Corporate Social Responsibility
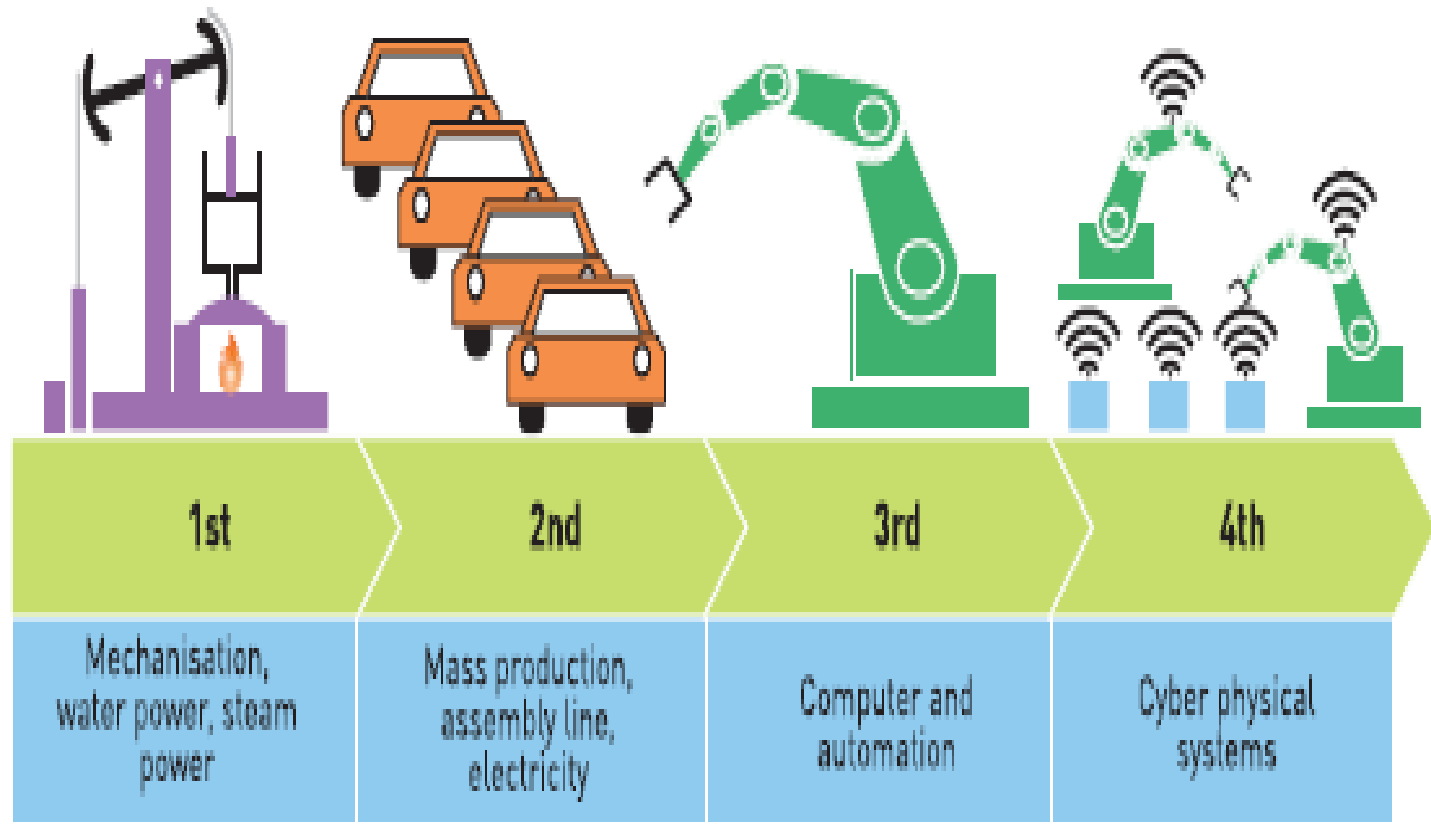
Dr.Alla Talal Yassin

CSR

CSR is a concept that describes the commitment of business to contribute to sustainable economic development and to work with employees, their families, the local community and society at large to improve their quality of life. It implies that companies should contribute to the economic sustainability of communities by considering the social and environmental consequences of their business decisions and practices. Typically, CSR strategies and policies are supported by 'triple bottom line' evaluations that include the financial, social and environmental

- Good corporate and CSR can add considerable value to HRM functions such us : Recruitment and retention . HR professionals will usually be involved in both issues in collaboration with other organizational managers.

