UNIVERSITY OF SOUTHAMPTON

FACULTY OF BUSINESS & LAW

School of Management

Uncovering the Role of Human Resources in Corporate Social Responsibility: Case Evidence from Lebanon

By

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In the name of *Allah*

the most beneficent the most merciful

UNIVERSITY OF SOUTHAMPTON

<u>ABSTRACT</u>

FACULTY OF BUSINESS & LAW
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UNCOVERING THE ROLE OF HUMAN RESOURCES IN CORPORATE SOCIAL RESPONSIBILITY:
CASE EVIDENCE FROM LEBANON

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Over the past two decades, the interest in the concept of Corporate Social Responsibility (CSR) within both the academic and practitioner discourse has been rapidly increasing. CSR has developed to become a strategic objective for many organizations, with the credibility of CSR hinging on implementation as statements. This thesis aims to explore the role that Human Resources (HR) can play in CSR strategy development and implementation. Through a systematic review of relevant literatures on CSR and HR, the researcher highlights important CSR-HR interfaces and proposes a newly synthesised conceptual model, the CSR-HR value chain, which captures the CSR domain and strategy, and the domains of HR's added values into CSR and their metaphor roles and outcome benefits. This research adopts two main theoretical frames when building the CSR-HR value chain and its initial proposition. The first frame is the strategic approach for CSR understanding and practice that draws on previous CSR models especially the CSR domains and social responsiveness approach in addition to the stakeholder theory. The second frame is the strategic HR partnership framework which includes the resource based view of the firm as a base for evaluating HR's conurbation into CSR. Within this theoretical background, the research's main proposition is for a strategic HR partner role within a strategic CSR approach.

The CSR-HR value chain model and its embodied proposition were evaluated within the context of four organizations operating in Lebanon, a country which is witnessing a recent evolving interest in the strategic application of CSR within both the academic and managerial contexts. Within each organization, semi-structured interviews were conducted with a wide range of stakeholders in addition to gathering and analysing secondary documentation data related to the examined phenomenon. Empirical findings revealed that the role of HR is mainly being operational on the short-term range focus practiced mainly within a philanthropic CSR approach. The plausible

explanation for the role of HR in CSR was thus identified and the factors affecting this role were discussed. This research contributes to knowledge through presenting the model which uncovers the role of HR in CSR and its outcome benefits. Also, this research contributes to managerial practices, especially for HR managers seeking to assume more strategic roles in CSR through providing them with the guideline for HR's domains of added value into CSR, and the dynamics and factors shaping the role of HR in CSR.

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AUTHOR'S DECLARATRION

I, Ali El Dirani

declare that the thesis entitled

Uncovering the Role of Human Resources in Corporate Social Responsibility: Case Evidence from Lebanon

and the work presented in the thesis are both my own, and have been generated by me as the result of my own original research. I confirm that:

- this work was done wholly or mainly while in candidature for a research degree at this University;

- where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;

- where I have consulted the published work of others, this is always clearly attributed;

- where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;

- I have acknowledged all main sources of help;

- where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;

- none of this work has been published before submission

Signed: ....Ali El Dirnai..

Date:.................June 2012..

ACKNOWLEDGEMENTS

LIST OF ABBREVIATIONS

CSR   Corporate Social Responsibility

CSP   Corporate Social Performance

HR   Human Resources

HRM   Human Resource Management

SHRM   Strategic Human Resource Management

RBV   Resource Based View

RESEARCH PUBLICATIONS

Forthcoming Book Chapter Publications

- Jamali, D. and El Dirani, A. 2012. Synergies of CSR and Diversity Management: A Converging Agenda. In: KARATAS-OZKAN, M., NICOLOPOULOU, K. & OZBILGIN, M. F. (eds.) *Corporate Social Responsibility and Human Resource Management: A Diversity Perceptive.* Edward Elgar Publishing. (Forthcoming)

- Jamali, A. and El Dirani, A. 2012. CSR and HRM as Venues for Enhanced Workplace Integrity. *In:* AMANN, W. & STACHOWICZ-STANUSCH, A. (eds.) *Integrity in organizations - Building the foundations for humanistic management.* Germany. (Forthcoming)

Peer-reviewed Paper Publications

- Dirani, A., Jamali, D. and Ashleigh, M. (2010) *Corporate Social Responsibility: what role for human resources?* Hummingbird (1), 12-14.

Peer-reviewed Conference Paper Presentations

- *Best paper award: Irish Academy of Management Dublin, 2011:*
  - ➤ Dirani, A., Jamali, D. and Harwood, I.A. (2011) <u>What roles are there for HR in CSR? Four case studies from Lebanon.</u> In: Irish Academy of Management Conference, Dublin, IE, 24 pp.

- El Dirani, A., Jamali, D. and Harwood, I.A. (2011) <u>Role of HR in CSR: evidence from Lebanon.</u> In: British Academy of Management Doctoral Symposium, Bath, GB, and 23 June 2011.

- El Dirani, A., Jamali, D. and Harwood, I.A. (2011) <u>Role of HR in CSR: qualitative evidence from the Lebanese context.</u> In: International Conference in Entrepreneurship, Innovation and SMEs, Caen, FR, 04 - 05 Nov 2011.

- El Dirani, A., Jamali, D. and Harwood, I. A. (2010) <u>Human resources as corporate social responsibility champions: exploring the CSR-HR value chain.</u> In: 11th International Human Resource Management Conference, Birmingham, UK, Aston Business School.

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CHAPTER 1 INTRODUCTION TO THE THESIS

1.1 Introduction

In spite of the disagreement in the literature as to what it means, its principles and the domains of interventions and activities it entails, the concept of Corporate Social Responsibility (CSR) continued to develop worldwide within the academic and practitioner discourse starting from 1960s (Carroll and Shabana, 2010). The heightened interest in CSR has stemmed from the complex business-and-society interrelationship and the interaction between organizations and their different stakeholders, whether individuals or groups, including for example employees, customers, suppliers, shareholders, and the community at large (Preuss, Haunschild and Matten, 2009). However, one of the main issues that remain a challenge for organizations is how to integrate CSR with their business strategies (Ledwidge, 2007). Their expenditures on CSR activities are projected in this sense to yield business as well as social benefits, and this is what the literature refers to as the strategic CSR approach (Lantos, 2002; Porter and Kramer, 2006).

In January 2002, the World Business Council for Sustainable Development (WBCSD) released a pamphlet entitled *Corporate Social Responsibility: The WBCSD's journey*. This document, which summarizes years of thinking and discourse on the topic of CSR, concludes that CSR has now moved from the fringe to become a mainstream strategic objective for organizations (World Business Council for Sustainable Development, 2002). The European Commission in its green paper on *Promoting a European framework for corporate social responsibility* urges organizations across the globe to assume CSR as a strategic investment and integrate it into their core business strategies (European Commission, 2001). Similar to their commitment to business strategies, organizations' commitment to CSR in this sense could be through how they translate their CSR statements into the action dimension. Within this context, CSR could be intertwined with organizational management practices such as Human Resources (HR) practices (Heslin and Ochoa, 2008). The investigation into the role of HR in CSR in this sense could lead to a potential novel contribution to both theory development and managerial practices.

This thesis argues that HR can potentially play a strategic role in CSR strategy development and implementation. The growing strand of HR literature which conveys an evolving interest with CSR practice (Fenwick and Bierema, 2008; Preuss, Haunschild and Matten, 2009; Strandberg, 2009) supports the researcher's proposition for HR's

strategic role in the definition and translation of CSR into HR practices, creating CSR initiatives, delivering CSR efficiently and organizing employees' contribution into CSR. Presented as a newly synthesized model that contributes to theory and managerial practices, the CSR-HR value change model embodies the research proposition for a strategic HR partner role within a strategic CSR approach. This model highlights the theoretical relationships between CSR and HR as guided and informed by the researchers' literature review on both concepts before being evaluated empirically within a sample of four organizations operating in Lebanon. This sample included three organizations within the banking and financial services industry and one organization within the distribution, sales and marketing industry. The findings for the examined phenomenon as documented and recorded within each case and analysed across cases are critically presented and discussed.

Having set out this brief overview, the rest of this introductory chapter will be organised into three sections. In the first section the researcher sets out the research objectives and questions that form the foundation of this thesis. The second section briefly locates this thesis in terms of the adopted theoretical context and the geographical and organisational contexts of the thesis. The third section the contributions made by this thesis to knowledge and practices and policy. Finally, the fourth section offers an overview of the thesis structure.

1.2 The Research Objectives and Questions

The underlying rationale for this study emerged out of an interest in investigating the potential HR roles in CSR whereby there is a dearth of research in the literature into this topic. After conducting an intensive review for the literature on CSR and HR, a clear gap exists on the CSR-HR affinities and the role of HR in CSR that continues to be conceptually undeveloped (Buyens and De Vos, 2001; De La Cruz Deniz-Deniz and Saa-Perez, 2003; Zappalà, 2003; Kramar, 2004; Lockwood, 2004; Zappala, 2004; Orlitzky and Swanson, 2006; Wilcox, 2006; Branco and Rodrigues, 2007; Greenwood, 2007; Meisinger, 2007; Society for Human Resource Management, 2007; Fenwick and Bierema, 2008; Syed and Kramar, 2008; Ehnert, 2009; Strandberg, 2009). In both theory and practice, the potential role of HR in CSR is often ignored, and the constructs and processes pertaining, to a better integration of the two functions have not yet been identified and examined.

Thus, this research has the following objectives, to:

- Create the conceptual model that proposes the role for HR in CSR
- Evaluate empirically the conceptual model and develop a better understanding for the role of HR in CSR and the factors shaping this role within the case context.
- Address the strategic outcome benefits of the role of HR in CSR

Through meeting the above objectives, this study aims to find answers for the following research questions:

- Is there a strategic partner role for HR in defining and executing CSR?
- Can HR add value into CSR through creating CSR change?
- Is there a role for HR in delivering CSR efficiently?
- Can HR facilitate employees' contribution to CSR?
- What are factors that shape the role of HR in CSR?
- Are there any strategic outcome benefits resulting from the role of HR in CSR?

1.3 The Framing of the Thesis

This section will set out the theoretical context that the researcher has adopted in approaching this thesis and which is used in addressing the above stated research objectives and questions. Also, this section will present the contributions of this research to theory and practice.

1.3.1 Theoretical Context

The strategic CSR approach is taken as the general theoretical framing in this research. The understanding of strategy that underpins CSR is concerned with the acquisition of sustainable competitive advantage for the whole organization, with more emphasis on the human resource management. It is thus a holistic approach, and the researcher is aware to make a clear note at the beginning of this thesis that the usage of the word 'strategic' is not a synonym for 'instrumental' (see, for example, Lantos, 2002). The term 'strategic CSR' in this regard is not used as a replacement for instrumental objectives (Lantos, 2001) that could be only used for short-term bottom-line benefits, especially for marketing and public relation objectives, without necessary being integrated within organization's overall. The strategic view of CSR that the researcher is taking in this thesis has strong links with the considerations of the resources and core competences of the organization as sources of competitive advantage (Wernerfelt, 1984; Prahalad and Hamel, 1990; Barney, 1991). Putting it in different order, the researcher argues that the resources and core competences encompassing HR's role in CSR could be critical determinants of the competitive advantages of organizations. This

orientation to the strategic management literature and its association with the topic of this thesis will be later explained within the literature review chapter.

Within this broad frame, the basic principles of CSR that this thesis makes use of are the strategic philanthropy proposition of Porter and Kramer (2006), the distribution of CSR domains of Carroll (1979; 1991), the responsiveness approach of Wood (1991) and the stakeholder theory of Freeman (1984). Based on the objectives of this research stated earlier, CSR is understood as a concept that goes beyond the domains of the organizational fulfilment of mandatory legal compliance and economic responsibilities to the voluntary investments that generates social and economic benefits. This orientation in understanding CSR requires linkage between CSR and the mission and core competences of the organization in addition to the integration of CSR values with business practices and stakeholder relations. The adapted definition for CSR and what it means for the role of HR in CSR, in addition to the theoretical constructs, will be further explained in the literature review chapter of this thesis.

Moving to the role of HR in CSR and taking into account the adapted definition of CSR, the researcher argues that HR is capable of playing an important role in CSR and Ulrich's HR strategic partnership framework supports the researcher with another theoretical framing. The researcher draws on this model to argue that HR can be a strategic CSR partner and contribute to the long-term CSR objectives within four main domains. As a strategic partner, HR can contribute to CSR through aligning HR's system and practices within CSR and in this sense HR can participate in the articulation of the strategic CSR approach at the organization. As a change agent, HR can contribute into CSR through creating organizational transformation around CSR and facilitating CSR change culture and increasing stakeholders' readiness for the change. As an employee champion, HR can contribute into CSR through organizing employees' engagement in CSR and raising their CSR knowledge and awareness. As an administrative expert, HR can contribute to CSR through delivering efficient CSR practices. In order to understand the strategic outcome benefits of the integration of CSR and HR and accordingly the role of HR in CSR, the researcher employed another theoretical construct, namely the Resource Based View (RBV). The researcher proposes that RBV is a useful construct to understand the benefits that HR provides through its involvement in CSR.

Locating this thesis within this theoretical frame and benefiting from the integration of different theoretical constructs from both the literature on CSR and HR, supports the researcher's argument for the strategic CSR case and HR's strategic role in CSR. The

researcher sees the domains of HR's contribution set out above as important for the strategic CSR approach to achieve its strategic/long-term sustainable objectives. In this sense, translating CSR into organizational practices through the HR system and practices and dealing with any related change issues are part of the success of CSR strategy effectively and efficiently. In addition, increasing stakeholders' engagement, especially employees, in CSR and launching collaboration between the organization and its stakeholders over CSR, represents a response to stakeholders' needs and organizational benefits.

1.3.2 The Geographical Context

The geographical context for this research is Lebanon. This country is located along the eastern shore of the Mediterranean, with a total area of 10,452 square kilometres and a population of around 4 million inhabitants (Jamali and Mirshak, 2007). Lebanon has been the main land of Phoenicia, an ancient civilization which was situated on the coastline of the Mediterranean from 1550 BC to 300 BC. Phoenicia was mainly dependent on a trading culture and its sailors reached as far as England to sell their goods and products. In its recent history after gaining its independence from the French rule in 1943, Lebanon has become a parliamentary democracy with high influence by religions that shape most of its political, economic and social life. In 1975 the country witnessed a severe civil war which lasted till 1990 and resulted in hundreds of thousands of fatalities (Salibi, 2003). Since 1990, Lebanon has gone through political, legislative, economic and infrastructural reformations and reconstitution in order to bring back the power to a central strong government after being dissolved in favour of different fighting groups during the war. Between 1984 and 2000, the country has being subject to Israeli assaults to its territories, one of them ended by occupying the capital of the country in 1984. This occupation besides the civil was lead to the destruction of the country's infrastructure and political and economic stability and hindered the reformation efforts (Salibi, 2003).

Traditionally, the private sector, especially the family owned businesses, has been the dominant generator of the country's economic growth and financial stability. Also, and due to the weak central governmental role on the legislative and social security spectrums, the private sector has been traditionally playing important social roles driven by commitment to leverage general societal welfare, and also influenced by religious Christian and Islamic teachings that call for a social role for businesses tackling social problem in the societies within which they operate. This social responsibility essence has thus traditionally been a feature of the private sector and embedded within the Lebanese private business practices.

Taking this country background into account, the reason for choosing Lebanon as the geographical context of my thesis could be understood over two-folds. Firstly, the strategic view to CSR is becoming increasingly prevalent amongst managers in the Lebanese context, and there is an evolving awareness among them to CSR's potential strategic benefits and added value (Jamali et al., 2009). The interest by the researcher to conduct this research is evaluated as contributing to the knowledge of strategic CSR within the Lebanese context. This leads to the second reason for the focus on Lebanon, which is the implementation of CSR and the required changes in the way the business and society relationship has traditionally been approached (Jamali and Mirshak, 2007). Although they recognize the importance of the global trend to adopt the strategic CSR approach, managers at the organizational level are still struggling to find a systematic focused method for implementing CSR.

As a response for this evaluation for CSR development within the Lebanese context, the researcher argues that the strategic HR partner role is important within this evolving understanding for CSR strategic applications and implications. HR can contribute to CSR through moving it into the action dimension and building organization culture and stakeholder relations around CSR combined with business objectives.

1.3.3 The Organizational Context

Four organisations have participated in this research. Three organizations were within the banking and financial services industry and one organization within the distribution, sales and marketing industry. Those organizations provided secondary documentation data and primary interview data with a wide range of stakeholders including managers at different organizational levels, employees, customers, suppliers, and NGOs. In addition, project managers from two independent CSR consulting firms and HR practitioners from two universities were interviewed.

The researcher neither specified the number of participating organizations nor the characteristics of each organization; for example, the size, industry, number of employees, and location of operations concerned. The researcher benefited from existing literature and case studies on CSR in Lebanon; see for example Jamali and her colleagues' works (2007, 2008, 2009), Mikdashi and Lea, (2005), newspapers and

magazines archives; see for example the Lebanon Opportunity [1] magazine (Lebanon Opportunities, 2011), and organizations' web pages to identify the organizations with known CSR practices and activities. Fifteen organizations were identified as relevant for the research. However, only four of them agreed to provide the researcher with the required primary and secondary data and facilitate conducting interviews especially with their employees.

The opinion of different stakeholders was essential for the research to triangulate data and create space for debate and critical evaluation for the role of HR in CSR and challenge existing practices in this regard. The researcher would expect to see this as contributing to the research objectives and in line with the adopted theoretical frame that accounts for stakeholders' engagement in CSR, especially employees.

1.4 The Contributions Made by this Thesis

In addressing the research questions and objectives set out earlier, this thesis therefore seeks to make use of the explained theoretical framework that will make a contribution to the literature on CSR and the role of HR in CSR. In order to complete the overall presentation of this thesis, my decision was to state the contributions made by this thesis as early as in this introduction chapter so to give complete summary of this thesis and illustrate the logic of the presented research questions and objectives. The contribution of this research was communicated, discussed and debated in different academic platforms. The research publications (see p xiii) show the contribution of this research as presented in different conferences and synthesised in academic papers, one of which won the best paper award for the HRM track in the Irish Academy of Management (IAM) annual conference, Dublin, Ireland in 2011. All of these works are peer-reviewed papers. Also, the research findings and theoretical constructs were incorporated in two book chapters due to be published in 2012. The first book chapter is on CSR-HRM and its relationship to diversity management and the second chapter is on CSR-HRM and it relationship workplace integrity.

There are thus a number of ways in which this thesis has made a contribution. I will thus start by setting out the contribution to knowledge before moving and to the implications to practice and policy around CSR and the role of HR in CSR

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[1]   An information-based magazine which publishes market and business research, event management, financial consulting, and online services

1.4.1 The Contribution to Knowledge

The significance of this research draws upon the existing gap in the literature on the role of HR in CSR. The research questions were accordingly designed to reveal the interfaces between CSR and HR and present the theoretical model that explains the role of HR in CSR. Regardless of the context within which it was conducted, this research contributes to knowledge as being a novel academic inquiry into the role that HR can assume in CSR and the domains within which HR can contribute into CSR and their outcome values. Compared to recent works studying HR's possible contributions and roles into CSR (Inyang, Awa, and Enuoh, 2011; Cohen, 2010; Fenwick and Bierema, 2008; Preuss, Haunschild and Matten, 2009; Strandberg, 2009), the researcher distinguishes this research as being based on a gap within the literature on CSR and HRM and studied within and theoretical context. Previous works did not thus bring the contribution that this research does.

Now taking into account the Lebanese context within which this research was carried out, the contribution of the research findings could be understood across two main domains. Firstly, supporting the evolving literature knowledge and academic inquiry into CSR understanding and practices within the Lebanese context, especially works of Jamali and her colleagues (2007; 2008; 2008; 2008; 2009). The research findings revealed a limitation in the CSR practices within the philanthropic domain and the absence of strategic CSR applications and evaluation, reporting and stakeholder engagement. CSR practices could be described as being scattered and unfocused. Nevertheless, an evolving CSR awareness among stakeholders and evidence for recognition of employees' contribution into CSR and internal CSR practices were noticed. Jamali's work did not account for these evolving findings and this could be a contribution for this research in the Lebanese context.

Secondly, the inquiry into the role of HR in CSR within the Lebanese context is novel. Before this research, this area was not explored and academic works within the Lebanese context remained concerned with accounting for CSR understanding and practice. The potential contribution of HR into CSR was not yet explored. Thus, the findings of this research and the definition of the factors influencing HR's role in CSR is novel and opens the door for more academic inquiries within this area. The first factor of those is the CSR domains within which the four organizations from the Lebanese context perceive and practice their CSR activities that limit the domains of HR's role and the need for HR's input into CSR. The second factor is the objective of the CSR activity and whether or not CSR has an internal focus within the organizational

environment, including employees' contribution into CSR. The third factor is the CSR approach being strategic or philanthropic and within which the role of HR is assumed. The fourth factor is the understanding of organizations of the role of employees in CSR and whether or not they are being regularly and systematically engaged in CSR. The fifth factor is the managerial discretion, especially within the HR Department that allows HR people to take some CSR initiative in the absence of a clear strategic CSR frame. The sixth factor recognizes some contextual realities related to Lebanon that the researcher defined as playing a role in shaping CSR as well as the role of HR in CSR.

1.4.2 Contributions to Practice and Policy

For managerial practices, this research presents a practical account for CSR-HR connection and proposes guidelines for organizations seeking to develop their CSR strategies. In addition, this research supports HR managers with guidelines for their engagement in CSR and how they can perceive their roles and challenges in CSR strategy development and implementations. The factors influencing HR's role in CSR also incentivize HR managers to develop a better understanding for CSR and the dynamics affecting their contribution into CSR. The main objective is to raise their CSR awareness and highlight the connections between CSR and their HR practices. This delineates the domains within which HR can contribute into CSR such as aligning CSR values with HR practices in the areas of training and development. Supported with this awareness to their role and CSR knowledge, HR managers are urged by this thesis to assume a more proactive and strategic role in CSR beyond the operational roles they are assuming as the findings revealed.

