engaged in development of specific procedures for personnel policy, and especially various functions of human resource management, which are the process of recruitment, selection, motivation, evaluation and dismissal of employees. Employment strategy should also take into account the care for employee during social - professional adaptation, and it can be manifested by providing support to newly recruited employees.

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