EMPLOYMENT TRENDS

The three key challenges facing the future nature and organisation of work are globalisation, the impact of new technologies and demographic change. We have discussed the effects of globalisation throughout the book. As Figure 12.3 illustrates, the Fourth Industrial Revolution (4IR, or Industry 4.0) is distinguished from earlier industrial transformations by its speed, scope and broad global impacts, most of which include the 'transformation of systems of production, management and governance'.[46] Emerging technology, such as artificial intelligence, robotics, machine learning (integrated components of the Fourth Industrial Revolution, or 4IR), the Internet of Things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, materials science, energy storage and quantum computing, represent just the tip of this technology iceberg. New technological applications include driverless cars, trucks and trains, 'cashier-less' shops, robotic doctors, lawyers, farmers, mechanics, construction workers, tutors, insurance agents and bank tellers, among many others.

FIGURE 12.3 The Fourth Industrial Revolution

1st	2nd	3rd	4th
Mechanisation, water power, steam power	Mass production, assembly line, electricity	Computer and automation	Cyber physical systems

HRM in practice 12.6

Banking on strategic HR system digitisation

Deutsche Bank has decided to embark on a bank-wide digitisation strategy, involving both its client services and its HRM strategies and functions. The strategy covers the whole range of HRM services, including talent acquisition which will now employ digital online applications, selection and onboarding called 'Acquire Talent'; and new compensation systems based on 'digital tools with online, seamless processes between HR and decision-making managers', which will provide user-friendly, efficient and more accurate data management. In addition, the system will facilitate improved self-service access by employees and managers. The system, known as 'Deutsche Bank HR Connect', will be the 'primary access channel for employees to interact with HR'. Other sub-systems include 'Connect2Learn', an online learning and development platform, and an 'Internal Mobility Tool' to enhance career and succession planning.
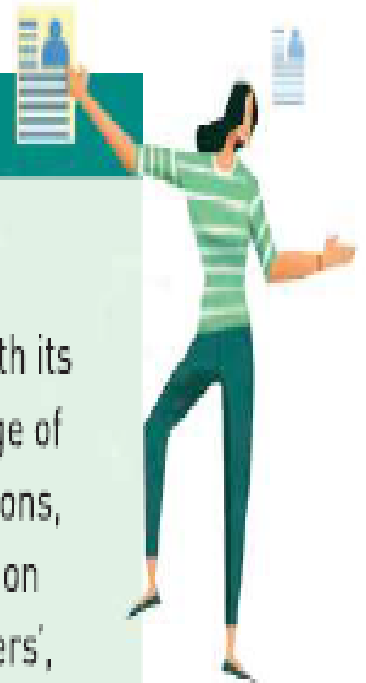
SUSTAINABLE HRM CAN BE CATEGORIZED INTO THREE PERSPECTIVES

1 'capability reproduction' – an internal focus on economic outcomes and business 'sustainability'

2 'promoting social and environmental health' – an external focus on community and environmental protection

3 'connections' – the incorporation of both internal and external perspectives.[68]

NEW JOB SKILLS AND COMPETENCIES

Individuals who need to re-skill or who are making important educational investments need to understand where there is demand for workers, the type of skills required for these jobs and the income earning potential associated with these jobs. While STEM [science, technology, engineering, mathematics] skills will certainly be in demand, current concerns about the participation in STEM might require some effort from decision makers and educators to make STEM subjects attractive to current and future students, especially females, and integrate them in a wider curriculum for all levels of education.[62]

Many observers have attempted to predict the new jobs that will represent the future of work and the skills required to perform them.[63] Some have proposed entirely new types of jobs reflecting the human-technology interface – blockchain banking engineer, national identity conservationist, public technology ethicist, remote robotic surgeon and superstructure printer, among others. Regardless of the specific job titles, it is clear that HR professionals, in consultation with all levels of management, will need to adopt more dynamic and innovative approaches to HR planning, work design, talent attraction and retention, learning and development, and rewards systems to proactively transform their organisations within these new business scenarios.

Figure 12.4 provides a template for the analysis of such changes in HRM roles and competencies, and illustrates likely future HR roles.

FIGURE 12.4 HR roles in building a competitive organisation

Future/strategic focus

Management of strategic human resources

Management of transformation and change

Processes — People

Management of firm infrastructure

Management of employee contribution

Day-to-day/operation focus