For policy makers at the institutional governmental level, this thesis urges them to be involved in enforcing CSR through laws and regulations. The contextual reality factor that was explained in the earlier section shows clearly how the absence of the role of the government is making organizations complacent and selective about their CSR activities. In some cases, organizations are investing in one domain, such as sports or education, without analysing whether these domains need their intervention, or it might be the case that other domains require more attention. The role of the government is highly important in regulating CSR in the country and creating engagement and debate dynamics with organizations to focus their investment in the domains that require focus and which go in line with areas of operation and expertise of those organizations. This is when CSR moves from the altruistic approach to the strategic approach which is linked with the mission and core competences of organizations. How the government intervention and regulatory role at the institutional

level affect the role of HR is an important question to be answered. The findings revealed that the role of HR in CSR is highly influenced by how the organization understands CSR and whether or not CSR represents a strategic priority. The role of the government in this sense is understood as being advisory and affirmative. While the advisory role is assumed by the government to raise organizations' awareness to CSR and the importance of combining social and economic benefits within their mission, the affirmative role binds organizations to follow laws and regulations that protect the general societal wellbeing and benefits, such as reporting on diversity management practices and workplace health and safety. When CSR becomes a strategic issue, then organizations will look for managerial tools to implement CSR and translate it into actions and HR's role in CSR will be more highlighted and recognized.

1.5 Structure of the Thesis

This thesis was structured to highlight the systematic process that the researcher went through to conduct this research and achieve its objectives. The starting point was through conducting an intensive review of the literature to define the theoretical relationship between CSR and HR and its embodied predetermined research proposition. This stage shaped the adopted methodological approach and case study design and the empirical stage of fieldwork data collection. The researcher moved on to present the within-case analysis and cross-case before presenting the discussion and concluding remarks. The last step was to define the limitations and recommendations for future research into the role of HR in CSR.

Therefore this section will briefly summarise the purpose of the chapters to follow, beginning with Chapter 2. Chapter 2 addresses the literature development to date in much more detail than the introductory paragraphs here in Chapter 1. This chapter is divided into two main parts. Part one explores and reviews the CSR literature through highlighting the evolution of the concept of CSR and concentrating on three relevant conceptualizations, namely: Carroll's model of the CSR four types (1979, 1991), Wood's Corporate Social Performance (CSP) (1991), and stakeholder theory (1984). These conceptual frameworks are adopted when exploring the role of HR in CSR which is the main objective of this research. In addition, Part One sheds light on the HR literature especially the Strategic Human Resource Management (SHRM) literature and highlights the employed HR partnership framework of Ulrich (1997). Part Two compiles relevant conceptual components from the CSR and HR literature provided in the first part of the chapter in order to synthesize the CSR-HR value chain model and its

embodied research proposition. This suggested CSR-HR value chain model comprises of three facets: CSR, the role of HR in CSR, and the outcome benefits of this role.

Chapter 3 defines the adopted research methodology, including the general research philosophy that this thesis adopts in addition to the understanding and engagement of the researcher within the examined phenomena. The justification to adopt the case study methodology strategy and its design and protocol following Yin's works (2011, 2009, and 2003) are clearly stated within this chapter, in addition to the data collection instruments, sources of data and data analysis methods. This chapter discusses also the validity, generalizability and reliability of the research findings.

Chapter 4 presents the case context and within-case analysis. The profile of each organization representing the sample for this research from Lebanon is supported. The descriptive within-case analysis across the CSR-HR value chain dimensions and how each case fits within the model are presented in the chapter.

Chapter 5 presents the cross-case analysis. Following the case study research design and protocol, the researcher conducts within this chapter the cross-case data analysis. The main contribution of this chapter to the thesis is that it goes beyond the descriptive analysis presented in Chapter 6 to present a critical explanation for the findings. Using the cross-case causal network analysis method presented by Miles and Huberman (1994), the CSR-HR value chain model and its embodied proposition are examined within the context of the four organizations and the plausible explanation for the role of HR in CSR is defined. The most common and replicated patterns of CSR and HR's roles in CSR are highlighted.

Chapter 6 assesses the outcome of empirical findings as compared to the literature and initial research propositions. The factors shaping HR's role in CSR are defined and the suggested model is highlighted.

Chapter 7 concludes the thesis by recalling the research objectives and theoretical proposition and the findings. Further, this chapter presents the research limitations and recommendations.

1.6 Summary

This introductory chapter of the thesis began with a brief overview of the topic for this research. The research objectives and questions were then specified, and the

theoretical, geographical and organizational contexts of were highlighted, together with the thesis structure. The more detailed work about the theoretical context and the adapted framework and research proposition takes place in the next chapter of the thesis.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This literature review chapter is divided into two main parts, designed to map out the academic CSR and HR developments, as well as defining the research theoretical framework and proposition. In the first part the researcher presents the adopted definition of CSR and conceptualizations and their role in shaping the strategic CSR approach. In addition, the researcher presents in this part the development in the HR literature and highlights the adopted HR strategic partnership framework that is integrated with the strategic CSR approach within the theoretical model, which is synthesised prior to data collection. The second part of the research introduces the proposition for the role of HR in CSR and the adapted theoretical model that will be examined with the context of the four cases from the Lebanese context to define the plausible explanation for the role of HR in CSR for this research.

Part 1 CSR and HR literature

2.2 The Adopted Definition and Conceptualizations of CSR

Defining any concept in the field of academic research represents an important stage before embarking on designing the theoretical and empirical stages and CSR is no exception (Clarkson, 1995). As the examined phenomenon in this research is the role of HR in CSR, it is important to highlight the adopted definition for CSR. This definition conveys the CSR context within which HR's role in CSR is understood. This is, therefore, the main objective of this section.

The general themes and principles of CSR might appear clear and obvious in the sense that they call organizations to embark on activities that produce social benefit and general societal wellbeing. According to Heslin and Ochoa (2008), various definitions of CSR share one sole notion of maintaining business activities that exceed economic objectives to protect the well-being of, for example, employees, communities, and the environment. Thus, including the term "social" aims to encourage organizations to perform social responsibilities and respond to stakeholders expectations beyond the economic private benefits (Hopkins, 2004, p.2). However, the literature on CSR encompasses various definitions that address different scopes, domains, principles, values, motivations, outcome benefits for CSR without formulating an overall agreement on one definition.

Even leading scholars in the field of CSR admit that this concept might symbolize anything for anybody, and, thus, there is failure in the literature to provide a single clear definition for CSR. Carroll (1979), for example, claims that the discussion about social responsibility is hampered by the fact that this concept lacks consensus and it is hard to tell what it does really mean. Consequently, CSR continues to be vague and with "*unclear boundaries and debatable legitimacy*" (Lantos, 2001, p. 2). This is noticed clearly in the proliferation of terms including for example corporate citizenship (CC[2]) (Waddell, 2000) and triple bottom line (TBL[3]) (Elkington, 1999). Thus, CSR still continues to be a concept with various and disconnected issues. According to McWilliams, Siegel and Wright (2006), various definitions of CSR have been presented in the literature and often no clear definition is proposed, making the theoretical development hard. Indeed, the lack of accurate definition reflects the fact that the nature and scope of CSR obligation is still uncertain. By way of example, Kotler and Lee (2005) suggest that improving the community well-being is an important area for CSR, while Orlitzky (2000) considers that managing the workplace is much more important. Due to this paradox, organizations are struggling as how to interpret and implement CSR and are being selective and uncritical about their domains of CSR in the absence of stakeholders' awareness and pressure. Some organizations might express their commitment to CSR through practicing high level of stakeholder engagement in the CSR decision-making process. Other organizations might consider supporting sports activities within their local community as enough to show their commitment, however.

Facing this controversy, the decision by the researcher to adopt one terminology and definition was therefore critical. The researcher finds a need to clarify three main points. The first point is concerned with the terminologies used in the literature to express the social responsibilities of organizations. All the terms used in this research whether in the theoretical sections or empirical collected data, e.g. corporate citizenship, social responsibility, sustainability and corporate social performance, were used to refer to the CSR. The second general point is related to the parties whose CSR understanding and activities are being examined. Although the term CSR includes the word "corporate", this does not mean that other forms of businesses, e.g. SME and

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[2]   CC is a concept which emphasizes the rightful position of the corporation to be next to other community citizens and therefore focuses on the mutual and inseparable relationship between different societal entities (Waddell, 2000).

[3]   TBL is a concept that adopts a systematic approach to balance the complete set of CSR including economic, environmental, and social responsibilities (Elkington, 1999).

enterprise, or organizations, e.g. NGO and institutions, or even governments are not expected to act and perform their works in a socially responsible way. The third general point is definition of CSR. The conception of CSR adopted in this research is based clearly on the perspectives put forward by Porter and Kramer (2006) Carroll (1979; 1991), Wood (1991) and Freeman (1984). Based on these theoretical frameworks CSR is understood as a concept whereby organizations integrate CSR within their business operations and in their interaction with their stakeholders. CSR means not only fulfilling legal responsibilities and solely business economics benefits, but also going beyond compliance and investing voluntary in activities that have both social as well and business benefits.

After stating clearly the adopted terminology and definition of CSR, the discussion in this literature review chapter moves to cover the development of CSR conceptualization. This step is important before highlighting the adopted conceptualization from the literature on CSR that will be intertwined with conceptualization from the literature on HRM to formulate the conceptual framework for the role of HR in CSR that is presented in the final section of this literature review chapter. Upon evaluating different CSR frameworks presented in the sections that follow, the researcher will be able to articulate the agenda for HR as it fits within the CSR understanding and implementation. Thus, throughout the next sections, different frameworks will be presented as they reflect the debate over CSR within the literature and evolvement of the concept and its managerial applications and implications.

2.2.1 CSR: Broad Understanding

The social interventions of organizations have their longstanding stems, though it is hard to study when and which business was first to actually encompass and develop concerns about social responsibilities. In this sense, the researcher will come across different thoughts and opinions. For example, Smith (2003) argues that the idea that business has social responsibilities stems from the early nineteenth century when in Britain, in the aftermath of the Industrial Revolution, some businesses built factory towns. These factory towns aimed to support workers and their families with housing and other services. Smith mentions examples of such towns such as Bourneville built in in1879 and Port Sunlight built in 1888. A similar pattern also emerged in the United States; George Pullman's town built on the outskirts of Chicago was described as "the most perfect city in the world" (Crawford 1995 cited by Smith, 2003). Another investigation into early years of interest in CSR is provided by Frederick *(1994, p.151)* who argues that by the mid-1920s *"business representatives and executives were*

beginning to speak of the need for corporate directors to act as trustees for the interests, not just of stockholders, but other social claimants as well". Though these works illuminate early interests in social activities and initiatives, the concern about CSR as a forefront topic in the literature has been more prominent from 1950 (Smith, 2003). The time period between 1950 and early 1970s is a milestone period during which the concept of CSR received extensive interest and early academic works to provide theoretical frameworks. At the beginning, these works suggested general and basic assumptions about social responsibilities, and later were extended to conceptualizations (Wood, 1991).

In the literature, CSR started to gain interest during the 1950s starting with Abrams (1951) and Howard Bowen's works (1953). The later work is considered by many scholars such as Carroll (1979) and Wartick and Cochran (1985) as the first attempt to begin to formulate a linkage between corporations and society. In the understanding of Bowen (1953, p.14), social responsibility refers to the obligations 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".*

Bowen's work presents a broader understanding of CSR. The role of CSR, in this sense, is to correct the social failure of the economy by highlighting some social measures. Thus, the notion of CSR finds its position in the broader vision besides the economic goals of the society. Indeed, this is considered an early attempt to couple the society with corporations and trigger interest in placing CSR in theoretical frameworks (Lee, 2008). This argument challenges and opposes the implications of the economic theory.

Within this general understanding of CSR, Frederick (1960, p.60) considers that the final analysis for social responsibility requires "*public posture toward society's economic and human resources and a willingness to see that those resources are utilized for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms*". Ever since Bowen's, Abram's and Frederick's early works, CSR has been acceptable as a concept and supportive writers such as Davis (1973), Carroll and Wood (1979; 1991; 1991), Donaldson and Preston (1995), Freeman (1984) as well as critical writers such as Levitt (1958) and Friedman (1970) added substantial contribution to the literature on the subject. This agreement and disagreement on CSR, whether as a concept or theory among different works and writers, will be discussed in the following sections starting with early CSR conceptualizations such as Carroll's and Wood's models and the stakeholder theory, before ending with the strategic CSR

approach as being the last spotted development in the literature and the adopted approach within which HR is proposed to play a strategic CSR partner role.

2.2.2 Carroll's Conceptualization

One common and highly cited approach to CSR is that of Carroll (1979). Carroll reconciles CSR types in a four-stage conceptualization framework that includes beyond economic and legal responsibilities the ethical and discretionary responsibilities. These four categories are depicted as a pyramid, in which the economic responsibility is the foundation for all other types of CSR, and discretionary responsibilities are the apex (Figure 1).

Figure 1 CSR Domains (Carroll, 1979)
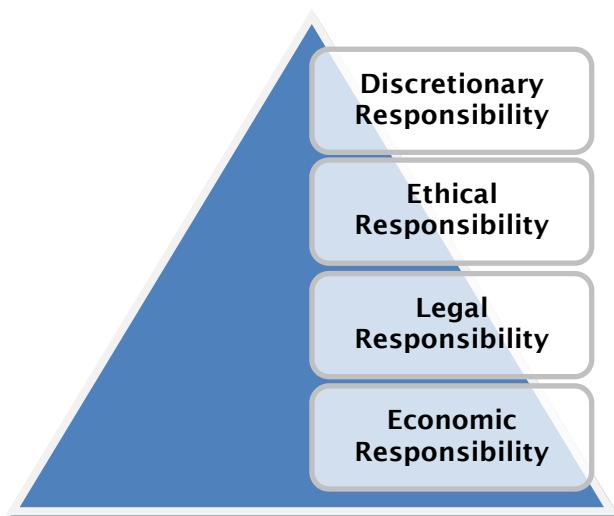
The economic function of corporations is fundamental for the growth and general welfare of society and should be exercised with an awareness of the changing social and ethical values. Economic activities include, by way of example, job creation, technology development, and production of goods and services. This category is not detached from the legal, ethical and discretionary responsibilities and meets the same goals of other organizations in society. The second type of CSR is mandatory, whereby the corporation is legally responsible to abide by the law and act within local and international regulations. Although the legal responsibility embodies and protects ethical norms and values such as fair operations and human rights, it is reactive and weak when the ethical standards evolve (Carroll, 1991). This makes the law insufficient to be used as the ultimate moral guide to business decisions and protect the rights and interests of stakeholders. Here the ethical responsibility which is expected of business, but not legally compelling and codified in the law, enters the picture. This

responsibility recognizes the evolving ethical moral norms in a manner consistent with broad normative notions of rights and fairness that are accepted or rejected by the society. The discretionary responsibility is depicted at the apex of the CSR pyramid. This responsibility is accepted by the business on a voluntarily basis and sponsors human welfare and goodwill. This makes the discretionary responsibility the most controversial as compared to other CSR types. In some cases, purely discretionary contributions might sanction or restrain business's pursuit of profit and do not serve the benefits of shareholders.

Notwithstanding, Carroll's four social responsibilities are aggregative and corporations are expected to fulfil them simultaneously. For instance, the business decisions should be made from the economic, legal, ethical and discretionary points of view to achieve a balanced orientation toward shareholders and stakeholders (Boatright, 2007). Combined, these groups formulate the essence of the total social responsibility of business. The researcher considers this model as relevant and thus it will be adopted in order to define the domains of CSR activities within which the organizations from the sample of this thesis understand and practice CSR.

2.2.3 Stakeholder Theory

Originally, one rival paradigm that seeks the welfare of all groups or individuals involved in business activities is the stakeholder theory: "*The differing views regarding the role of business in society are often presented as being placed within the stakeholder-shareholder debate*" (Branco and Rodrigues, 2007, p. 5). According to Lantos (2001), stakeholder management models are a direct reaction to economic theory. Different stakeholder groups have claims on businesses and to whom the corporation owes morally significant social responsibilities and obligations (Lantos, 2001).

To understand social responsibility, the stakeholder theory is a dominant framework (Zappala and Cronin, 2002). This theory aims to maintain a balance between different shareholders and stakeholders. Accordingly, stakeholders' participation in any CSR programme or initiative is considered to be valuable. Social responsibility issues arise in relationships with most stakeholders, including employees and society at large. Stakeholder management seeks to enhance the integration between groups with a stake in the firm and managerial decision-making. Managers must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver added value (Freeman, Wicks and Parmar, 2004). In

this sense, stakeholder theory urges managers to be clear about the kinds of relationships they want and need to foster in relation to their stakeholders, and respond to the legitimate interests of different stakeholder groups or individuals (Donaldson and Preston, 1995). It is not to say that being responsible for creating value and returns for stakeholders, contrasts with being responsible to their shareholders. In effect, it is a mutual and coherent working agenda that aims to create value for both stakeholders and stakeholders.

Stakeholder theory could be necessarily for doing business as it promotes a mutual shared sense that brings its core stakeholders together and maintains the sustainability of the organization in the long-term. As organizations continually encounter demands from multiple stakeholder groups to devote resources to corporate social responsibility (McWilliams and Siegel, 2001), the stakeholder theory has been advanced and justified in the management literature on the basis of its descriptive accuracy, instrumental power, and normative validity (Donaldson and Preston, 1995).

The stakeholder theory is discussed in depth in the landmark work of Freeman (1984). In his work, Freeman argues that the use of the term 'stakeholder' grew out of the pioneering work at Stanford Research Institute (now called SRI International) in the 1960s. On the other hand, the 1980s provided an environment that demonstrated the power of a stakeholder approach (Freeman, 1984). In this sense, the stakeholder approach emerged as a business thought in the mid-1980s. During that period, the stakeholder theory was considered as a dominant paradigm in CSR since it embraced several new ways of defining CSR aspects (McWilliams and Siegel, 2001).

Thus, the publication of Freeman in 1984, discussing the strategic stakeholder approach, is an important direction. Donaldson and Preston (1995), claim that the heightened interest with the stakeholder framework has rapidly expanded since the publication of Freeman's landmark book. Also, Jones (1995) considers Freeman's work as a pioneering work which popularized the stakeholder theory (Waddock and Graves, 1997). Freeman (1984, p.46) defines a stakeholder as "*any group or individual who can affect or is affected by the achievement of the firm's objectives*". Freeman suggests that there is a need for integrated approaches for dealing with multiple stakeholders on multiple issues. These are the principles and foundations of stakeholder theory. However, the logical question to be asked at this stage of the discussion is: What are these stakeholder groups? Freeman answers this question by suggesting the following stakeholders: customers, employees, community, environment and suppliers. In the

understanding of Freeman (1984), shareholders represent one stakeholder group (Figure 2).

Figure 2   Stakeholder Groups (from Freeman, 1984)

Freeman considers that balancing the relationship between these groups is essential for any firm to succeed. Freeman's argument highlights the importance of stakeholder management as a valid topic and theme within the literature on CSR. Freedman went beyond this and argued for replacement of the concept of social responsibility with the concept of stakeholder management. His argument mainly considers that firms have numerous relevant constituents whose interests should be considered. Firms cannot continue to flourish and survive without the support of these stakeholders which include employees, customers, suppliers and community groups (Freeman, 1984).

Following Freeman's landmark work, Frederick, Davis, and Post (1992) emphasize the need to distinguish between primary and secondary stakeholders depending on the degree of the organization's commitment to both groups. The organization is reluctant to perform primary commitment and direct relationships with the first group which includes: workers, distributors, shareholders, creditors, suppliers, etc. The secondary commitment is affected by the commitment of the organization, the second group which includes: media, the general public, local communities, governments, etc.

Whether stakeholders are classified as primary or secondary, the common theme is the commitment of the organization. Both groups are recognized as being parties that are affected by the decisions of the organization. In terms of CSR, the plans and practices might consider the type of contribution that the organization could made at both stakeholder groups.

Donaldson and Preston (1995) put forward their contribution to the literature of stakeholder management. They highlight the moral and ethical dimensions of CSR and all the business cases for engaging in such activity. Donaldson and Preston argue that a stakeholder model includes all individuals or groups with legitimate interests participating in an enterprise to do so to obtain benefits and that there is no prima facie priority of one set of interests and benefits over another. What Donaldson and Preston propose in their model is the extension of the concept of stakeholder theory to include the public relation group. Donaldson and Preston (1995) argue that the stakeholder theory is understood across two main approaches besides the descriptive approach:

- Instrumental: the theory, in conjunction with descriptive/empirical data available, is used to identify the connections, or lack of connections, between stakeholder management and the achievement of traditional corporate objectives (e.g., profitability, growth).
- Normative: the theory is used to interpret the function of the corporation, including the identification of moral or philosophical guidelines for the operation and management of corporations.

In the view of Donaldson and Preston, the normative and instrumental approaches to stakeholder theory are interrelated and clustered within each other. Furthermore, managers must take into account the legitimate interests of groups and individuals influencing their activities, regardless of the ultimate aim of the corporation (Freeman, 1994; Donaldson and Preston, 1995). In this sense, the normative and instrumental approaches are bonded into a coherent framework within which organizations strive to achieve both the economic and social benefits on the long-term range. Jones (1995) gave an example of how any organization adapting the normative principles of trust and transparency in its stakeholder relations will be investing in long-term competitive advantages that benefit the organization as well as the stakeholders.

This strategic orientation has been evolving significantly within the stakeholder theory discourse in the literature, and the orientation to combine social and economic

benefits to create long-term mutual relationship between organizations and their stakeholders is being more and more the adapted orientation (Morsing and Schultz, 2006; McElhaney, 2009). For example, the literature on stakeholder theory has developed a focus on the importance of engaging stakeholders in long-term value creation (Andriof, 2002). Thus, this argument implies that businesses need to engage thoroughly with a variety of stakeholders to increase the organization's profits. These stakeholders are upon whom the organization's dependence is vital. In this case, the emphasis is supposed to move from focusing on stakeholders to focusing on the interaction that companies have with their stakeholders based on a relational and process-oriented view (Andriof and Waddock, 2002). Therefore, it is expected to witness an increased interest in understanding how managers can manage not the stakeholders themselves but relationships with stakeholders (Morsing and Schultz, 2006).

The distinction between instrumental and normative stakeholder approaches is of high relevance for this thesis, and the view of Donaldson and Preston and recent strategic orientation that intertwines both approaches support the researcher's adopted strategic CSR approach. In this sense, the researcher neither looks at the stakeholder management as a purely normative approach that reaps only social benefits, nor as a purely instrumental approach that reap only economic benefits for the organization. Instead, stakeholder management should count for both approaches and benefits in order to realm long-term range strategic benefits for both the organization and its stakeholders. The role of HR to engage employees in CSR, by way of example, is understood within the strategic CSR approach, and this is what the researcher will emphasize in later sections within this literature review chapter.

2.2.4 Wood's CSP Model: the Responsiveness Approach

The CSP model which occupies a prominent position in the businesses and societal relationships discourse puts emphasis on achieving results and outcomes from socially responsible initiatives. This argument integrates explicitly to the principles of social responsibility, responsiveness, and outcome of social behaviour in one context rather than studying each discipline separately and assuming that they are underpinned with conflicting theoretical and empirical research. CSP throws more light on the capacity of the corporation to respond to social expectations and pressures. While the main focus in early CSR frameworks was on the types and domains of social responsibility, CSP deals mainly with the responsiveness process through the managerial approach of the corporation. In addition to emphasizing the outcomes of social responsibility, the

drivers that motivate companies to engage in CSR represent an important front of the notion of CSP. Wood's work on social performance (1991) and her CSP model reconcile this strain of thought and focuses on the principles, responsiveness and social outcomes of the interrelation between business and society (Figure 3).

Figure 3 CSP Model (from Wood, 1991)

Principles of CSR
- Institutional: legitimacy
- Organizational: public responsibility
- Individual: managerial discretion

Process of Social Responsiveness
- Environment assessment
- Stakeholder management
- Issue management

Outcome of Social Behaviour
- Social Impacts
- Social Programmes
- Social Policies

The CSP model categorizes firstly the motives for CSR into three principles (Wood, 1991), namely: legitimacy, public responsibility, and managerial discretion. By meeting social needs and expectations and building a strong relationship with the society, the corporation as an institution gains the legitimacy and licence to operate. Although this principle is more prohibiting, the power of the society affects the survival of the business when the corporation fails to meet social expectations and needs. In addition, the corporation is publicly responsible for the harm and damage it causes to society. This responsibility is mandatory and compelling since it is related directly to the area of involvement with society. Wood (1991) stated that reactive corporations are likely to be motivated by the legitimacy and public responsibility principle of CSR. On the other hand, proactive motives to CSR are driven by managerial discretion, which is the final CSR principle in the CSP model. This principle is practised at individual managerial levels and depends on the moral awareness of managers who exercises voluntary social involvement.

According to Wood, these principles clarify the debate over CSR, motivate the human behaviour and express a basic value that moves corporations to act (De La Cruz Deniz-Deniz and Saa-Perez, 2003). While previous works examined the types of CSR, for example Carroll's economic, legal, ethical and discretionary categories, Wood

highlights the principles of social responsibility at institutional, organizational and managerial levels. This proposition leaves substantial room for analysing the values that CSR delivers to stakeholders as well as to the corporation. Contrary to early CSR conceptualizations, the CSP appears to be explicit and incorporates social expectations into the corporate responsiveness process, which is depicted in three approaches correlated with the three CSR principles. First, environmental assessment allows corporations to respond or adapt to conditions in its business environment. Corporations screen and interpret the signals sent by the environment so as to determine the appropriate and effective response. Second, stakeholder management represents the CSR involvement and commitment to build balanced and mutual relationship with its stakeholders. Third, issue management is composed of issues to devise and monitor internal and external processes for managing an organization's responses to social issues. This stage defines the corporate strategic orientation. The final stage of Wood's CSP model links CSR principles and responsiveness with the outcomes of corporate social performance. The outcome of corporate behaviour is evaluated in terms of social impacts, social programmes, and social policies. The CSP framework is considered new paradigm introduced to the literature of CSR. This framework clarifies neatly to whom CSR is directed and relates the social behaviour of corporations to performance outcomes which guides the decision making procedure. The main premise of CSP is that the social responsibility acts as the foundation for CSP responsiveness, processes and measurable outcomes (Orlitzky, 2000).

Specifically Wood (1991) emphasizes the importance of the systematic CSR responsiveness process is important for this thesis when studying the role of HR within the general strategic CSR approach. HR's added value into CSR is understood as a translation of the social responsiveness approach into organizational processes and practices such as training and development and communication. HR facilitates thus the responsiveness CSR approach and moves CSR from the principals into the action and application dimensions. Consequently, the researcher will adopt the CSP model of Wood to emphasize the role of HR in CSR within the theoretical model determined prior to data collection.

2.2.5 Adopted Approach: Strategic CSR

The researcher considers the strategic approach within the literature on CSR as a logical development for the early broad CSR definitions and models that mainly captures CSR domains and principles. As explained earlier in the introduction of this chapter, this research adopts the strategic approach for CSR understanding and

practice when examining the role of HR in CSR. This approach draws on previous CSR models especially that of Carroll and Wood (see Figure 1 and Figure 3) in addition to the stakeholder theory when explaining the domains of CSR and to whom CSR is directed.

The strategic CSR approach within the literature corresponds to the win-win situation that is appropriate to organize the business-and-society relation (McWilliams et al., 2006; Jamali, 2007; McElhaney, 2009). The strategic CSR realm is a discretionary commitment by corporations to improve the general welfare of the society and at the same time contribute to corporations' resources and competitive advantages (Porter and Kramer, 2006). The economic benefits of corporations and the interests of the society are intertwined to achieve competitiveness within stakeholder and market segments (McWilliams and Siegel, 2001). The idea of CSR as a strategic activity has gathered momentum in the CSR literature, and a large volume of quantitative studies proves the positive correlation between CSR and core strategic benefits and financial performances (Husted and Salazar, 2006; Lockett, Moon and Visser, 2006).

The prominent argument in the literature on strategic CSR affirms that organizations need to meet their ethical and discretionary responsibilities to face the competition in the market and strengthen their core competences. The legitimacy of the corporation and the license to operate is supported by high commitment to sustainable business operations, environment protection and community stewardship (Porter and Kramer, 2006). This argument collapses the common misconception that social responsibilities are distanced from corporations' business activities and profit-making objectives. The strategic facet of CSR lies in bridging societal well-being and business objectives and, thus, building synergies and potential links between CSR and business strategies and creating mutual shared values.

In a similar way to the instrumental approach of stakeholder theory, Porter and Kramer (2002; 2006) have explored the competitive edge of a strategic approach to CSR. The debate about the inherent tensions between the interests of society and business has moved to the field of strategic management (Wheeler, Colbert & Freeman, 2003). For Porter and Kramer (2002), philanthropic activities present a good example of how socially responsible activities can become source to leverage businesses' competitiveness and sustainable capabilities while maintaining their social involvement. Strategic philanthropy binds both social and economic consideration (Figure 4).

Figure 4 Strategic CSR (from Porter and Kramer, 2006)
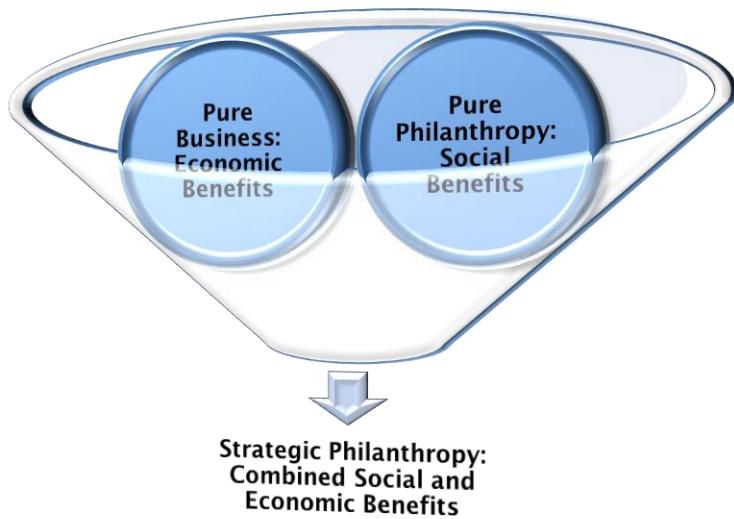
Within this strategic approach, it is pivotal for organizations to target their philanthropy in order to achieve social and economic gains. It is the space and area between pure philanthropy and pure business benefits. CSR should not remain as a pure and radical humanistic and normative concept. In the long run, however, there should not be any contradiction between social and economic objectives. Consequently, strategic CSR boosts the competitiveness of the corporation. In this study, the researcher is thus adopting the strategic approach to CSR to explain the role of HR in CSR and the argument in this context is for CSR as a strategic investment with long-term potential added value for the organization and its stakeholders that have a stake in the business, including for example employees, customers, and community (Porter and Kramer, 2002; Porter and Kramer, 2006). In this sense, HR's added value into CSR is understood within a clearly defined CSR strategy that represents the formal policy linking CSR with the organizational mission and core competences. CSR is understood as an investment in HR's system and practices in areas such as training and development, recruitment, compensation and communication and employee relations to generate mutual added values for both the organization and stakeholders in the long-term strategic range.

2.2.6 Summary

Throughout the line of the early sections of this chapter, the literature review on CSR was presented. The adopted strategic approach within CSR was clearly defined and its evolvement from early definitions and conceptualizations to the strategic realms and outcome benefits was highlighted. Through aligning social and economic benefits, this strategic approach seeks to build competitive advantages consistent with the core competences and mission of organizations. For Porter and Kramer (2002; 2006) and McWilliams and Siegel (2006), organizations should be more strategic and think about long-term competitiveness when formulating their social responsibility manifesto and programmes. In this sense, even the way that most philanthropic contributions are practiced has to shift to become more strategic rather than just being unfocused and scattered altruistic contributions with short-term results. Within this strategic CSR approach, organizations striving to achieve a leading position in the market should develop and adopt their CSR initiatives within a systematic process. The culture and consensus of social responsibility should be embedded within the organization as well as with the external environment. Also, social investments have to be evaluated according to predetermined objectives and estimations. If this assessment is not applied, then any CSR programme or activity will remain with no goal and future pay-off. The important factor in this respect is to maintain this balance between financial performance and social responsibility. Organizations have thus to be reactive and initiative when dealing with stakeholders' expectations and needs while maintaining the profitability of their business. The literature has realized the strategic vein of CSR and many authors have translated this understanding into practical frameworks and contexts. There is, indeed, a strategic value for CSR that can no more be ignored by academics and executives. Although chasing economic benefits is the foundation for any organization (Carroll, 2004), social responsibilities and ethical principles, which are not necessarily codified into law and mandated, remain an essential part of the total responsibility of the organization. It is the area that combines economic and social benefits (Porter and Kramer, 2006).

The inquiry into the role of HR in CSR is examined within this strategic CSR approach and the theoretical proposition in this research accounts for the values that HR acting as a strategic partner can add within CSR. The development in the understanding of the strategic applications and implications for CSR presents a significant opportunity for HR to lead CSR and drive CSR change and achieve CSR strategic objectives and maintain its deliverables (Meisinger, 2007). However, before moving and studying the CSR-HR affinities and proposing the theoretical relationship between CSR and HR, the

second section part will present the literature review on HR with more focus on strategic HRM literature. Prior to the data collection stage and as part of the theoretical component of this thesis, the adopted strategic HR partnership model that will be reconciled with the strategic CSR approach to present the CSR-HR value chain model and the initial research proposition.

2.3 Human Resources (HR): Concept Development and the Adopted Strategic Partnership Framework

2.3.1 Introduction

There is evidence of HR's valuable role which exists across the entire business life cycle (Boxall and Purcell, 2000). Organizations of different sizes, whether small, medium or large, cannot survive without the HR Department, and concerns for human capital remain unvarying. However, the degree of HR involvement and partnership in the decision-making process varies among companies. The role of the HR Department in companies where modern business systems, strategy, philosophy and orientations are followed has extended to cover social and long-term performance responsibilities. Moving beyond traditional business systems, HR's responsibility in creating value and long-term capabilities draws attention to its pivotal role in both strategy implementation and management systems in a world of perceived intensified competition (Becker, Huselid and Ulrich, 2001). The effective role for HR in responding to external and internal social needs is a key feature of strategic management practices (Cornelius, Todres, Janjuha-Jivraj, Woods and Wallace, 2008), and this research is recognising these new roles of HR in CSR.

When reviewing the HR literature and its responsibility scopes, the researcher recognizes that little has been written about CSR. Martin and Hetrick (2006, p.32) describe this as "*silence"* and lack of interest. After years of experience and academic works in the field of HR, they express their disappointment because the HR literature is almost silent on the relationship between concepts like CSR and HR. Few articles address values associated with CSR, and intense concerns by HR theorists have not yet been shown. According to Zappala (2004)**,** HR has historically played a marginal role in formulating and implementing CSR. However, the researcher might spot optimistic signals when referring to some interests in HR-CSR facets in the literature of Strategic Human Resource Management (SHR) (Ulrich, 1998; Zappala, 2004; Schuler and Jackson, 2006) especially Ulrich's work (1997b). Until now, these interests are not translated into theoretical works, no insights have been offered, and theories of corporate social responsibility or stakeholder management continue to be ignored (Greenwood, 2004).

No significant research exploring the social responsibility facets of SHR has been produced, and HR researchers fail to address the principles and rationales of CSR. According to Greenwood (2002, p.265), such theories can "*offer insight into HR which is different from, yet equally important to, other theories of the organisation*". HR policies need to be developed in response to the advancement in CSR theoretical propositions.

Although this shift will not be easy, the researcher is motivated to delineate this gap in the literature and explore a new synergetic frontier between HR and CSR. The rising star of CSR brings the challenge for the role of HR in adding value into CSR and delivering outcome benefits. Thus, the main purpose of this research is to create the framework linking CSR and HR seeking strategic implications which will be relevant and useful theoretically and practically. There is a clear absence of such a framework in the literature of CSR and HR (Zappala, 2004; Martin and Hetrick, 2006). The first section of this chapter mirrored the theoretical conceptualizations of CSR. To complete the picture and prepare the scene for the empirical work, it is pivotal to further the discussion and cover the literature of HR with additional weight for strategic inferences and frameworks namely: the strategic HR partner framework and the Resource Based View.

2.3.2 Personnel Management and Strategic Human Resource Management

Like any concept in social sciences, human resource management develops and flourishes throughout different patterns of considerable and rigorous theoretical works. Where new conceptualizations are addressed to the literature, the core assertion is to meet new business challenges and management changes. This is the importance of HR where its rhetoric provides sustainable managerial applications and legitimacy (Legge, 1995). In this sense, most HR theorists based their propositions on their professional experiences at leading companies. Consequently, the legends and remarkable stories of General Motors, IBM, Lockheed, Sears, Quantum etc. and their achievements in articulating successful HR strategies and promoting HR initiatives made a big influence in the literature of HR. Thus, how companies envisage and project their positions in the market will affect their understanding of the role of HR and the shift in the role of HR comes from changing business demands (Ulrich and Beatty, 2001).

Similarly, more is expected and required from HR when companies are seeking long-term prosperity and sustainable strategies. In order to build unique capability and core

competencies, companies should convey a strong belief in HR. In this sense, companies can no longer continue debating whether or not HR should be a strategic partner. As market complexities increase, the question should be: What are the new roles for HR? But first, and before answering this question, this section will start by identifying the nature of traditional personnel management as a starting point and benchmark for subsequent discussions about the integration of HR with business strategy .

2.3.3 Traditional Assumptions: Administrative and Personnel Management

In the light of the preceding introduction, it is important, then, to enter the field of these traditional assumptions, mainly personnel management, to be able to understand the resonance of HR. So what are these traditional personnel management assumptions? Generally speaking, it has been argued that personnel management focuses on isolated tactical and reactive practices at individual levels (Sisson and Bach, 2000; Pilbeam and Corbridge, 2006). This concept stands for a set of activities planned to be executed effectively, but with little relationship between these activities and the overall organisational objectives. For a long time, rightly or wrongly, personnel management was mainly regarded as an administrative function responsible for improving a business-oriented and short-term financially-driven agenda, which is only focused in relation to the emergent character of HR (Guest, 1999). This put the personnel managers under pressure to live up to corporate interests and concerns with routine administration (Simmons, 2003; Schuler and Jackson, 2006). Personnel units have been accused as being rhetorical, manipulative and a management tool to control the workers (Greenwood, 2002). Merely focusing on performance and productivity initiatives detracts attention from strategic approaches, which couples coherent human resource policies and practices with business policy. As a result, personnel specialists "*lost any semblance of credibility as a steward of the social contract*" (Kochan, 2004, p.2).

The traditional HR roles, however, witnessed a transition period in terms of both rhetoric and empirical works; personnel managers were more involved in not just dealing with isolated and physical works, but with activities linked to the broader organizational strategies and objectives (Legge, 1995). This change was due to the increase in market complexities, changes in business environment and munitions factories, especially after the Second World War. Personnel managers were more familiar with new concepts and terminologies such as efficiency, recruitment and

training (Caldwell, 2003). They were expected to be experts rather than performing line-management activities.

Later, personnel managers realized the need to develop an open organizational culture within which the relationship between employers and employees has to be managed effectively. Thus, the field of personnel management expanded quickly over time and elements of labour process and industrial relations traditions became intertwined (Sisson and Bach, 2000). This shift in focus brought a very different role for personnel specialists making their role vague and at low status levels (Hall and Torrington, 1998). This made personnel managers among the strongest believers in promoting and pronouncing HR's models. Later, strategic roles were added to extend and empower the role of HR managers and area of HR. HR managers became strategic partners with upper management and their role shifted from being strategically reactive to proactively managing strategic changes.

It is worth noting at this point of the discussion that the prior description for the examined transition is not to say that these new premises led to the demise of personnel administration, but to say that personnel management has increasingly given way to human resource management (HR). The vocabulary of personnel management was provided with a new title, i.e. HR, and the content was refocused (Legge, 1995). The rapidly and rigorously emerging literature of HR integrates all personnel activities in one pool aligned strategically with organisational objectives. These activities are evaluated as an investment area rather than a cost to the organization. This change was echoed by job advertisements, rapid expansion of MBA studies courses, professorships in HR, professional magazines and new journals and periodicals assessing HR. In addition, academic literature emerged exploring HR conceptualizations, theoretical models and empirical works. Rather than being a management activity performed on subordinates that could be expressed by all managers, HR focuses on the importance of employee development, coordination and proactive usage of human resources in the business unit.

The importance of HR lies in the phenomenological reality of its rhetoric as comprising a series of metaphors redefining the meaning of work and the contingency of the relationship between employees and employers. From the 1980s onwards more developments in the role of HR managers have emerged as a result of market changes experienced in both products and labour markets across countries. The HR agenda proved to be a topic for heated debate (Sisson and Bach, 2000), and HR brought changes to traditional assumptions and perceptions of personnel management. These

changes were mediated by greater technical sophistication and a proliferation of political ideologies and economic theories. Also, companies were more concerned to search for competitive advantages, which encapsulate the dominant business mind-set and pervades HR. In response to these changes and challenges, HR became more responsible for strategic development and performs appropriate functions in managing the change and acting proactively as strategic partners. The level of professionalism, knowledge and skills is expected to be higher than that in a personnel department (Ulrich, 1998). While the narrow scope of duties in personnel departments requires small groups of staff which will be mainly engaged in keeping personal files, registration of employment, dismissal, retirement, payroll and other clerical works (Vasiljeviene and Vasiljevas, 2006, p.35), the wide and strategic scope of HR requires not only a large number of staff groups, but also the educational levels and experiences. For example, a system for job performance assessment pursuing increased ineffectiveness cannot be articulated and implemented using traditional HR applications. It is the task of HR with strategic orientations as aligned to the organization's management system and valid processes.

The attraction of HR strategy rests on continuing attempts to build competencies and sustainable advantages aligned with organizational strategic goals. Competitive HR system is understood as a set of *"distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining or disposing of a firm's human resources"* (Jamali and Mirshak, 2007, p.701). This distinctive management approach seeks to achieve competitive advantages through creating innovative capabilities and allocating workplace resources. For example, HR management plays an important role in communicating the strategic vision of the organization's management among employees through facilitating their understanding and interpretation of that vision (Jamali et al., 2009). Also, HR management contributes to the communication of strategic vision by boosting and aligning the human capital and organization's environment. The HR management is, indeed, at the heart of any strategy and vision. It is the instrument that facilitates the transmission and communication of the message from the top managers to employees.

What make this role special and fundamental is the knowledge, skill and ability that HR managers already have in relation to their employees. According to Lee (2001), a good HR manager is someone who lays out the subject clearly and coherently. It depends on the knowledge that HR managers adhere to and reflect in the strategy of corporations. Knowledge is, therefore, the key source of competitive advantage especially when managing employees as being the organization's most valuable assets (Valentin, 2006).

Also, it is evident that progressive HR involvement and contribution at strategic levels, not just administrative levels, makes the difference in the performance of the corporation (Pfeffer, 1996; Waddock and Graves, 1997).

2.3.4 New Agenda for HR: the Adopted Strategic Partnership Framework

Taking the prior introduction as a starting point, the discussion now moves to discuss strategic propositions for HR. It is clear that in today's fluctuating market and environment, issues related to globalization, economic growth, technology advent, political unrest, intellectual capital scarcity, employment uncertainty, change management and competitive demands have caused dramatic changes and transformed general conditions for HR strategy and its involvement in decision-making processes(Ulrich, 1998; Ehnert, 2006). HR managers can no longer sit in the back seat and continue being passive observers without showing active interaction and leadership in facing these challenges. The contribution of HR is essential for the success of the organization, and strategic considerations made remarkable influences in the literature of HR (Wright, McMahan, McCormick and Sherman, 1997). So, these challenges are facts and the traditional agendas and roles of HR have to adapt the change. In describing this change, Ulrich and Beatty (2001, p.306) state that the role of HR is "*to ensure that HR adds value to strategic planning and business results of organizations".* This is the Strategic Human Resource Management (SHR), and it typically means making investments in HR policies and practices that enhance long-term value creation and performance outcomes (Boudreau, 2003).

Drawing on the work of Ulrich (1997b; 1998), the role of HR is vital in the overall decision-making process at strategic levels. HR can create value through its functional area and systems. To be able to synthesise strategic capabilities, HR managers have to live in harmony with several competing roles. These roles are defined as the following:

1. Strategic Partner: becoming a strategic partner is a new role for HR compared to its traditional administrative role. Aligning HR and the business strategy requires that HR be assigned to set strategic priorities. They should be assigned for creating, structuring and debating the best practices that the organization is committed to achieve. Thus, to be a strategic partner, HR should be asked to draw up plans and be accountable for outcomes and results.

The role of the HR Department as a strategic partner "*can be fulfilled in different ways, varying from involvement in strategy formulation to mere implementation of strategic decisions*" (Buyens and De Vos, 2001, p.75). The type of involvement of HR in the decision-making process is therefore important. This argument should reserve its position in the organizational management approaches whenever there is a need for management change. If the aim is to achieve effective and successful change, a greater role for the HR Department should be warranted (Zappala and Cronin, 2002).

2. HR as Change Agent-Transformation and Change: HR should ensure that the organization has the capabilities and necessary resources to adopt any change. Thus, transferring rhetoric into actions and creating a culture of change. The role of HR is vital when addressing the challenges and opportunities of change. According to Lee (2001), a good HR manager is someone who lays out the subject clearly and coherently. It depends on the knowledge that HR managers adhere to and reflect in the strategy of corporations. Knowledge is the key source of competitive advantage, especially when managing employees as being the organization's most valuable assets (Valentin, 2006).

Within the organization, HR holds a burden of responsibility in any change-management project. It should not be exempted from contributing to any project especially when different stakeholders are affected by and effective in the change. The consequences of HR role in project plans, implications and activities are becoming clear and brought to light (Wilcox, 2006).

3. Employee Champion: HR must take responsibility in enhancing and mobilizing active employee engagement. This requires defusing the culture of trust, high moral standards, teamwork, motivation and social networking. Consequently, HR should be responsible for training and orienting line managers on how to be employee champions. In this respect, workshops, written reports and surveys are examples of management tools that can help to achieve this goal.

In a recent modification to his partnership framework following his book in 1997 *Human resource champions: The next agenda for adding value and delivering results,* Ulrich splits the employee champion role into the employee advocate and human resource developer (OrlitzkySchmidt and Rynes, 2003). HR developers require HR managers to see the world through *"employees' eyes' and act as their representative, while at the same time 'looking through customers', shareholders' and managers' eyes and communicating to employees what is required for them to be successful in creating value*" (Orlitzky et al., 2003, p.201). This modification makes the employee

champion and employee advocate roles most closely associated with social responsibility towards employees' wants, needs and expectations (Francis and Keegan, 2006).

4. Becoming an Administrative Expert: besides their routine administrative tasks, HR should work to improve the efficiency of the whole organization. To be eligible and offered a seat at the strategic table entails that HR delivers flawless administrative services (Ulrich, 1998). There should be consistency in performing a faster, better and cheaper business processes. This could be achieved by "hiring, training, and rewarding managers who increase productivity and reduce waste" (Ulrich, 1997b, p.28). By way of example, new technologies could be deployed and used to screen CVs and reduce the cycle time for hiring new candidates. Ulrich's typology for a new agenda for HR is depicted in Figure 5.

Figure 5 HR's Strategic Partnership Framework (from Ulrich, 1997)

Although they are all depicted in one matrix and concerned with value creation, it is important to note here that the new HR roles are positioned in four quadrants along two axes. They, thus, vary in relation to their focus and activities. The two axes in Figure 5 represent the focus and activities of HR where focus ranges from long-term/strategic to short-term/operational and activities range from managing process to managing people (Ulrich, 1997b). To illustrate, the role of HR as strategic partner and change agent, quadrants 1 & 2, is more focused to articulate strategic capabilities.

While, on the other hand, being an administrative expert and employee champion, quadrants 3 & 4, facilitate their operational roles. In addition, administrative mandates are focused on the process and employee champion activities on people management. Ulrich's matrix appears in an explicit framework bridging operational and strategic HR mandates. This takes us back to the beginning of this section where the argument was that HR should be involved in strategic partnership roles while continue performing their administrative and operational tasks. When HR are efficiently controlling and performing their administrative and short-term expectations, they will be more capable of synthesising successful strategies. CEO's are always eager to listen to HR talking about future strategic plans and, at the same time, presenting their administrative and operational achievements in their routine work. This harmony and synchronization is echoed by Ulrich's matrix.

Ulrich's work and its propositions for more strategic HR partner business roles were indeed criticized afterwards. The considerable tension within the literature was how the four roles are put into practice and within which task as expressed by Caldwell (2001) and Ashton, Haffenden, and Lambert (2004). For them, the strategic HR partner framework is very general and represents a set of activities that could be performed by HR ignoring the specificity of the task. Thus, there is a lack of clarity on the extent of the applicability of the framework and whether the HR can practice those roles regardless of the task.

Ulrich however never intended to describe a set of roles to mean HR's job, but a set of activities to be performed by a number of people. He expressed this clearly in his work in 1997 when he explained that these four roles are HR roles that can be assumed by managers within their department and not necessary within just the HR department. However, and in response to this criticism Ulrich and his colleagues have introduced some change to the original 1997 strategic HR partner framework. In 2001 they argued that HR must be more active players than just being passive partners, and they suggested the new HR roles are: coach, leader, conscience, facilitator, builder and architect (Ulrich and Beatty, 2001). In 2005, Ulrich and Brockbank (2005) proposed a new framework which captures HR's strategic role as:

- Employee advocate: HR ensures that the employer–employee relationships are of reciprocal value.
- Functional expert: HR designs and delivers HR practices
- Human capital developer: HR builds future workforce.
- Strategic partner: HR helps line managers reach their goals.

- HR leader: credible to own function and others.

Although Ulrich and his colleagues have broadened out and fine-tuned some of the key terms in their 2001 and 2005 versions, however they seemed to again re-emphasize the clarity of the 1997 version, which remains the most highly cited and adopted within both academic and practitioner communities (Anderson, 2004). In this thesis, we adopt the original version of the strategic HR partnership model as it serves the objectives of this research for looking at the role metaphors and added values and sustainable outcome benefits for HR in CSR.

2.3.5 The Resource Based View

Besides the strategic HR partner model, the Resource Based View (RBV) represents an essential conceptualization which links HR and CSR together with the strategic management literature. This thesis has made strong connections with the strategic management literature, and the strategic CSR approach and the strategic HR roles were adapted because they draw on organizational core competencies and focus on generating sustainable competitive advantages. In his work *Firm resources and sustained competitive advantage,* Barney (1991) explained how the competencies must be valuable so to enable the firm to exploit opportunities and/or neutralize threats in the competitive environment; and must be unique in the sense that only small number of firms in a particular competitive environment possesses these competencies. Thus, the competitiveness of any strategy derives from the resources and capabilities that the firm controls that are valuable, rare, imperfectly imitable, and not substitutable (Barney, Wright and Ketchen 2008). Lado and Wilson (2007, p.701) described the fundamental bases of RBV as the "*organizational competencies that are heterogeneous and immobile form the basis of sustained competitive advantage*".

Organizations' resources and capabilities could be understood in this regard as:

- The tangible and intangible input factors whether human or nonhuman that are owned by the firm (Amit and Schoemaker, 1993). These resources are utilized in the production of goods and services to satisfy human wants;

- and capabilities that are the organizations' capacities to create, exchange, and deploy resources to achieve and affect desired outcomes through the firm's human resources (Amit and Schoemaker, 1993). By way of example, firm's capabilities could be moral culture, learning, and entrepreneurship.

The RBV has been introduced and developed to describe how certain management practices and organizational capabilities in exploiting resources can generate sustainable competitive advantages for organizations (Wernerfelt, 1984; Barney, 1991). Introduced to the literature of HR after Wernerfelt and Barney's work, the RBV received considerable attention and gained wide popularity as relevant theoretical contexts for studying HR in the strategic doctrine (Boxall and Purcell, 2000; Schuler and Jackson, 2006). Since then, the RBV remained a prominent foundation for the strategic HRM debate within both the academic and managerial communities (Legge, 2005). It has been argued in this regard that the HR's core competencies through its systems, practices and resources support organizations with sustainable competitive advantages. The logic here is how HR can develop competencies that are essential for the work of the organization and its human resource (Collis, 1994; Hart, 1995; Litz, 1996; Ulrich, 1998). Those core competencies incorporate tangible and intangible social, economic and ethical capabilities and resources that make significant contributions to the sustainability of the organization.

In this thesis, the RBV represents a highly relevant conceptual context when examining the role of HR in CSR, and it represents a holistic strategic approach and not only separate managerial tool for marketing purposes. On one hand, the researcher considers CSR and the role of HR in CSR as a source of sustainable competitive advantages that draws on the organizations' core competences/or capabilities and resources. It is thus an internal approach to understand strategic management and the role of HR in CSR than being external approach for the market environment. As explained earlier, the strategic CSR approach that the researcher is making the case for and for the role of HR in it has strong connections and translation within the internal organizational environment through culture, policies, processes, and employee engagement in CSR; and the aim is to generate strategic competiveness.

2.3.6 Summary

Overall, the central proposition within this section suggests that HR can assume strategic organizational roles on the long-term focus besides performing operational roles on the short-term focus. This proposition is conveyed within the literature as a development from personnel HR functions responsible for performing administrative tasks and controlling costs to strategic HR functions responsible for defining and executing organizational strategic and related change issues. This thesis draws on this development within the literature to highlight the potential HR's roles and domains of

added values within CSR. The earlier presented development in theory and practice to view CSR as a strategic objective that needs efficient delivery and translation into organizational practices and change management and stakeholders' engagement, especially employees *"presents a significant leadership opportunity for HR"* (Meisinger, 2007, p.8). Fostering CSR values and principles and integrating them with the overall organizational business strategies could represent domains for HR's added values deliverables (Willard, 2002). Admittedly, the strategic HR partnership framework put forward by Ulrich (Ulrich, 1997b) was adopted to match the strategic CSR approach and challenges for managerial practices. In what follows, the researcher will present the CSR-HR value chain model which integrates CSR and HR within one theoretical context and defines the initial research proposition and theoretical relationship between CSR and HR prior to data collection.

Part 2 Research Proposition: Role of HR in CSR

2.4 The CSR-HR Value Chain Model: Predetermined Conceptualization

2.4.1 Introduction

So far, the first part of this literature review chapter examined the evolvement of CSR conceptualizations. It has been argued that CSR is no more a marginal issue for organizations and solely assessed as an activity performed for public relations and marketing objectives and benefits. More recently CSR is viewed by organizations as a strategic objective that needs execution through practical managerial processes and systems in order to establish and promote social, environmental and ethical principles (Porter and Kramer, 2006). CSR, according to the conception adopted in this research, is a concept whereby companies integrate social concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It means not just fulfilling legal and economic responsibilities, but also going beyond compliance and investing in activities that result in social as well as economic benefits for organizations and their stakeholders. Within this context, the strategic approach CSR is adopted with two well-grounded CSR conceptualizations combined are of Carroll (1979) and Wood (1991) in addition to Freeman's (1984) stakeholder approach to social responsibility.

While the focus in the first section was on CSR conceptualizations, the primary focus of the second section was on the development in the HR literature. The HR unit witnessed a dramatic shift from being responsible for personnel management and daily administrative tasks to a strategic unit responsible for building organizational

sustainable and competitive advantages. Besides their concerns for administrative efficiency and managing people, HR managers must be responsible for translating business objectives into the organizational managerial systems and processes (Ulrich, 1997b). This paradigm shift is emphasized in Ulrich's HR strategic partnership framework, which will be adopted when building the primarily conceptual model and examining empirically the role of HR in CSR.

Drawing on this review, it is clear for the researcher that an increasing overlap and crucial commonalities exist between CSR and the investigation into HR's role in CSR and outcome benefits are timely and contributes to the literature. On the one hand the position and role of organizations is changing as the societal context is becoming more complex. Organizations can take into account issues that go beyond their profit making scope and legal compliance and therefore act in response to the growing pressures, demands and expectations of different stakeholders. They are increasingly required to take account of the impact of their activities on the society and environment, and thus foster the notion of CSR and align its initiatives with organizational objectives. This quest implies that organizations need to behave and act according to social, environmental and ethical standards and show profound commitment and dedication to develop and implement CSR-related strategies and programmes. CSR is a change to actions and attitudes and the credibility of CSR remains dependent on delivery. CSR's success depends on process, people, coordination, communication and change management (Hopkins, 2004). The central underlying notion is that CSR needs to be embedded in business practices and actions, or it risks being constrained and defined by purely public relation and marketing objectives.

Parallel to the development in the field of CSR, HR is already involved in communicating ideas, implementing policies and managing changes across the organization. HR is increasingly being responsible for many of the key organizational systems, approaches and processes in departmental and stakeholder context (change management, health and safety, recruitment, training and development, communications) upon which the effective delivery of organizational strategies and objectives depends (Ulrich, 1997b; Redington, 2005). Mandatory HR attention is given to social, environmental and ethical concerns and responsibilities (Paauwe, 2004;Schoemaker, Nijhof and Jonker, 2006). In addition, HR is expected to show strong committed to individual and organizational development and high concerns with ethics, sustainability and environmental concerns (soft model) (Legge, 1995; Fenwick and Bierema, 2008; Ehnert, 2009). It is dedicated to implementing the vision

and mission of the organization, and HR people have the relevant knowledge and skills in relation to organisational learning, communication and engagement knowledge and culture change.

Consequently, HR's expertise and knowledge in executing organizational strategies, managing the change, maintaining the business efficiency and engaging stakeholders is argued to contribute to CSR and move it into the action dimension and execution. While previous literature fails to capture the valuable roles and contributions of HR to CSR, this research takes an integrated view of CSR and HR to detail a conceptual model of the HR's involvement in CSR (Petrova, 2007). This multiple-case study research examines why and how the role of HR is important for implementing the CSR strategy, managing the CSR culture of change, increasing employee engagement and contribution to CSR, and maintaining efficient social performance. Theoretically, and prior to data the collection phase, this research posits the primarily conceptual model (Miles and Huberman, 1994) that explains the four HR roles in CSR, why the involvement of HR in CSR through these roles is valuable, how through these roles HR contributes to the success of CSR strategies and what valuable benefits and resources the role of HR in CSR produce.

This initial conceptual model defines the strategic CSR approach which includes the CSR domains and responsiveness approach and stakeholder management, and HR's roles as strategic partner, change agent, administrative expert, and their outcome benefits as predetermined constructs (Eisenhardt, 1989). In addition, the model illustrates the most likely relationships between these variables as reconciled in the CSR-HR value chain model, which is offered in a separate section at the end of this chapter. This model draws on complementary and integrated conceptualizations encountered in the CSR and HR literature. The predetermined construct provides guidance for designing this multiple-case study and collecting and analysing data. Through evaluating empirically the managerial conceptions and practical application of CSR and HR across multiple-cases in from the Lebanese context with the proposed conceptual CSR-HR model, the researcher will be able to draw the final conclusions and contributions (Eisenhardt, 1989).

In what follows, the researcher explains the significance of the inquiry to the role of HR in CSR and highlights the dynamic of the CSR-HR affinities. Within a newly introduced theoretical model, the researcher presents the initial research proposition for a strategic HR partner role within a strategic CSR approach that will be evaluated empirically.

2.4.2 Why the Role of HR in CSR?

At this stage and before presenting the conceptual components of the CSR-HR value chain model, an important question to be asked is: Why is HR important for CSR? To answer this question the researcher takes the discussion back to the fundamental understanding of CSR as a concept whereby organizations integrate social concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Accordingly, what is important for CSR is not the terminology and statement, but how it is implemented and the way organisations interpret and translate its notions and initiatives into actions. This is where the contribution of HR becomes necessary and clearly valuable (Schoemaker et al., 2006), and any proposed role for HR in CSR could be justified building on this CSR quests and challenges (Schoemaker, Nijhof and Jonker, 2006).

According to Ehnert (2009), Matten and Moon (2008), McWilliams, Siegel and Wright (2006), Porter and Kramer (2006), Clarkson (1995) and Fredrick (1994), translating CSR into managerial practices and managing the CSR change and the relationship with stakeholders are the real challenges that organizations should be concerned about dealing with. What HR can do in this context is provides the tools to change organizational behaviour and integrate CSR into organizational processes and, thus, reflect CSR strategies into practice (Mees and Bonham, 2004). HR's expertise and knowledge in executing organizational strategies, managing the change, ensuring business efficiency and engaging stakeholders, complete the action dimension of CSR. HR is also dedicated to human capital and community advancement, and is increasingly called upon to create win-win situations for the organization and its multiple stakeholders (Schuler and Jackson, 2006). Hatcher (2002, p.50) suggests that "*HR professionals have been complicit in helping to create organizations and workplaces that do little to enhance the human spirit or protect the environment*." In other words, HR has a crucial role to play in embedding a socially responsible approach in business fabrics.

Furthermore, many of HR's practices such as employee engagement, ethical conducts, employee moral awareness, diversity, workplace safety and health condition, employee volunteering activities, could potentially be domains for integration with CSR values and principles such as green practices and sustainability. Thus, HR can add values and generate outcome benefits such as employee retention and commitment through CSR (Redington, 2005; Rego, Leal and Pina e Cunha, 2010; Meyer, Stanley and Parfyonova, 2011). HR's commitment to individual and organizational development and concerns

with ethics and sustainability (soft model) (Fenwick and Bierema, 2008) share common grounds with CSR. HR is capable of preparing the needed resources for successful implementation of CSR strategy; thus, translating CSR into practices and processes. HR is concerned with implementing the vision and mission of the organization and CSR still miss this aspect. CSR's success depends on process, people, coordination, communication and delivery. HR already has the necessary skills to handle this task and bring CSR into the action dimension.

2.4.2.1 CSR-HR Affiliations

Another issue that supports the researcher's argument for a role for HR in CSR are CSR-HR affinities that are increasingly reflected in recent CSR standards, which explicitly refer to and include HR components (Wilcox, 2006). For example, many HR-specific guidelines are included in standards from the Global Reporting Initiative (GRI), a non-profit that promotes reporting by organizations of their economic, environmental and social performance. Those guidelines are reflected in Table 1 (Global Reporting Initiative, 2011). Another example is the Reputex Social Responsibility Ratings - an Australian social responsibility measurement. Two of its four categories reflect concern for people and have direct relevance to HR. These categories are: social impact and workplace practices. The latter includes employee involvement, fair and reasonable rewards and conditions, a positive commitment to diversity and work-life balance, industrial relations arrangements based on mutual respect, occupational health and safety arrangements, executive remuneration that is fair and equitable, independently verifiable performance measurement and evaluation systems and training and development policies (Kramar, 2004).

Table 1 CSR-HR Affinities in GRI (from GRI, 2011)

GRI Indicator	HR Dimensions
Labour practices and decent work performance indicators	Employment
	Labour/Management relations
	Occupational health and safety
	Training and education
	Diversity and equal opportunity
Human rights performance indicators	Investment and procurement practices
	Non-discrimination
	Freedom of association and collective bargaining
	Abolition of child labour
	Prevention of forced and compulsory labour
	Complaints and grievance practices
	Security practices
	Indigenous rights
Society performance indicators	Community
	Compliance

Recently, CSR is attracting more and more the attention of HR. According to an exclusive survey of 150 HR directors of leading industry companies conducted by HR magazine in 2009, CSR is raising up the priority lists of HR managers (Jones, Wicks and Freeman, 2002). The results showed that 39% of respondents said that CSR is quite significant in their organisation and 26% believe it has a direct effect on HR practices especially recruitment, retention and engagement. In addition, 67% of respondents think CSR will be more important to HR in three years' time. Following these results, the HR magazine included CSR to its HR Excellence Awards 2009 as a new category in order to recognise the valuable benefits that result from bringing the people element into CSR. Another survey conducted by the Society for Human Resource Management (SHRM[4]) in 2007 shows that CSR practices are moving to the centre of HR's strategy. Also, in June 2007, Business Week Research Services, in partnership with Grant Thornton, surveyed 500 executives from 159 U.S. Companies. Around 64 % of these executives felt that HR should take a leading role with social initiatives. These reports

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[4]   SHRM is the world's largest association devoted to human resource management. Representing more than 210,000 individual members, the Society's mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available (Society for Human Resource Management, 2007)

and surveys are by no mean exhaustive. They are chosen because their results convey and emphasize the growing interest about CSR among HR directors.

Drawing on this argument, the researcher sees that HR could be in a good position to add value to CSR's strategy definition and implementation (Schramm, 2007). The HR literature has recently alluded to the importance of CSR and the need for HR scholars to accord systematic attention to CSR (Preuss, Haunschild and Matten, 2009). The proposition here is that CSR and HR theories have developed as two separate bodies of research and that there is a need for more systematic research linking both concepts (Ehnert, 2006; Ehnert, 2009). HR is increasingly recognized as the function capable of translating CSR into organizational practices and policies. In addition, CSR is an opportunity for HR to demonstrate a strategic focus and act as a business partner (Buyens and De Vos, 2001).

Consequently, the researcher draws on the CSR and HRM literatures provided earlier to propose a practical CSR-HR model that highlights the important role of HR in effective CSR implementation. Within the CSR literature, Carroll's (1991) model, the responsiveness dimension of Wood's (1991) CSP framework and stakeholder theory (Freeman, 1984) were adopted. Within the HR literature, Ulrich's (1997b) strategic HR partnership framework and the resource based view of the firm (Barney, 1991) were adopted. These different components were compiled to provide a conceptual model which outlines important HR roles and contributions within CSR. The model is particularly useful for HR managers who are wishing to seize the opportunity to become CSR champions and maps out the action dimension that integrates CSR throughout core business functions and stakeholder relations.

2.4.3 The Predetermined Initial Model: HR's Strategic Role in CSR

The primarily conceptual model presented later in this sections and its embodied initial proposition for the role of HR in CSR draws on the conceptualizations presented earlier from the literature on CSR and HRM. This model comprises of three main components, namely: the CSR component, the role of HR in CSR component, and the outcome benefits of the role of HR in CSR component. In what follows, those components, their interrelations and contributions to the predetermined initial model will be detailed.

2.4.3.1 CSR: Carroll's Model, Wood's CSP Model and Stakeholder Theory

The first conceptual component of the CSR-HR value chain model is the *CSR,* which stems from the understanding that companies are expected to integrate social, ethical

and environmental concerns and values in their business operations and go beyond the legal and economic compliance to invest into human capital and the relations with stakeholders. The three common and highly cited CSR conceptualizations that formulate the conception of *CSR* are those of Carroll (1979), Wood (1991) and Freeman (1984). Carroll (1979; 1991) defines the total CSR responsibility as being economic, legal, ethical and discretionary. Wood (1991) in her CSP model extends these categories to emphasize the importance of CSR's responsiveness process to meet stakeholders' needs and social expectations. The stakeholder theory perspective brought by Freeman (1984) completes the picture by stressing the importance of maintaining a balanced relationship with different stakeholders and responding to their needs and investing into human capital. Here, stakeholders are dependent entities to whom companies are morally and legitimately responsible (Ferrary, 2009). Thus, the conceptualization of CSR matters from ethical and social perspectives. According to Winstanley and Woodall (2000, p.5), businesses gain ethical sensitivity and awareness and become *"a legitimate reference point."*

The stakeholder framework is adopted in Wood's CSP (1991) as one of the main kind of processes, besides environmental assessment and issue management, to bring CSR into practice. Carroll (1991) provided a stakeholder/responsibility matrix which links economic, legal, ethical and philanthropic responsibilities to stakeholder groups, e.g. employees, customers, community. Again, Wood and Jones (1995) suggested using a stakeholder framework to assess outcomes of CSP whether they meet stakeholders' needs or not. Thus, the stakeholder approach to social responsibility overlaps and completes Carroll's (1979) and Wood's (1991) CSP models to formulate the CSR conceptualization as adopted in the CSR-HR value chain model.

Admittedly, adopting these three CSR conceptualizations will be complex. However, they will be used as complementary components within the CSR-HR value chain model, and having them integrated is necessary especially as guidance for data collection. Thus, the predicted complexity is a key aspect of the CSR conceptualization and supports the researcher with relevant conceptual context to espouse the domains, principles and drivers of CSR (Branco and Rodrigues, 2007). There is a natural fit between the idea of social responsibility, social responsiveness and organization's stakeholders (Carroll, 1991; Wood, 1991).

2.4.3.2 HR's Role in CSR: the HR Strategic Partner Framework

The HR strategic partnership framework (see Figure 5), which represents the second theoretical component for the role of HR in CSR, offered by Ulrich (Ulrich, 1997) changes the traditional assumptions and perceptions of HR's roles and constitutes a significant advance in HR research. In this sense, HR is expected to play a strategic partner role in CSR strategy definition and execution, managing the organizational transformation and change, engaging employees and maintaining organizational efficiency.

These HR roles constitute an action dimension that is needed to complement the normative and motivational component of CSR as suggested by Wood (1991) and to obtain an effective integration with business operations and stakeholder relationship (Freeman, 1984). The HR strategic partnership framework explains clearly the domains of HR's added values and the role metaphor of HR as suggested by Ulrich (Table 2). Ulrich's HR strategic partnership framework is adopted when synthesizing the research's proposition for a strategic HR partner role in CSR.

Table 2 HR's Domains of Added Values and Role Metaphor (from Ulrich, 1997)

Domains of HR's Added Value	Role Metaphor
Defining and executing organizational strategies	Strategic partner
Creating a renewed organization	Change agent
Increasing employee commitment and capability	Employee champion
Delivering organizational strategies efficiently	Administrative expert

The four domains of HR's added value and role metaphor outlined in Table 2 have important implications on CSR. To start with, when HR managers act as *strategic partners* in designing CSR strategy and executing it, the probability to meet the objectives of these strategies will be high. In this sense, CSR will move to be an HR priority and HR managers will be responsible for allocating and building needed resources and capabilities that translate the CSR strategy into actions and activities. Sponsoring the CSR on-going culture of change requires high involvement of HR managers in CSR's decision-making process as well as integrating CSR initiatives and principles within the core HR activities and processes. HR's involvement will increase the capacity of the organization to execute its CSR strategies and adopt the change in faster mode. When HR managers act as strategic partners in designing a CSR strategy, the probability to meet the objectives of these strategies will be high. In this sense,

CSR will move to be HR priority and HR managers will be responsible to allocate and build needed resources and capabilities that translate the CSR strategy into actions and activities.

The change agent role is equally important from a CSR perspective; creating a culture of change and responsibility starts with HR. Getting the whole organization motivated and engaged in CSR initiatives and sponsoring the CSR culture of change needs HR's contribution and unique expertise and communication skills. Thus, embedding CSR into the culture of the organization is ultimately a change management process. The HR Department helps to adopt this change and create CSR related values by managing the transformation and ensuring the organization has the needed capabilities and resources for the change to be successful. Consequently, HR managers have to identify key success factors and increase capacity and the organization's readiness for change (Ulrich, 1997b). CSR can be voiced, for example, as a priority and fingerprint of an organization and the HR Department can work to identify the key success factors and incentive culture for changes associated with the agenda of CSR. Also, HR managers working as change agents must recognize the opportunities and success possibilities of CSR strategy. In this manner, overcoming barriers and recognizing challenges to CSR related management changes represent big challenge to maintain successful change strategies (Zappala, 2004). HR managers can be change agents when they "*rigorously and systematically apply a change process to business initiatives and processes" (Ulrich, 1997b, p.168)*. Thus, HR unit is ideally placed to develop an organisation's approach to CSR.

From a CSR perspective, the *employee champion role* is particularly important. Here, HR plays a critical role in covering this gap through linking employees' competences to CSR strategy and increasing their engagement, commitment and motivation for CSR. High employee contribution requires hearing their voices and views about the CSR strategy of the organization. HR managers can play an important role in strengthening the relationship between the organization and its employees. Employee contribution to CSR plans and activities is essential. For example, employee volunteer programmes give employees the opportunity to contribute and get involved in CSR activities. When employees feel that their contribution is recognized and rewarded by the organization, their willingness and commitment to achieve CSR goals will increase. According to Ulrich (1997b, p.136), highly committed employees to a project or organization are "more likely to work hard to accomplish their goals*". In addition, employees are true representative in the sense that they reflect customer or community social expectations and needs. Recognizing the importance of this golden chain of values

creates the network of values which Ulrich highlights in his framework. It is a whole approach of organizational actions and processes that requires execution not simply writing CSR statements.

In their role as *administrative experts*, HR managers have to design and manage the infrastructure needed for the change associated with CSR strategy. This could be done through managing costs of CSR, monitoring success of CSR programmes and dealing with social and legal issues associated with CSR practices (Zappala and Cronin, 2002). If the role of HR is seen as a strategic area for organizations, then HR managers have to foster how to improve administrative efficiency of CSR. HR managers need to set standards for expectations and monitor and collect feedback on results. This is how HR managers, working as administrative experts, can manage the infrastructure of CSR plans effectively and efficiently.

Drawing on the strategic HR partner framework, Table 3 summarizes and lists the possible domains of HR's added value into CSR and their metaphor role explained in the previous section of this chapter (Buyens and De Vos, 2001; Zappala and Cronin, 2002; Strandberg, 2009).

Table 3 HR's Added Value and Metaphor Role within CSR

HR's Domains of Contribution into CSR	Metaphor Role
Defines and Executes CSR	
Designing the CSR business plan and strategic direction	
Translation of CSR strategy into HR policies and practices	
Developing CSR vision	
Coaching of managers with respect to CSR issues	
Implementing rather than advising role	Strategic partner
Examining the stakeholder relationships and companies' balanced goals with each stakeholder	
Developing plans to gather information about CSR from stakeholders as part of engagement and partnership process	
Help leadership set and meet CSR objectives	
Creates CSR Change	
Developing the right time frame for CSR change processes	Change agent
Coaching of cultural changes needed for CSR, and overcoming barriers to change	

Understand how CSR change will affect other stakeholders (customers, investors, community)	
Build and defend a reputation among external and internal stakeholders for performing socially responsible business.	
Increase employee readiness to interact with the change to incorporate CSR	
Introduce initiatives that promote CSR objectives, overcome resistance to change and other barriers	
Increase Employees' Contribution into CSR	
Increase employee engagement, commitment and motivation to CSR	
Provide initiatives that help employees serve the community, such as social leave programmes	
Increase Employee Volunteering programmes	Employee champion
Gathering and sharing information with employees in relation to CSR	
Celebrate successful CSR activities with employee	
Share and communicate the value of CSR to employees	
Drafting and implementing employee codes of conduct	
Enhancing employee education and awareness about CSR	
Delivers CSR Efficiently	
Managing costs of CSR	
Design efficient processes that encourage social responsibility and volunteerism programmes	
Monitoring effectiveness and success of CSR programmes	
Dealing with social and legal issues associated with CSR practices	
Measuring and reporting CSR performance and bottom line pay off	Administrative expert
Measuring and reporting human capital metrics such as turnover, health and safety, employee development and diversity	
Setting CSR performance indicators and monitoring results to performance objectives	
Psychological contract	

Table 3 portrays how HR's role (first column) adds value (second column) to implement the strategy of CSR and achieve its objectives through adding value into defining and

executing CSR, creating CSR change, increasing employees' contribution into CSR and delivering CSR efficiently. The involvement of HR in CSR ranges from playing partnership role in formulating the broader CSR strategy such as developing CSR vision and strategic directions to controlling and monitoring the success of CSR programmes including managing their costs. Thus, HR is argued to be playing important role in for example giving advices and consultancy in addition to implementing and translating CSR strategies into action. The starting point is when HR actively participates in formulating CSR strategies through ideas and preparing CSR plans at early stages is more effective and adds value to successful translating and executing CSR into HR's practices (Strandberg, 2009). When HR has marginal or even no role at this stage, then the priority will be for the CSR strategy not for the additional values that the HR Department is capable of delivering. The role of HR is indeed pivotal in supporting and driving CSR (Martin and Hetrick, 2006).

2.4.3.3 Evaluating the Outcome Benefits of HR's Role in CSR

The RBV is the third conceptual component of the CSR-HR value chain model. This conception describes why certain management practices have reasons to be valuable, sustainable and of strategic advantages and implications (Wernerfelt, 1984; Barney, 1991). In this research, the outcomes and benefits of the CSR-HR value chain model will be assessed using the RBV lens which assesses the sustainable social and ethical values, benefits and resources that the role of HR in CSR brings to the organization (Litz, 1996; De La Cruz Deniz-Deniz and Saa-Perez, 2003).

The Strategic HRM literature has been increasingly influenced by a branch of strategic management known as the RBV of the firm. This conception is concerned with how a firm can deploy its resources – human and non-human - to become the best adapted and the most profitable of all firms in its sector (i.e. to build an exclusive fit with its environment). It challenges traditional assumptions that the firm has the right leadership in place, and that HR issues that arise when particular paths are chosen are straightforward or culture change unproblematic. It is precisely these sorts of people management issues that the RBV regards as critical and strategic. RBV has promoted a re-balancing of the literature on strategy, reminding people of the strategic significance of internal resources and their deployment over time. The quality of the management process, of employees, and of the firm's workplace culture is seen as major factors that explain enduring differences in business performance.

Following the implications of the RBV, firm's resources are not only assets, but have value creating properties (Wernerfelt, 1984). For example, talents and the interactions of the people in the firm are within the realm of RBV interest. According to Hall (1993), the quality of employee know-how and the firm's reputation are important strategic assets. These resources are inimitable and provide non-substitutable sources of sustainable competitive advantage. Clusters of resources with desirable qualities can thus be sources of sustainable competitive advantage and provide opportunities for firms to differentiate themselves in ways which are relatively sustainable in a given competitive context.

Evaluating the role of HR in CSR from the RBV lens is a new area of research (Litz, 1996; De La Cruz Deniz-Deniz and Saa-Perez, 2003), and integrating the CSR, Ulrich's framework and RBV remains main contribution for this research. HR's role in executing the CSR strategy, perform CSR efficiently, engage employees in CSR and managing the CSR change is proposed to lead to sustainable and competitive outcome values (Wernerfelt, 1984; Barney,1986; Barney, 1991). Thus, this research will evaluate the dynamics of CSR-HR value chain model as influenced by the rationales of RBV.

2.4.4 Building the CSR-HR Value Chain

Drawing on components of the CSR and SHRM literatures presented in preceding sections, the CSR-HR value chain model proposed in Figure 6 reconciles and integrates CSR and HR. This model emphasizes the potential roles and contributions of HR into CSR and highlights potential sustainable competitive advantages that the effective integration between CSR and HR can generate.

Figure 6 CSR-HR Value Chain Model

Strategic CSR approach	Role of HR in CSR		Outcome Benefits of HR's role in CSR
	Metaphor	*Domains of Contribution*	
• **Responsiveness**	Strategic Partner	*Define and execute CSR strategy*	Recruitment and retention of best talent
• **Stakeholder management model**	Change Agent	*Create CSR initiatives and change*	Employees' commitment
• **Domains** ❖ Economic ❖ Legal ❖ Ethical ❖ Philanthropy	Administrative Expert	*Efficient CSR delivery*	Employees' ethical awareness
	Employee Champion	*Increase employees' contribution to CSR*	

The CSR-HR value chain model highlighted in Figure 6 is multi-faceted starting on the left hand side with the first facet by borrowing from Carroll's (1991) typology in outlining the four types of CSR in which a firm can potentially engage within a strategic CSR approach. These include economic, legal, ethical, and discretionary CSR. The model also draws on stakeholder theory in explaining that CSR could provide added value to relevant organizational stakeholders. This model also suggests the responsiveness process borrowed from Wood's CSP model (1991) as part of the general framework of the strategic CSR approach. *Responsiveness*, according to Wood, constitutes an action dimension, or is otherwise concerned with how to translate CSR into effective strategies.

The middle facet of the model employs the strategic HR partner framework of Ulrich (1997b) and proposes four roles of HR in CSR, namely strategic partner role with domains of contribution into the definition and execution of CSR strategy, change agent role with domains of contribution into creating CSR initiatives and change, infrastructure management role with domains of contribution into the delivery of efficient CSR, and employee champion role with domains of contribution into increasing employees' contribution into CSR.

The third facet on the right hand side of the model draws on the RBV framework to highlight how the integration of HR and CSR can translate into clusters of inimitable resources with desirable outcomes for internal and external stakeholders which can be sources of sustainable competitive advantage. These include recruitment and retention of best talent, employee commitment, and employees' ethical awareness.

The CSR-HR value chain model suggests a systematic approach to evaluate the role of HR in CSR. The first step is to define the general strategic CSR approach. Step 2 is to design the role of HR in CSR and their domains of contributions and step 3 is to identify the outcome benefits of the role of HR in CSR,

2.4.4.1 Defining the Strategic CSR Approach

The CSR strategy and domains defines the overall social engagement orientation of the organization and areas. Similar to any organizational strategy, the CSR strategy covers the motivation of the organization to engage in CSR and domains of social involvement and activities. In this step, organizations define and prioritize their stakeholder groups and seek to identify their core social needs and expectations in order to determine the direction to take and assess the capability of the organization to formulate its social responsiveness process and the domains of intervention and investment. The CSR strategy is less detailed and represents the general guidelines of the organization's conception of CSR and stakeholder relations.

2.4.4.2 HR's Role in CSR and the Domains of Contributions

Once the CSR strategy is clear and defined HR adds value through translating CSR into HR practices. In this sense, CSR will be a clearly defined strategic context within which HR works and HR's responsibility will be to allocate and build the needed resources and capabilities that enhances the execution of CSR through HR practices such as training and development, recruitment and selection, performance appraisal and compensation (Table 4) (Orlitzky and Swanson, 2006).

Table 4 CSR as Translated into HR Practices

	HR Practices			
	Recruitment and Selection	**Performance Appraisal**	**Compensation**	**Training and Development**
CSR Translated into HR Practices	Screening new recruits for higher level of normative values; hiring new recruits capable of contributing to CSR; screening the personality traits of new recruits	Define performance based on financial and social objectives; discourage over-emphasis on solely economic goals	Reward employees for behaviours consistent with CSR values; prepare incentives that promote social goals	Training employees on sustainability practices; training employees on multitude stakeholder interests and issues

Table 4 details, through practical examples, how and within which domain of practice HR can add into CSR. Within the recruitment and selection domain, HR can add value through enlarging the workforce diversity and hiring employees who have higher levels of normative personality traits. Within the performance appraisal domains, HR can add value through formulating criteria based on both economic and social performance objectives. Within the domain of compensation, HR can add value through designing a pay system that recognizes and rewards both economic and social performance such as rewarding employees for their participation in social volunteering activities. Within the training and development domain, HR can add value through developing employees' skills in, for example, receptive stakeholder engagement and communication. Table 4 is offered to give an example for applications for the CSR-HR value chain model and how HR can introduce and translate CSR into HR practices. For each role along Ulrich's strategic partner framework, a list of practical examples could be offered across the four domains of
HR practice highlighted in Table 4 and could be a guideline for implications for CSR and HR executives.

Therefore, HR's contribution, and through its practices, can add value to CSR through executing the CSR strategy, creating renewed socially responsible organization, building the needed infrastructure for effective CSR and increasing employee

commitment in readiness to contribute to CSR. Thus, the research argues for a strategic HR partner role in defining CSR strategies and articulating and preparing their implementation and action dimensions through HR practices. Following the applications of Ulrich's strategic partner framework, HR as strategic partner translates the CSR strategy into processes, policies and practices (Zappala, 2004). In addition, HR managers acting as change agents should develop the right time frame for CSR change processes, coach the cultural changes needed for CSR and overcome barriers to change through understanding how CSR will affect other stakeholders (customers, investors, community) (Freeman, 1984). HR as employee champions should increase employee engagement, commitment and motivation to CSR. Finally, the role of HR managers as administrative experts requires managing costs of CSR, monitoring effectiveness and success of CSR programmes, dealing with social and legal issues associated with CSR practices and measuring and reporting CSR performance and bottom-line pay off.

2.4.4.3 Outcome Benefits of HR's Role in CSR

Evaluating the role of HR in CSR from the RBV lens is a new area of research, and integrating the CSR, Ulrich's framework and RBV is the main contribution of this research. HR's role in executing the CSR strategy, performing CSR efficiently, engaging employees in CSR and managing the CSR change is proposed to lead to sustainable and competitive outcome values (Wernerfelt, 1984; Barney, 1986; Barney, 1991). Thus, the CSR-HR value chain model dynamics and potential outcomes are consistent with and reflect the rationale of the RBV. The role of HR in CSR is thus measured by its strategic outcome values and deliverables. This assessment approach expands the domains and applications of RBV and explores its integration with the CSR-HR value chain model. Especially, this research will benefit from Litz's (1996) enhancement to RBV by adding the ethical and social aspects. The deliverables/outcomes of CSR-HR value chain model must include and assess social and ethical capabilities that are enduring resources for building sustainable competitive advantage. If these capabilities are excluded and ignored, then the CSR-HR value chain model will restrain normative and social values to corporate economic benefits and financial performance. Evaluating the role of HR in CSR should not be based only on profitability and organizational well-being, but also on ethical standards and social desirability (Boatright, 2007). This concern that the social outcome has to be linked to CSR drivers is much closer to the social outcome in Swanson's (1995) reoriented CSP model which allows linkages especially between the normative processes occurring in corporate cultures and the social impacts of an organization.

Recruiting and retaining the best and top qualified talent (Zappala, 2004; Branco and Rodrigues, 2006); increasing employee commitment, especially normative commitment, to the organization (Glavas and Piderit, 2009; Meyer and Parfyonova, 2010; Rego, Leal and Pina e Cunha, 2010; Meyer, Stanley and Parfyonova, 2011) and enhancing employees' ethical awareness (Litz, 1996) are all CSR-HR outcomes that provide organizations with sustainable competitive advantages. The list might also include other outcome values, but those are the most commonly cited outcomes of effective CSR implementation.

2.5 Summary

This chapter highlighted the developments in the literature on CSR and HR and emphasized the synergies between CSR and HR and the need to translate CSR strategy into the action practice dimension and manage the related change issues such as stakeholders' readiness and organizational culture. The CSR-HR value chain model which delineates the domains of HR's values into CSR and their role in metaphor and strategic outcome benefits were accordingly proposed. It was argued that HR can play a strategic role in CSR through contributing to the definition of CSR strategy and execution, managing CSR change, delivering efficient CSR and enhancing employees' contribution and participation in CSR. It was also argued that this strategic HR role could lead to strategic outcome values such as employees' commitment and employee retention. Supported with its knowledge and expertise in social and ethical issues, HR was argued to be able to play a strategic role in achieving CSR objectives and translating CSR into HR practices such as training and development and recruitment (Schramm, 2006; Sharma, Sharma and Devi, 2009). Having this theoretical background clearly defined, the next chapter will highlight the methodological approach that were adopted by the researcher to evaluate empirically the CSR-HR value chain model and its embodied proposition within the context of four organizations operating in Lebanon.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

The research methodology reflects not only the methods that enable the researcher to answer the research questions, but also the ontology and epistemological essence of the research and the role of the researcher in relation to a particular research topic. It reflects the connection and position of the research from the debate on the single universal objective reality research phenomenon and/or its multiple subjective contextual realities. In addition, it explains the role and interaction of the researcher with the research inquiry whether being value-free and/or value-laden. These relationships and the justification to adapt any research methodology shape the whole research approach and decision, and legitimize the adoption of any specific research paradigm, data collection and analysis methods and usage of theoretical constructs.

This chapter is designed to reflect firstly on the adopted qualitative method and reality oriented paradigm, and then on the adopted multiple-case study strategy and its design before presenting the adopted methods to strengthen the validity and reliability of the findings of this research.

3.2 Qualitative Methods

The questions and objectives of a research which are formulated based on a studied phenomenon are an important part of any research design and essential to justify the adopted research method (Maxwell, 2005). Qualitative and quantitative methods have different logics. They are often best used to address different kinds of research questions and objectives. They are not simply two methods to do the same research, to answer the same research questions and obtain the same objectives. On the one hand, qualitative research seeks to understand and examine how variable *x* plays a role in the existence of variable *y* and the process connecting *both variables*. This objective is achieved by understanding the meanings assigned by participants explaining the examined phenomenon within a specified studied social context. It also has an inherent openness and flexibility to modify the design and focus during the research to understand rival relationships and discoveries (Miles and Huberman, 1994). On the other hand, quantitative research is mostly involved with whether and to what extent variance in variable *x* causes variance in variable *y* and characterised by closed, structured, and predetermined hypothesis to be tested and results and conclusions are planned to be generalized over population (Saunders, Lewis and Thornhill, 2009).

The qualitative research method was selected for this thesis to generate data rich in detail and embedded in relation to the role of HR in CSR. Semi-structured interviews are the main sources of primary data in addition to document analysis that look at the themes related CSR and role of HR in CSR and outcome values within CSR reports, website materials etc. as being the secondary sources of data. Content analysis through coding (Miles and Huberman. 1994), within-case analysis, and cross-case analysis will be used for analysing collected data and obtaining the final findings and conclusions. Asking the question about which method is appropriate to answer the research questions and achieve its objectives helped on the decision to adopt the qualitative research method (Bryman and Teevan, 2004). The nature of the inquiry espoused relating to the HR's roles and contributions to CSR cannot be expressed by numbers and finding causal relationships through quantitative results and analysis. The questions raised in this research concerning what roles HR can play in CSR and how HR can contribute to successful CSR strategy aim to investigate the processes, mechanism, and social complexity in the relation rather than how the variance in HR's involvement might affect the variance in CSR. The researcher aims to study the phenomenon as created by social actors within defined contracts and concerned with the quality of the data within each case study and across cases rather than quantity of cases and generalization over statistical population.

The data saturation within each contract and themes covering the role of HR in CSR remains essential to the work of the researcher and therefore the qualitative method is evaluated as serving the objectives of the research and answering its questions. The qualitative method is a subjective and narrative method that requires the involvement of verbal communication and feelings in gaining vast information from narrative oriented means to understand social or human situations (Miles and Huberman, 1994). Thus, the qualitative method allows the researcher to interact with respondents, and get in-depth probing and comprehensive information in responses relating to the role of HR in CSR and the perception of managers rather than posting structured questions through a survey. The aim in this sense is to encompass a wide understanding of the role of HR in CSR through following up the data collected to evaluate the predetermined conceptual model with the preconceived predictions and propositions of the phenomena being studied.

Collecting, analysing, and using qualitative data especially data obtained from in-depth semi-structured interviews yielding direct quotations from HR and CSR managers about their perceptions and experiences regarding the role of HR in CSR will permit the

researcher to answer the research questions. The goals and purposes of this research that aim to highlight essential role and contribution of HR in CSR strategy definition and implementation and develop a better understanding of the role of HR in CSR and create the model integrating CSR-HR practices make capturing HR and CSR managers' perceptions and experiences necessary to understand the process entailing the CSR-HR relationship. Going beyond simply applying a closed structure of questions and standardized measures of predetermined response categories to which numbers are assigned to measure the varying perspectives and experiences of HR and CSR managers using quantitative methods through employing for example a survey, the researcher is interested in obtaining deeper understanding about how and why HR's contribution to CSR is important and what are the factors and forces shaping this role. This kind of information can be gained through interacting with people, in this case HR and CSR managers, to put faces to the statistics and to enable a deeper understanding of the phenomenon (Patton, 2002) regarding the role of HR in CSR. This inquiry is not purely deductive in the sense that it includes generating rival themes and constructs regarding the role of HR in CSR from the fieldwork as it emerges from the researcher's interviews. So, the nature, questions, and purposes of this research give hint to the qualitative inquiry as being the appropriate method for this research.

3.3 Research Paradigm

3.3.1 General Overview

One of the critical decisions that the researcher needs to make when designing the research is the paradigm within which the work will be situated. The paradigm represents the overall philosophy and methodological approach of the research (Kuhn, 1970). It is rooted in ontological commitment, epistemological positions and values assumptions embedded in the overall understanding and interaction of the researcher with the topic and the kind of relationships being examined (Bryman and Teevan, 2004). When the research aims to study a correlation relationship between two or more variables and how, for example, the variance of variable x is affected by or affects the variance of variable y then the researcher's understanding and philosophy tends to be purely positivism. In this case, the nature of the research is subjective and the appropriate quantitative research method is a survey. On the other hand, the decision to embark on a qualitative inquiry represents a commitment by the researcher to an epistemological position that is consistent with interpretive paradigm and contradicts with positivism (Hughes, 1990). While interpretive paradigm is concerned with delineating the nature of the relationship and the process within which two variables or more interact, positivism stands on the opposition position of the argument. According

to Smith (1983), each of the two paradigm sponsors different procedures and epistemological implications. Another rival paradigm is the mixed approach which integrates both qualitative and quantitative approaches in one study (Bryman and Teevan, 2004).

Therefore, the philosophy of the research is a fundamental methodological base that has to be determined whether being adopting a positivism paradigm pertaining an objective approach, interpretive paradigm pertaining a subjective approach (Phillips, 1987), or reality oriented paradigm (Patton, 2002) incorporating both the objective and subjective approaches. These three models are the major social science paradigms that guide researchers to answer their research questions and fulfil their research objectives (Tashakkori and Teddlie, 1998). The kind of knowledge the researcher is seeking to construct determines which research paradigm and route the research will move down through (Kolb and Frohman, 1970; Keen, 1981). Each approach adopts a different type of research questions and objectives, research style, strategies and methods, sampling techniques and data analysis. In a more detailed explanation, the positivist-based research draws heavily on quantitative methods and involves a structured process of hypothesis-testing and control over variables whether dependent, independent or control variables (Anderson, 2004).

This approach is objective and value-free. In addition, it is concerned more with numbers and quantified results and, thus, there is more weight for quantitative data though some benefit could be gained from some supportive qualitative data. The likelihood to produce reliable, relevant and unbiased information is more in a positivist research than any other method (Kolb and Frohman, 1970). Qualitative- based research adopting for example the interpretive paradigm, on the other hand, underlies subjectivity that does not necessary require testing predetermined hypothesis and mainly concerned with generating theories (McLachlin, 1999). This approach value-laden and researchers interact with the case being investigated. It is directed more towards qualitative data and could benefit from some supportive quantitative analysis. The phenomenon is explored, especially in exploratory case study and grounded theory, after analysing collected data. Thus, the theory is grounded in the data (Glaser, 2003; Saunders et al., 2009) and the researcher's role is to interpret and give meanings for the words used by interviewed social actors who are involved in the studied phenomenon. This means that a researcher using the interpretive approach studies phenomenon in their natural setting and make sense of meanings people bring to them (Kolb and Frohman, 1970).

Finally, a mixed research combines both the subjective and objective approach into one flexible context. According to Bryman and Teevan (2004), research paradigms are not restrained to being either qualitative or quantitative. After the period of immense concern and dominancy of positivism where rules and research methodologies and philosophies adopted in natural science studies were replicated in social science studies (Burrell and Morgan, 1979), the concerns moved within the post-positivism period by the 1980s (Phillips, 1987) towards a new understanding of the role of observation and to take more account for subjectivity and multiple realities embedded within the studied social constructs (Campbell, 1988). Positivism holds the deductive approach and focuses upon observable, objectively determinable phenomenon across all sciences where the scientific method could be applied to human affairs even including morals and any unmeasured observation is meaningful (Phillips, 1987). On the other hand, the interpretive inquiry such as hermeneutic holds the inductive approach to research focuses on the differences among individuals as their, for example, behaviours, motivations, knowledge, creativity, experiences that represent possible source of interactive effect. Those differences distinguish between the social and physical domains since the factors that interact are different. As Campbell (1988) argues, positivistic understanding in the sciences is built upon a foundation of interpretive understanding. However, even this movement failed to give sufficient answers to managerial applications due to the difficulty in generating theories and propositions for each and every context and as expressed and experienced by individual social actors.

The criticism of the interpretive inquiry is that it ignores the objectivity in the real word that allows using the same tools to get similar conclusions across different contexts and cases (Miles and Huberman, 1994), and the dilemma faced concerns the impossibly large experiments that have to be carried out since all theoretical possibilities have equal probability and thus have to be investigated (Phillips, 1987). Thus, a need exists to incorporate the positivistic and interpretive approaches in one investigation, and using predetermined theoretical framework as guidance to generate theory could benefit from subjective data. For example, a qualitative exploratory investigation could be used to generate hypothesis that can be tested using quantitative research strategy. Another example is when qualitative methods are used to confirm findings and results obtained from statistical quantitative methods. In this context, a researcher adopting the mixed method research used subjective and objective approaches and mixed qualitative and quantitative methods.

In addition to the philosophy, the research could be designed for three purposes (Saunders et al., 2007; Yin, 2009) determined and shaped by the type of research

questions being posed: "what", "how", "why", "who" and "where". Identifying the type of research question is an important criterion for differentiating among the various research strategies after careful consideration to the existing overlap among strategies (Yin, 2011). In addition, the type of research questions raised favours and justifies the rationale of the research design whether being descriptive, explanatory, and exploratory:

1.   Descriptive: provides accurate profile of situation, people or events. This design answers what and when questions.
2.   Explanatory: explains the situation or problem and find answers for why and how inquiry.
3.   Exploratory: giving new insights and find out what is happening for future inquiry purposes.

Besides defining the methodological paradigm and the type of research, it is critical to present a justifiable argument that shows how rigours the methodological path of the research is (Yin, 2009). This includes the research strategies and which methodology to be employed ranging from survey research to ethnography and archival research. In this part, it is important to identify the rationales for doing the research and draw research questions and objectives - whether final or tentative. By doing so, the researcher will be able to compare different methodological strategies and gain a deep understanding of their strengths and limitations. This also depends upon the research questions, the control over actual behavioural events and the focus on contemporary phenomena (Yin, 2009). In what follows the researcher presents the justification and rationale for the paradigm, nature and methodological approaches of this research.

3.3.2 Role of HR in CSR: the Adopted Paradigm

The research undertaken here tackles the complex issue of the role of HR in CSR and examines the nature and process whereby both concepts interact. This inquiry begins with specific observations and predictions regarding the role of HR in CSR and builds on certain objective realities to predict the pattern of the relations between CSR and HR and build toward general patterns. This approach cannot be described as a purely hypothetical-deductive approach of a survey design that specifies main variables and causal relationships expressed in specific research hypothesis before data collection begins, nor can it be a grounded theory approach that develops inductively from the actual data collected (Glaser and Strauss, 1977). Instead, the adopted methodological approach in this research draws on existing theories from the literature on CSR and HR

and accordingly represents a key source for understanding the role of HR in CSR which represents the studied phenomenon. Using existing theory in qualitative research is legitimate and valuable as using grounded theory (Miles and Huberman, 1994; Maxwell, 2005). Thus, the researcher embarks on this inquiry from a presumption that there is real world with verified patterns of the role of HR in CSR, regardless of the context, that can be observed and predicted as informed by the literature on both concepts. This reality exists and the research is striving to achieve and explain (Burrell and Morgan, 1979).

This research has a strong correspondence with the "real world" (Patton, 2002) where objectivity is worth endeavouring for. While the belief that science proceeds from observation to theory is widely and firmly accepted, it is also widely and firmly accepted that there exists a difficulty in starting an observation alone without anything in the nature of a theory (Popper, 2002). Thus, this research does not adopt a purely subjective approach as the case in the solipsism interpretive paradigm in qualitative research (Burrell and Morgan, 1979); rather it honours multiple perspectives when combining objective realities and subjectivity, which is determined and concluded from the context and by individual social actors. The subjectivity adopted by this research draws on the assumption that organizational members create, enact, and interpret the reality they inhabit upon which they predict future actions and decisions (Isabella, 1990; Gephart, 2004; Bryman and Teevan, 2004). However, the social phenomena which, in this research is the role of HR in CSR, exists not only in the mind of social actors but also in the objective world (Patton, 2002) and what motivates the researcher to predict the role that HR might be able to play in CSR prior to data collection. The aim is that other researchers using the same conceptual model formulated and verified by the current research would arrive at similar conclusions (Miles and Huberman, 1994).

Thus, besides the subjective nature of the inquiry and its affirmative importance for explaining the role of HR in CSR, the account that the nature of this research lends to the real world and objective reality allowed the researcher to define a predetermined conceptual model and constructs for the role of HR in CSR to be evaluated empirically. Each case within the sample for this study will be examined as to how it fits within the conceptual framework and thus compare the objective reality with the phenomenon as expressed by the social actors. This conceptual model was determined from the literature on CSR and HR so as to allow the prediction of the constructs and themes related to the role of HR in CSR, how HR can contribute to a successful CSR strategy, and what are the outcome values of HR's involvement in CSR. According to Miles and

Huberman (1994, p.18), the conceptual model *"explains, either graphically or in narrative form, the main things to be studied - the key factors, concepts, or variables - and the presumed relationships among them"*. The most important factor that the researcher takes into account when designing the conceptual model for this research is its primarily and initially, tentative, and open nature in the sense that it represents the guide and informs the research design to refine the research goals (Maxwell, 2005). Thus, the objective of the researcher is to revisit and amend this predetermined conceptual model as informed by the data collection and analysis and therefore define rival constructs explaining the role of HR in CSR. Part of this inquiry therefore depends on interpretation of the complex links and matches between CSR and HR to increase the internal validity and generalisation from one case setting to another rather than the deduction approach and external validity to generalize from sample to population. Therefore, this research adopts the reality oriented paradigm (Patton, 2002), which is a generic paradigm in the social sciences.

The social inquiry into the role of HR in CSR is the phenomena that there is no single objective for the reality but rather a mix between subjectivity and a reality-oriented approach (Miles and Huberman, 1994), and utilising a positivist approach will not highlight the processes and mechanism of this interrelationship. The researcher's inquiry is not an expression of whether and to what extent the variance in HR's role in CSR causes variance in CSR or vice versa. While the researcher found guidance in the literature on CSR and HR to formulate a predetermined conceptual model, adopting in part of the study an open-ended interpretive approach allows novel and unexpected findings to emerge (McLachlin, 1999). Though the overlap between CSR and HR is clear in the body of the literature on both concepts, what is timely and important is to examine the conception and interpretation of this relationship in a defined context. Thus, the general objective is to, first propose, and then in the second stage to evaluate empirically the conceptual model that covers the role, contribution and outcome values of the role of HR in CSR. This model illustrates and reconciles the priori specification of constructs (Eisenhardt, 1989) and empirical work components of the research.

The phenomenological perspective of this research comprises a series of multiple realities as expressed by the social actors (Valentin, 2006) in addition to objective reality. Thus, the research's ontology, being concerned with the nature of reality, is in part, subjective where the researcher is not detached from the objects of the study but formulates their own understanding and is affected by the observations (Miles and Huberman, 1994). In addition, the ontology comprises of realism embedded in the real

objective world allowing the prediction of the possible roles that the HR Department might play in CSR. This research aims to discover and formulate the social phenomena from the role of HR and CSR managers being the social actors who interacts with the phenomenon relating to the role of HR in CSR. Accordingly, perceptions and consequent actions of social actors are vital in creating such phenomena (Saunders et al., 2009). In this sense, the researcher is part of what is observed and will focus, understand and interpret the social pattern in the role of HR in CSR. The researcher will give high consideration for personal interaction with the person being contacted. So, the axiology of this research is value laden. The researcher cannot be a neutral observer when interpreting the social statement regarding the role of HR in CSR. Instead, the researcher is a social actor and interactive observer. For the researcher, statements and interpretations regarding the HR role and contribution to CSR cannot be impartial. Rather, they tend to confirm or challenge existing social patterns and *"established modes of thoughts"* (Alvesson and Deetz, 2000, p.112). The overall philosophy and phenomenological paradigm of this research involves using small samples in order to be able to evaluate empirically the predetermined conceptual model that highlights the metaphors and objectives of the role of HR in CSR as evaluated empirically with analysed data. Although the reliability and possibility to generalize results is expected to be low in this research, the validity is projected to be high since the nature of a phenomenological paradigm is rich and subjective (Saunders et al., 2009).

3.4 Research Approach

Defining the case study design and drawing on existing conceptual models prior to collecting field data and evidence make this case study model commence with the deductive approach. This approach starts with a preliminary theoretical relationship between CSR and HR and proposition for a strategic HR partner role within a strategic CSR approach embodied within the CSR-HR value chain model. The embodied theoretical relationship and proposition within the model were defined prior to the data collection and fieldwork stages. However, this theoretical construct (Eisenhardt, 1989) is initial and tentative and, thus, subject to amendment and refinement as it is observed against empirical events and characteristics (Wolcott, 1992). The conventional image, or using the word of Miles and Huberman (1994) the confirmatory model and plausible explanation for the role of HR in CSR, emerges from collected data and follows the inductive approach. Therefore, this case study moves from the deductive to the inductive approach before presenting the final theoretical explanation for the examined phenomenon. According to Miles and Huberman (1994), better

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qualitative research is carried out when the conceptual model and associated choices of research questions are defined explicitly rather than implicitly and using a pure inductive approach.

The second methodological approach adopted in this research is thus the inductive approach, which starts with an observation of the real world or an assumption and ends in developing the related theories and concepts. By focusing on a specific situation or people and on words not numbers, the inductive reasoning lead the researcher to move from the specific to the general (McNabb, 2008; Maxwell, 2005). This approach understands the meanings of the events and situations, the particular context within which the participants act and the process by which events and actions take place. On the other hand, the deductive approach is the approach that draws on existing conceptual framework in the body of the literature to define the cases, sampling and instrumentations (Saunders et al., 2009). The deductive reasoning therefore moves from the general to the specific (McNabb, 2008).

3.5 Research Strategy: Multiple-Case Study

This research aims to investigate the role of HR in CSR and create the theoretical model that integrates both concepts in a coherent context. Adopting the case study methodology offers the researcher an opportunity to focus attention on topics relevant to the enquiry and objectives of the research. According to Davies (1970), the case study method offers the researcher an excellent opportunity to learn how to apply interpretive research. Also, integrating empirical findings and data with theoretical context makes the case study theoretical propositions offered in the final report on findings verified and supported with empirical evidence (Bryman, 1988; Eisenhardt, 1989). The researcher will move to the field after preparing the substance of the research inquiry which includes research questions, research objectives and theoretical models.

The case study approach investigates a case which can be an individual, institution, or community to answer specific research questions and achieve the research objectives (Gillham, 2000; Yin, 2009). It is deliberately designed to present answers to a series of questions of research concern that reflect on the role of HR in CSR. The strength of the case study is that it seeks a range of different sources of evidence from the case setting to get the best possible answers to the research questions. Using multiple sources of evidence is indeed a key characteristic of the case study research. Also, case studies define the theoretical context and broad aims through gaining insight and in-

depth knowledge about the literature before moving and collecting data. Building the theoretical construct helps to shape the initial design of the theory and measure more accurately the emerging theory as related to the decision process (Yin, 2009).

In relation to the inquiry of this research, the general and major aspects of the primary and priori constructs were determined drawing on conceptual frameworks offered in previous literature and assessed as important and relevant to the investigation of the role of HR in CSR. The identified potential conceptual context works as guidance to the data collection and analysis phases of this research. The explanation of the essential role and contribution of HR to a successful CSR strategy and the competitive advantages of the CSR-HR outcome values are offered prior to data collection. The researcher will, thus, be supported with tentative and initial conceptual constructs of the role of HR in CSR as being the examined phenomenon before later empirically investigating and exploring the conception and interpretation of this theory in the context of a sample of organizations operating in Lebanon.

The research design is multiple-case, which permits the researcher to analyse the data by building individual case studies and cross-case analysis to construct the conceptual model that integrates CSR and HR. This approach to data analysis offers the researcher an opportunity to focus attention on topic relevant to the enquiry and objectives of this research (Eisenhardt, 1989). The role of HR in CSR is examined among multiple sufficient and potential cases. So, the same case being investigated entails more than a within-case. This case study design has gathered momentum in recent years due to its compelling evidence and robustness (Yin, 2009). The main purpose is to identify and present variety of principles as reflected and discovered in multiple-cases. These principles become the basis for drawing conclusions, building the final rival theoretical model, developing the main arguments and throwing new light on the role of HR in CSR. According to Yin (2000), the data obtained from multiple-case study will strengthen the internal and external validity of the findings and make the interpretations more robust. The recommended generalization in this research will be analytical not statistical. The logic is to rely on the quality of the supportive evidences from the data collected rather than on the frequency and statistical internal and external validity. These are the rewards and benefits that the researcher will get from using a multiple-case study (Lado and Wilson, 1994; Greening and Turban, 2000; Yin, 2011).

3.5.1 Case Study Design: Prior to the Fieldwork Stage

The main purpose of research design in case studies is to lead the researcher to collect potential evidence and data that answer the initial research questions. The formulation of research design is a crucial part that needs to be logically crafted and methodologically rigorous. In represents the "*logical plan*" (Yin, 2009, p.27) that needs to be prepared prior to any data collection. This includes the research questions, existent conceptual models (Miles and Huberman, 1994), the case (unit of analysis), and the analytical strategy. Unlike the inductively grounded theory approach whereby the conceptual model and final research questions and scope emerges from the field in the course of the study (Glaser and Strauss, 1977), the research design in multiple-case studies drives the data collection and analysis stage so to avoid data overload, strengthen the comparability across cases and describe the pattern of existing relationship pertaining to the phenomenon being discovered (Eisenhardt, 1989; Miles and Huberman, 1994; Yin, 2009). In what follows the components of this multiple-case study design will be presented.

3.5.1.1 Research Questions

This research aims to posit the interrelationship between CSR and HR by answering the following research questions: Is there a strategic partner role for HR in defining and executing CSR? Can HR add value into CSR through creating CSR change? Is there a role for HR in delivering CSR efficiently? Can HR facilitate employees' contribution to CSR? What are factors that shape the role of HR in CSR? Are there any strategic outcome benefits resulting from the role of HR in CSR?

3.5.1.2 Conceptual Model

The CSR-HR value chain (see Figure 6 in Chapter 2) represents the conceptual context for this research. This model engenders the strategic CSR approach, Carroll's four domains of CSR, stakeholder theory, Ulrich's four HR role framework and RBV. The model was prepared prior to data collection and empirical fieldwork and defines a predetermined theoretical relationship between CSR and HR and proposes a strategic partner HR role within a strategic CSR approach. The model was then evaluated empirically to identify it plausibly in explaining the role of HR in CSR within the context of four organizations operation in Lebanon. The rival theoretical relationships and propositions were then identified. Thus, the CSR-HR value chain represents the theoretical scope of this research that guides the data collection stage.

3.5.1.3 The Case: Unit of Analysis

The case in a case study research is the phenomenon that is occurring in a bounded context (Miles and Huberman, 1994). The case is also referred to as the unit of analysis that is being examined and analysed in the study and it is the 'what 'that is being studied (Yin, 2009). In this case study research, the unit of analysis is the role of HR and CSR represents the boundary context within which HR's added values, metaphor roles and outcome benefits are examined. So, what is being investigated, evaluated empirically, analysed, and conceptualized is the role of HR in CSR.

3.5.1.4 Methods of Data Analysis

To analyse the collected data, this case study research made use of the cross-case causal network of Miles and Huberman (1994). This method aims to define the causal network of the variables that are interrelated and lead to theoretical explanation for the role of HR in CSR. This method was conducted across the following steps:

Step 1: Assembling the causal networks through defining the list of interrelated variables affecting the examined research phenomenon and the within-case causal network and the narrative. Those variables are codes and belong to two categories: the codes defined inductively from the field as they emerge from the empirical findings, and the codes that are predetermined deductively by the initial conceptual model prior to data collection. As explained earlier, this case study research combines the deductive and inductive and thus some codes such as HR's strategic partner role in CSR and strategic CSR approach have been already predetermined by the CSR-HR value chain model. However, the inductive approach will allow the researcher to accept any codes as they emerge from the field. In order to identify and delineate those code variables, Miles and Huberman (1994) suggest different methods including the coding method that of Strauss (1987) which was also explained by Corbin and Strauss (2008). This coding method will thus be employed to define and list the codes that were predetermined prior to data collection through the CSR-HR value chain model or the codes that were identified inductively as they emerge from the empirical findings. Only the open coding stage is conducted to help the researcher to define the output core codes. The theoretical relationship statements, however, between the codes that include the causal network maps for the within-case and cross-case analysis and the final plausible explanation for the role of HR in CSR are presented using the causal network analysis method that of Miles and Huberman (1994).

Step 2: Defining the plausible explanation for the examined phenomenon through the influence of variables on the outcome within the cross-case causal network and the narrative.

Step 3: Matching the variables streams to other cases with the same outcome through firstly examining whether a pattern found in one case is replicated in the other cases as well, then through examining whether the patterns found a plausible explanation of the cross-case causal network being replicated in the all the cases.

Step 4: Verifying that the causal flows are the same across the cases to define the plausible explanation for the examined phenomenon and define the final cross-case causal network.

This systematic analysis approach allows the researcher to evaluate empirically the CSR-HR value chain model and evaluate it plausibility in explaining the role of HR in CSR within the defined setting of the four case studies. Also, it supports the researcher with the flexible context necessary to accept rival theoretical relationships and propositions, if any, that might prove plausibility within the four case studies that the priori CSR-HR value chain model fails in proving.

3.6 Sample

3.6.1 Non-Probabilistic Sampling

It is essential for the researcher, adopting a multiple-case study, to reach the appropriate sample of cases that generates enough in-depth data, connects directly to the conceptual constructs and research questions, supports examples of what needed to be studied and sheds light on the given phenomena (Miles and Huberman, 1994; Yin, 2011). Selecting the most appropriate cases is vital in building the CSR-HR conceptual model from a case study research and replicating or extending the emerging theory in addition to reducing extraneous variation among cases and defining limitation in generalizing research findings. This multiple-case study used the non-probabilistic sampling technique so to focus on relevant and useful cases that replicate or extend theory and obtain theoretical saturation when incremental improvement to theory diminishes (Eisenhardt, 1989; Yin, 2009). This sampling technique relies on a deeper understanding of analysed cases and theoretical reasoning which is not the same as with the probabilistic sampling (Patton, 2002), which is used to generalize to the population and obtain accurate statistical evidence from randomly selected samples within the whole population. Example of research

using statistical sampling is the experiment hypothesis-testing research. No matter how small or large the sample will be, the main concern is the focus and systematic of data collection and the quality of supportive evidence. Thus, a deeper understanding of the analysed topic is obtained and the theory is generated and internal validity in terms of saturation of themes and constructs regarding the role of HR in CSR is obtained.

3.6.1.1 Purposeful Sampling

The cases that were selected to be included in the research had to have an active HR Departments and to be known for their CSR involvement. Thus, the applied sampling technique is purposeful sampling (Patton, 2002) and cases for this research were selected because they offer useful manifestations of the phenomenon of interest which the role of HR in CSR. The interview process was over two rounds: the first round was conducted with the HR manager and the manager responsible for CSR within each case, and the second round was conducted with a wide range of stakeholders representing each case. This process will be later explained in the introduction to chapter four.

3.7 Primary Data

3.7.1 Semi-Structured Interviews

The primary data for this research will be based on interviews. According to Bryman and Bell (2007), the interview is probably the most widely employed method in qualitative research where the interpretive approach is adopted. Indeed, qualitative interviews have increasingly been a common research method in the area of social science (Kvale and Brinkmann, 2009). The pioneered work by Glaser and Strauss's seminal book *The Discovery of Grounded Theory: Strategies for Qualitative Research* (1977) systematically helped to introduce qualitative research interviewing. There methodological strategy, namely grounded theory, integrates qualitative interviews into their medical field work in hospitals. Since then, the qualitative interviewing method has become a key method of social research.

The qualitative interview structure tends to be more flexible and less structured compared to interviewing in quantitative research, which follows standard procedures with fixed sequence of questions, topics and wording repeated exactly the same by the interviewer across all interviews with the aim to obtain a quantification of answers and findings. The absence of a predetermined and final set of research questions and clearly defined themes or constructs for measurement and investigation as the case in

the quantitative research approach, makes interviewing in a qualitative research focus more on general research idea and on interviewees' own perceptions and observations. Knowledge of the topic of interview is thus produced through the interviewer-and-interviewee interaction. This allows the interviewer to elaborate on new, or adjust existing questions and themes as the interview develops and interviewees respond. Also, interviewees could be interviewed on more than one occasion.

However, interviewing in a qualitative research varies as the interviewer approach is concerned. The two main types of interviews in qualitative research are the unstructured interview and the semi-structured interview, and these types entail a structure and a purpose as explained in the following:

1.   *Unstructured Interviews:* this type of qualitative interview is structured of a brief and general set of topics; for example a single question and following up topics which are worth discussing and elaborating on. Researchers using this type of interview aim to launch an investigation that starts with a general notion about the topic and follows up on the interviewee's answers and asks then for specifics. The structure of the interview as far as the topics to be covered are concerned develops in an unplanned sequence.

2.   *Semi-structured Interviews:* supported with a prepared list of questions and fairly specific topics to be covered. The investigation starts with a fairly clear focus.

This research is drawing on existing conceptualizations from the CSR and SHRM literature and therefore the researcher has a list of questions (Appendix A) that cover specific themes and topics evaluated as important for the possible relationship between CSR and HR. In addition, a multiple-case study, which is the strategy employed in this research, tends to draw more on a structured order in terms of the interview questions (Appendix A) and the topics to be covered, in order to introduce a theme, keep sub-questions focused on different aspects of the theme to yield information and insightful knowledge, establish a cognitive clarification of this theme, and facilitate and ensure a cross-case comparability (Yin, 2009). This approach attempts to understand the theme from the interviewees' perspectives and register and interpret the meanings underpinning the theme as and how they are expressed by the interviewees, not just describing it. Adopting this approach requires using the semi-structured interview type whereby the researcher will be supported with an interview guide (Bryman and Bell, 2007). However, questions might not follow the outlined sequence in the guide as the semi-structured interview entails a flexible process, which

allows the researcher to ask new questions and cover topics emerging and evolving in the course of the actual interview (Kvale and Brinkmann, 2009). The structure and style followed in the interview guide is designed to be consistent with the interpretive approach adopted in this research. For instance, no preconceptions or premature assumptions of the inquiry into the CSR-HR relationship are formulated prior to the interview and questions are articulated carefully to appreciate interviewees' opinions, allow their perceptions to emerge, and avoid bias. For example, instead of asking what is the role of HR in CSR, the researcher will ask, is there any role for HR in CSR. The key aspect in this realm is to avoid using leading questions and instead use comprehensive language that keeps the question open to any answer and make interviewees' responses far from being shaped by the question itself. Rather than assuming beforehand that there is an existing relationship between CSR and HR and asking how HR is playing this role, the question should not lead to the answer and thus ignore that no existing connection between both concepts would be a finding. Therefore, the semi-structured interview was a rich source of data and the most important form of interviewing in this case study research (Gillham, 2000).

To begin with, the HR department within each organization was approached through an official letter sent to its official email addresses as disclosed on the organization's website. This letter explained the qualitative nature of the project, the fact that this was part of a doctoral study, and the need to conduct interviews with the HR manager and the manager responsible for CSR. The HR department then suggested the names of those managers and arranged dates and times for interviews and they were in January-February 2010. Interviews were conducted face-to-face using the English language and were recorded using a digital voice recorder device. Interviews were then transcribed and the within-case analysis was carried out. The findings from the within-case analysis lead the research to define the participant stakeholders in the second round of interviews. A second letter explaining the nature of the second round of interviews was sent again to the HR department within each organization, and then the HR department arranged the interview dates and times and thus was playing a mediating role between me and the stakeholders. Interviewed were conducted in February-April 2012 and the same procedures followed in the first round of interviews in relation to the language, recording, transcription and analysis were followed in the second round of interviews. Only after completing this second round of data collection, the cross-case analysis was carried out.

A very important note to be made here is that the researcher was informed by the HR department within each organization to remain anonymous about the name of their

organizations and the interviewed parties in the thesis, and that was respected. The researcher referred to those organizations as Company A, Company B, Company C and Company D.

3.8 Secondary Data

3.8.1 Documentation Material

The secondary data for this research covered documents material related to CSR and role of HR, if any, in CSR and its outcome benefits. Within each case, the researcher gathered documentation and archival material that are relevant for the examined phenomenon and that could be triangulated with findings from primary data. The secondary data included annual reports, web page materials, documents explaining the mission and vision of every organization, CSR reports, employee volunteering activities, organizational chart and structure, minutes of meetings, and summary of CSR activities. Those sources of secondary data were analysed to define the CSR understanding and practices and HR's contributions into CSR. According to Yin (2009), it is highly recommended for researchers embarking on a case study research to obtain multiple sources for data including secondary material and documents for triangulation purposes. This approach enhances the validity of results and seeks to obtain evidence from multiple sources of data rather than depending on one source when presenting the final proportions. As this research is adopting the case study strategy and its design, it was important to support and triangulate the findings from the analysis of conducted interviews with different stakeholders with analysis of documentation materials.

3.9 Validity of Research Findings

As an academic research proposal, the validity of the findings is important. According to Maxwell (2005), a lack of attention to the importance of the validity of any research findings could be a reason to reject the research proposal and correctness of fieldwork results. However, measuring the validity of the findings in a quantitative research follows different approach than the approach used for measuring the validity of the findings in a qualitative research. In quantitative research, validity is the objective truthfulness of research hypothesis when compared against the empirical findings. It is simply whether or not the research hypothesis is correct or not when it comes to explaining the studied phenomenon. So, if a quantitative research proposes a hypothesis of a correlation between variable x and variable y and the outcome of this correlation, then the empirical testing must prove that this correlation and its outcome

are a valid and correct hypothesis. In this sense, any involvement from the researcher as a social actor in the process of testing the hypothesis reduces the validity of the result.

However, the concept of validity is viewed differently in qualitative research and the factors that make the findings from a quantitative inquiry valid could not be applied to measure the findings from a qualitative inquiry. Some scholars even argue that the term 'validity' is not applicable to qualitative research and, if applied, then it should be for qualifying measurement purposes and not for testing the truthfulness of research hypothesis. In case study design, there are different ways that could be used to achieve validity for findings from qualitative research. In this research, three ways are used: the divergence of findings from initial propositions (Yin, 2009), convergence of multiple sources of evidence following triangulation technique with-case and across cases and benefiting from secondary data (Maxwell, 2005; Yin, 2009), and the plausible explanation (Miles and Huberman, 1994).

The first way was used by the researcher since this research starts with a predetermined proposition for a strategic HR partner role within a strategic CSR approach. This proposition was examined against the empirical findings to evaluate whether or not it explains the role of HR in CSR across the sample of organizations. The second way is used following Yin's (2008) case-study design that emphasizes the importance of triangulating multiple sources of evidence to strengthen the construct validity of the research which deals with measuring research propositions. The researcher also conducted triangulation on two levels. The first level included triangulation within primary data of information gathered from interviews conducted with diverse individual stakeholders such as employees, managers, customers and suppliers. The second level included triangulation of settings between primary and secondary data such as documentations. The same method will be applied on the within-case and multiple-case study levels. According to Maxwell and Yin, this approach allows a better assessment of the explanations presented for the phenomenon. The third way was used following the causal network data analysis method (Miles and Huberman, 1994) that seeks plausibility for the presented explanation for the phenomenon across the sample of the study.

3.10 Generalizability of Research Findings

The same approach used in differentiating between validity of quantitative research and that of qualitative research is applied for external generalizability. In a quantitative

research, one of many methods used in validating the findings is to test the external generalizability of results to the population. In a qualitative research, however, generalizability is internal and is concerned with expanding the understanding of theoretical propositions within the setting of studied cases. So, the objective in a qualitative research is not to generalize the results beyond the setting of studied cases over a population. Rather, the objective is to present the theoretical relationships and plausibility of the explanation internally among cases. In this case study research, the setting is a sample of four case studies from the Lebanese context. The researcher defines clearly the theoretical proposition prior to data collection and explains the development of rival theoretical propositions as they emerge from the empirical findings within the setting of the four cases. The plausible explanation for the role of HR in CSR and the rival theoretical propositions and relationships are made within this setting (Miles and Huberman, 1994). Although, the common Lebanese contextual realities might give an external generalizability face for the theoretical propositions beyond the four cases to other cases within the Lebanese context, external generalizability is not a crucial issue for this qualitative research.

3.11 Reliability of the Case Study Strategy

Reliability in a multiple-case study research is achieved through following formal procedures that were conducted in multiple-cases (Yin, 2009). Figure 7 illustrates the procedures followed by the researcher.

Figure 7 Case Study Method Procedures (from Yin, 2009, p.57)
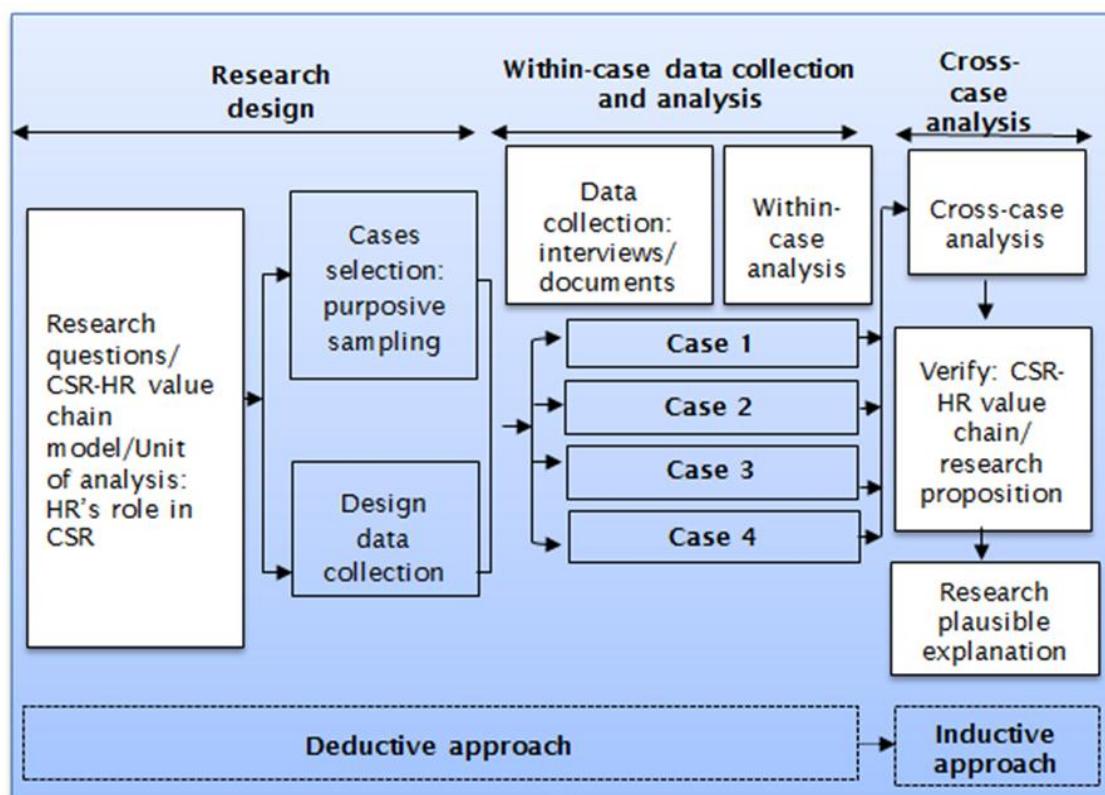
The multiple-case study design in Figure 7 was thus conducted across three main stages. The first stage included the definition of the research questions, the conceptual model, and the unit of analysis were covered and explained earlier. The second stage included moving from the theoretical stage to the fieldwork and collecting data within the four case studies and preparing the within-case analysis for the empirical findings. This level of analysis was descriptive and reflects the perceptions and opinions of interviewed member without presenting further explanations and causal relationship. In the third stage, the researcher conducted the cross-case analysis and verifies the CSR-HR value chain theoretical model and its embodied proposition for the role of HR in CSR. In this stage, the analysis is explanatory and aims to define the plausible research explanation using the causal cross-case analysis method as suggested by Miles and Huberman (Miles and Huberman, 1994). The development in the formal procedure from the case-study design to the cross-case analysis as depicted in Figure 7 moved from being a deductive to being inductive. According to Yin (2011), using this formal procedure increased the reliability of the case-study methodological strategy, which was adopted in this research.

CHAPTER 4 CASE STUDY: WITHIN-CASE ANALYSIS

Based on the adopted case study design and formal procedure protocol presented in Figure 7 in Chapter 3 of this thesis, the researcher moved from structuring the predetermined theoretical constructs to empirically evaluating them. In the theoretical phase, an intensive review for the literature on CSR and HR was carried out to define the theoretical relationships and propositions prior to collecting empirical data. Drawing on this review, the CSR-HR value chain model was a defined and an embodied proposition for a strategic HR partner role within a strategic CSR approach and, therefore, strategic CSR-HR outcome benefits were offered. In the empirical phase, the CSR-HR value chain model and its embodied proposition were evaluated empirically within a sample of four organizations operating within the Lebanese context. Following this systematic approach stage, the main objective of the research was to validate the CSR-HR value chain model and to present the plausible explanations (Miles and Huberman, 1994; Maxwell, 2005) for the role of HR in CSR within the context of the selected sample of cases. In addition, the researcher aimed to define the rival theoretical relationship and propositions, if available, due to the fact that they may emerge from the empirical findings.

Following Yin's multiple-case study research design (Yin, 2009) (see Figure 7), analysis for the collected primary data (interviews with different stakeholders) and secondary data (documentation material related to CSR and role of HR in CSR) had to firstly be conducted within the within-case context and then secondly within the cross-case context. While the explanatory analysis for the latter is presented in Chapter 5 of this thesis, the descriptive within-case analysis will be presented in this chapter with an introduction highlighting the case context and cases portfolio and the interviewing process.

4.1 Case Context

The sample for this research comprises of four organizations operating within the Lebanese context (Table 5).

Table 5 Sample of Cases

Organization	Type of Industry
1 Company A	Banking and financial services
2 Company B	Banking and financial services
3 Company C	Distribution, sales, and marketing
4 Company D	Banking and financial services

Primary data was collected over two interview sessions. The first sets of Interviews were with the managers responsible for CSR and the managers within the HR Department of each organization (Table 6). Secondary data within each organization was also collected by the researcher. This included some documentations and webpage materials, when available, related to the CSR activities, CSR understanding and the role of HR in CSR.

Table 6 Collected Primary and Secondary Data from the First Fieldwork Session

Primary Data			Secondary Data
Organization	Interviewee Position	Number of Interviewees	
Company A	Senior manager responsible for CSR, head of communication and investor relations department Assistant General Manager, Head of HR	2	Webpage materials on CSR, mission, vision, stakeholder relations/ documentations on HR's plans for CSR
Company B	Senior managers responsible for CSR, head of group communication Head of group HR	2	Webpage materials on CSR, mission, vision, stakeholder relations/ documentations on CSR activities
Company C	Senior manager for CSR, group HR manager Recruitment manager, HR team	2	Webpage materials on CSR, mission, vision, stakeholder relations/ documentations on CSR activities
Company D	Senior managers responsible for CSR, group head of marketing and communication HR manager	2	Webpage materials on CSR, mission, vision, stakeholder relations/ documentations on CSR activities
Total Interviewed Managers		8	

Following this data collection stage, within-case and cross-case analysis to examine divergence and convergence across the findings from the first round were performed through a systematic approach pertaining to the dimensions. This is detailed in Table 7 below.

Table 7 Examined Dimensions of the Role of HR in CSR

Dimension	Components
CSR	CSR domains: economic/ethical/legal/philanthropy; strategic CSR approach, CSR/stakeholder relations
Role of HR in CSR	HR role as: strategic partner/change agent/administrative expert/employee champion
Outcome Values	Benefits, outcomes, strategic values

The mentioned dimensions were predetermined prior to data collection and derived from the literature of CSR and strategic HRM. These dimensions were depicted in the CSR-HR value chain model (see Figure 6) presented in Chapter 2 of this thesis. Each case was, therefore, studied separately to evaluate how it fitted within those dimensions. Divergence and convergence across cases from the Lebanese context in relation to the role of HR in CSR were then identified. Not only is this approach helpful for the fact that it represents guidance for the data analysis and interpretation within multiple-case study research, but also it does help the researcher evaluate empirically any predetermined theoretical relationships and propositions when embarking on fieldwork and all the data collection stages of research.

Drawing on the findings from the first round of the collected data, the evaluation made by the researcher was that there is a need to conduct a second round of data collection including conducting interviews with different stakeholder groups including interviewed managers from the first round (Table 8) within the same four cases for data triangulation purposes (Yin, 2009).

Table 8 Interviewed Stakeholders in the Second Session of Data Collection

Organization	Stakeholder Group	Number of interviewees
Company A	Employees	17
	Customers	5
	Suppliers	1
	NGO	1
Company B	Employees	10
	Customers	3
	NGO	1
Company C	Employees	6
	NGO	1
Company D	Employees	10
	NGO	1
Other Stakeholders		
HR professionals, university lecturers in CSR		2
Independent CSR consulting firms		2
Total Interviewed Stakeholders		60

The main objective was to debate the initial findings and the theoretical CSR-HR value chain model with interviewed managers from the first set of interviews and collect feedback from different stakeholders concerning the role of HR in CSR. The collected data and findings from both the first and the second sessions were, thereby, triangulated in order to achieve data saturation (Yin, 2009) across the CSR-HR value chain dimensions and to define the rival theoretical relationships, if obtained.

When defining the stakeholders to be interviewed in the second session of data collection, two main factors were taken into consideration. The first factor was that those stakeholders were named as being involved within the CSR programmes and the activities of each organization and were referred to as interviewed managers during the first round of interviews. The second factor was the stakeholder model that was first coined and introduced by Freedman (1984) which regards stakeholder groups towards whom organizations must maintain balanced management of their needs. Also, based on the Freedman model, the main objective for a researcher from interviewing stakeholders is to formulate a better understanding and explanation for how the HR Department interacts with the stakeholders and how they engage them in CSR. Thus, Freeman's stakeholder model (1984) is relevant in this context in deciding on the targeted stakeholders. Final descriptive within-case analysis and explanatory cross-case

analysis were then conducted to analyse the empirical data collected from the two sets of interviews in addition to secondary documentation data. The descriptive within-case analysis will be presented in what follows from this chapter and the explanatory cross-case analysis will be presented in the next chapter.

4.2 Company A

4.2.1 Company A: Overview

Founded in 1951, Company A is currently a regional bank with wide network coverage through its established branches in Lebanon, Cyprus, Syria, UAE and Jordan. In Lebanon alone, there are a total of 1,500 employees in the country's branches. Company A provides universal banking services that meet all the needs of clients, and is constantly developing and improving these services. The services include: commercial banking, corporate banking, private and investment banking, retail Banking, Islamic banking and insurance products and services.

4.2.2 Case Findings: CSR

An investigation into the CSR understanding and practices and the role that HR Department is assuming in CSR at Company A revealed many insights. Firstly, all the CSR activities that the bank is involved in, as referred to by interviewed managers at the bank, are solely practiced within the philanthropic domain of CSR. None of the managers referred to the economic, legal and ethical domains being perceived as CSR domains. The bank's responsibilities within those domains are taken for granted and what the bank does without being necessary considered as part of the bank's CSR initiatives and programmes. CSR is understood and practiced at the bank mainly within the education area with the presence of a clearly defined strategic CSR approach. Within this strategic approach to education, the internal CSR focus on the bank's culture and engaging employees is essential for the bank.

Secondly, the HR Department is playing a strategic partner role in the bank's education area of CSR intervention and being responsible for defining and executing some CSR initiatives. Thus, it does not only play a role in the execution level but also at the definition level of the CSR strategy for education. The HR Department is responsible for embedding CSR within the bank's culture and designing the necessary processes and programmes that go in line with this objective, including aligning CSR with HR's system. In addition, the HR Department is responsible for delivering CSR efficiently and managing CSR costs and budget. Lastly, the benefits of the role of HR in CSR cannot be

measured at the bank since in the first place the social performance of the bank is not assessed using any performance indicators. In what follows, those three aspects will be further examined drawing on the descriptive analysis of the conducted interviews at the bank before presenting how Company A's case fits within the CSR-HR value chain model proposed in Chapter 2 of this thesis.

4.2.2.1 CSR Domains

Interviewed managers at Company A consistently referred to the philanthropic context of their CSR initiatives as practiced on voluntarily basis. Examples of such philanthropic actions included provision of student scholarships based on financial needs, donations to public schools and universities, in addition to sponsoring sports activities, especially the annual Beirut Marathon. On the other hand, however, none of the managers referred to examples of CSR initiatives in the domains of economic, legal and ethical responsibility. Therefore, the role the bank plays within these domains was not understood and practiced as part of its CSR initiatives which is restricted to philanthropic contributions, but rather taken for granted as the interviewed managers emphasized. The following sections of this chapter highlight the response made by the managers when asked about CSR domains and examples of activities and programmes at Company A.

Economic, Legal and Ethical Domains

The understanding of CSR at Company A is anchored in the context of philanthropic actions with the economic, legal and ethical responsibilities assumed as taken for granted. In fact, none of the interviewed managers at Company A mentioned economic viability, legal compliance and ethical principles as part of their CSR domains of responsibility and social intervention. It is important to note here that, when interviewed; HR managers mentioned the bank's legal compliances and code of conduct which they believe develop a culture of honesty and integrity throughout internal policies and guidelines, and external stakeholder relations. However, they were keen to suggest that it is not part of Company A's CSR initiatives. One manager asserted this distinction, noting that:

"Our Company complies with the code of conduct and legal compliance through local rules and regulations and international laws that govern the Bank's local and international business operations" (HR Manager, Company A).

Thus, Company A's commitment to maintain its ethical principles and to conduct legal compliance are not perceived as part of the bank's CSR domains, which mainly take the form of philanthropic activities on a voluntarily basis in health, education, sports, culture and environmental areas as explained above.

Philanthropic Actions

As disclosed on the Company A's website, the Bank defines CSR as the commitment by the bank to social and environment responsibility within the community environment that the bank operates in. Interviewed managers asserted that social intervention at Company A has increased in the last five years after expanding the bank's areas and domains of social intervention. An example of this can be including the culture and environment. Therefore, CSR recently represented an integral part of the bank's corporate culture; as disclosed under the bank's statement of CSR initiatives on the website, social activities at Company A are practiced across the following five areas:

- *Sports*: The bank is the exclusive sponsor of Beirut Marathon.
- *Environment*: The bank is one of the major contributors to the Green Lebanon Book, whose revenues are dedicated to increase forestry and green areas in Lebanon.
- *Health*: The bank contributes and supports many NGOs active in this field.
- *Education*: The bank donates scholarships to various schools and universities.
- *Cultural Activities*: The bank contributes and supports many art and musical festivities in Lebanon; contributing to many active NGOs in the humanitarian field, taking care of elderly people, orphans, children with special needs, etc.

To quote from one of the managers when explaining the domain of CSR:

"CSR activities at Company A only take the form of philanthropic actions on voluntarily bases" (Marketing Manager, Company A).

Interviewed managers consistently referred to examples of CSR activities that fall within the philanthropic domain of CSR. One of these examples is the sponsorship that the bank offered to the annual Beirut Marathon. One manager referred to this activity as the main CSR achievement for the bank stating that:

"Our sponsorship for Beirut marathon is philanthropic activity that the bank does on a voluntarily basis without expecting any economic return" (Marketing Manager, Company A).

Another manager commented on the same idea, saying that:

"The Beirut Marathon is the most important CSR activity that the bank has and it's purely philanthropic" (Communication Manager, Company A).

Many other interviewed employees also showed similar perception for the bank's CSR activities. They did not refer to the philanthropic domains but clearly reflected the voluntary nature of CSR and that bank does not invest in CSR to gain financial outcomes. One employee explained this, stating that:

"The bank assumes CSR activities just to help the society and enhance its wellbeing without any return" (Marketing Department Employee, Company A).

Another employee strongly emphasized this point, suggesting that:

"The best thing about our company is that it contributes to the society without any expected financial benefit or profit maximization goals" (HR Department Employee, Company A).

It is therefore clear that, in practice and within the understanding of both employees and managers, CSR at Company A is a philanthropic contribution mainly to enhance the societal wellbeing and benefits irrespective of the bank's economic gains.

4.2.2.2 CSR Approach: Strategic in the Area of Education

The CSR strategy that links CSR with the mission and core competencies of organization only exists through Company A's educational initiative which aims to guide, especially younger generations, to choose their future career studies. Interviewed managers at Company A consistently referred to the strategic approach that the bank is taking within the area of education and through this initiative. One manager explained this point saying that:

"*We can clearly say that our CSR initiative within the educational area is strategic because it links CSR with the education mission of the bank and invests in the banks*" (HR Manager, Company A).

When asked about the bank's mission and core competences that intertwine with CSR,

interviewed managers referred to education and training, and development. One
manager reflected on this link, pointing out that:

*"The bank's mission is to promote education and building on this point the bank
launched its CSR educational programme and linked it with the bank's core
competences in the area of training and development "* (Recruitment Manager,
Company A).

Another manager added within this context that:

*"Our educational programme initiative was designed drawing on the bank's mission to
promote education and thus the initiative contributes to the bank's mission and adds
value to it and benefits both the bank and the society at large"* (Communication
Manager, Company A).

This is considered a new and evolving approach since CSR has always been practiced
but without a clearly defined formal strategy, systematic focused organizational plans
and processes or translated into change management practices in the areas of training
and skills development for example. One manager pointed out that although some HR
practices had always been implemented they are not considered a part of CSR. To
quote from him:

*"Issues of diversity and employees' well-being and employees' safety and equal
opportunities are already assumed by the HR Department at our company but not as
part of the CSR initiatives that is understood as a philanthropic contribution and
mainly practised within the external community environment"*
(HR Manager, Company A).

However, this orientation to CSR has changed recently through Company A's
educational programme educational initiative and the understanding of CSR as a
strategic issue is evolving. The importance of the internal CSR focus through
employees' contribution and awareness to CSR is being recognized more and more at
Company A. One manager explained this change as follows:

*"Through our company's educational programme, the bank is taking a new strategic
orientation to CSR and getting employees' engaged in CSR and implement CSR within
the culture of the bank besides the external social activities that the bank assumes in*

the areas of sports and environment; however, we cannot say yet that we have a holistic CSR strategy, but just an evolving strategic understanding to CSR through our company's educational programme" (Public Relations Manager, Company A).

Thus, the CSR strategy which defines the bank's general CSR philosophy, objectives and deliverables, in addition to the responsive approach which represents the action dimension frame, are not yet defined at Company A. The bank's initiative through its educational programme is the only thing that is considered a strategic approach since it links CSR with the bank's mission and core competencies within the area of education and training, and development.

4.2.2.3 CSR and Stakeholder Management Practices

The interviewed marketing and HR managers did not consider CSR initiatives at Company A as being designed and their activities as being implemented to respond to stakeholders' needs and expectations. Although CSR activities and programmes are, in most cases, practiced within the community environment, the needs and expectations of the community are not being defined and prioritized in a systematic way. In addition, CSR initiatives at Company A are not planned to meet, for example, the needs and expectations of other stakeholder groups such as customers, employees, NGOs, and government. Thus, the bank's stakeholder management and CSR practices are not integrated and understood to be interrelated. It is disclosed on the bank's website that the relationships between the bank and its stakeholder are detailed in what follows (Company A, 2010c):

Human Resources Management: Company A provides equal opportunities to its employees at all levels without discrimination of any kind. Accordingly, the bank discloses in its annual report information and statistics on the composition of its human resources, its human resources policies and procedures for recruitment, compensation, and promotion. The disclosures should include at least the following information:

- Allocation of human resources
- Human resources turnover
- Recruitment policies and procedures
- Training programmes
- Remuneration policy and packages
- Promotion and career development

Health and Safety in the Workplace: Company A is committed to actively manage its health and safety risks including fire incidents, accidents, and injuries to employees, clients, and visitors.

Code of Conduct: Company A has developed a culture of honesty and integrity throughout its history. This culture has been established as the "Tone at the Top" and it is embraced by the Chairman, the Directors and to every individual employee at the Bank. Consequently, the Bank has adopted a Code of Conduct and other internal policies and guidelines, consistent with the Bank's purpose and values, and to comply with the laws, rules, and regulations that govern the Bank's business operations.

The Bank's Relations with Suppliers: The Bank's supplier relations are governed by the principle of transparency in the contract terms. The Bank cooperates with suppliers who meet objectives and measurable criteria, such as reliability and market position.

Employee Relations with Customers and Suppliers: Employees are required to avoid investing in or acquiring a financial interest (either directly or indirectly) in any business organization that maintains a contractual relationship with the Bank, or one that provides goods or services to the bank. Similarly, employees are required to avoid establishing any other type of relationship with businesses or organizations if such relationships are to have an impact on the employees' decision in the performance of their duties.

It is stated on the bank's website, also under the CSR section, that by supporting charitable causes, educational programmes, sports events, environmental projects and cultural events, Company A seeks to maintain sustainable relationship with its stakeholders. This is the objective of the bank for the future and also a representation of the aspiration for social interventions and engagement. However, while interviewing managers within several departments such as HR, and marketing and communication, stakeholder management practices and relations were not defined as a framework within which Company A understands and enacts its CSR initiatives. For example, the theme of health, which is a common theme between the bank's CSR area of engagement and the stakeholder relationship practices, has a different understanding in each area. In CSR, the health theme is practiced through donating and supporting NGOs, while in the stakeholder framework it includes the risks of fire incidents, accidents, and injuries to employees, clients, and visitors. This example explains clearly how CSR activities mainly targets the community as being the external

stakeholder, but not linked to the bank's stakeholder framework that targets internal stakeholders, for example employees.

Therefore, CSR initiatives mainly target the community environment, for being a critically important stakeholder as it appears from the disclosed CSR activities on the bank's website. One manager explained this point, reporting that:

"*Our company's CSR initiatives reflect the commitment by the bank to implement social projects in different areas, for example culture and environment, in the community environment within which the bank operates*" (Marketing Manager, Company A).

In achieving this goal, Company A also works in partnership with local NGOs which have the expertise and capability to implement social projects within the community environment of the bank. Company A also contributes to community social projects through volunteering programmes. One manager gave an example of some contributions made by employees to charity centres such as orphanages and child care centres. To quote from him:

"*Some employees contribute on monthly basis through transferring money directly from their saving accounts for social aid causes organized by the bank*" (HR Manager, Company A).

However, none of the interviewed managers referred to, by way of example, communication CSR initiatives and engaging with customers, government, and regulatory bodies.

4.2.3 Case Findings: Role of HR in CSR

The role of HR in CSR at Company A is evaluated as to whether being strategic in the long-term range, or being operational in the short-term range. The added value of HR within the four role domains as explained across Ulrich's strategic partner framework (Ulrich, 1997b; Ulrich, 1997c; Ulrich and Brockbank, 2005) (see Figure 5, Chapter 2), reveal that the HR Department at Company A is assuming a strategic partner role in CSR on the long-term range through Company A's educational programme. According to Ulrich, the role of HR is only evaluated as being strategic if it is enacted within a clearly defined strategic framework that represents a clearly defined formal policy. As explained earlier, only within the educational area and through Company A's educational programme CSR initiative, Company A is taking a strategic approach to

CSR. Thus, the qualification of the role of HR in CSR as being a strategic partner role is through the contribution of HR into Company A's educational programme. Within this context, findings reveal that the HR Department at Company A is assuming a strategic partner role that includes multiple roles within the domains of change management, employee contribution and administrative efficiency. The following sections will describe the contribution HR provides CSR across those domains.

4.2.3.1 HR as Strategic Partner

According to Ulrich, the strategic partner role of HR focuses on the definition and execution of organizational strategies whether the strategies are being social, ethical or business. HR Departments participate in defining the organizational strategies to be able to design an appropriate HR system and practices that are aligned with the strategic objectives. In addition, it plays an execution role through translating the strategies into HR system and practices. Following Ulrich's definition, the findings show that the HR Department at Company A is fully assuming a strategic partner role within the educational programme initiative. HR contributes to the definition as well as the execution of the educational programme. Different interviewed stakeholders at the bank emphasized the strategic added value and participation of the HR Department in the success of the educational programme CSR initiative. One manager explained this role pointing out that:

"*HR is becoming a strategic player in our company's educational programme and it is due to the HR that the bank succeeded in this initiative*" (HR Manager, Company A)*.*

The HR Department was solely responsible for the definition of the educational programme initiative and designing a plan for executing it. One employee emphasized this role, stating that:

"*The HR Department planned our company's educational programme and prepared the proposal that was discussed and approved the board of directors. The educational programme is an HR idea and the role of HR was essential in defining the general strategic framework for it*" (Retail Department Employee, Company A).

Another employee stated that:

"*Our company's educational programme is the work of the HR Department in the bank, and the people in HR were fully responsible to define the objectives of this programme*

and the general scope and policies" (Retail Department Employee, Company A).

Here, interviewees are clearly referring to the participation of HR on the definition level.

At the executive level, the HR Department moved the educational programme into the action dimension and translated it into practice. The HR Department organized training programmes for managers and employees to develop their CSR awareness and knowledge and enhance their capability of contributing to CSR. One manager explained this role as follows:

"Here in the HR Department we organize training sessions for our company's employees on the CSR educational programme. Around 500 employees and managers received the training. We explain to them the objectives to this CSR initiative and ask them to contribute to it "(HR Manager, Company A).

Similarly, another manager explained in more thorough details how the HR Department is hosting these CSR awareness sessions, stating that:

"The HR headquarters is equipped by all communicational facilities and infrastructure to take it change agent role. This includes 4 training rooms, 2 of them very big, hosting 70-80 delegates, and also all new recruits are informed about the bank's CSR policies during the HR's initiation programme. For example, HR holds, in collaboration with the audit department, sessions concerning the code of conduct policy." (Recruitment Manager, HR Department).

This communication is HR's responsibility where the main objective is to make sure that the CSR initiatives are promoted among the bank's staff.

One employee who received the training explained the role of HR, noting that:

"We were contacted by the HR Department to attend training sessions on the educational programme initiative, and then we attended the training and we were asked to participate through for example visiting schools and meeting with students and introducing the educational programme to them" (Employee, Retail Department).

This is one example of how the HR Department translated the educational programme into practice through HR's training and development system. Another example within this context is the role of HR in communicating and promoting the educational

programme initiative to the public. The HR Department launched an online youth guidance system which aims to provide the public, especially youths, with knowledge and information about how to plan their university education and future career. This online service guides its visitors on how to choose universities, locally or abroad, and how to search for job opportunities and finding out the matches with their domain of study. It also provides an aptitude test that helps the website visitors to discover their talents and skills and define their domains of interest. The website also keeps its visitors updated with the latest news within the area of education and offers necessary orientation and consultancy. The on-line website for the educational programme was designed by the HR Department whereby the expertise in communication was exploited so the educational programme initiative reached out to the public.

Also, the HR Department designed another communication programme to promote the educational programme among the bank's customers. The employees who received training on the educational programme were asked to be in direct contact with Company A customers in all its branches and promote the educational programme initiative among them. One employee who participated in this campaign explained the experience in communication CSR among customers, as follows:

"I received first training at the HR Department in the main branch about the educational programme. I was then aware of what CSR is and the objectives of the educational programme. Then, the HR Department sent me to many of our branches to meet directly with customers and pass the knowledge I have about CSR and the educational programme to them" (Employee, HR Department).

Another employee commented on the role of HR by reporting that:

"The HR Department taught us how to communicate with customers and how to initiate the contact with them and explain the educational programme to them and motivate them to visit the website and take for example the aptitude test"
(Employee, Communication Department).

Some randomly selected customers for interviews expressed their familiarity with the educational programme initiative and CSR initiative at Company A. One customer said:

"In one of my visits to the branch one employee representing the bank met me and explained what the educational programme is and asked me to visit the website on the

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internet and let my children take the aptitude test" (Customer, Company A).

It is clear through this example how the HR Department succeeded in communicating with Company A customers and raised their awareness and participation in the educational programme. Through communicating with different stakeholder groups, and not only the banks managers and employees, the HR Department plays important role in increasing their willingness to contribute in CSR activities.

The explained findings clearly highlight the contribution of the HR Department in Company A CSR education area through the bank's educational programme. The HR Department defines the formal framework on the educational programme and executes it through some HR practices. All the examples provided earlier shed light on how the HR Department is aligning CSR with its practices in the area of training and development, and communication. This role is therefore qualified as being a strategic partner role, since it is enacted within a strategic CSR framework and contributes on both the definition and execution level (Ulrich and Brockbank, 2005) of the CSR initiative in the area of education at Company A. This strategic partner role is multi-faceted, as pointed out earlier, and will be explained within the domains of change, employee contribution and administrative efficiency in the following sections.

4.2.3.2 HR as Change Agent: Company A's Culture and Awareness to CSR

According to Ulrich and Brockbank (2005), formulating the organizational processes and culture around new ideas and practices is considered a change management. Accordingly, the HR Department played a change-agent role to create new processes and change in culture in how the organization regards its business role and stakeholder management. The findings make clear that at Company A, CSR is not yet considered as a change. CSR is not understood as a transformation to daily business operations and with how the bank evaluates its stakeholder relation and management. One manager clearly explained this issue stating:

"*We cannot claim at our company that CSR represent a change management approach*" (Marketing Manager, Company A).

Another manager added within the same context that:

 "*We are still trying to understand how to implement and communicate and measure CSR and until we reach that stage, we cannot implement CSR as a change and*

transform the bank's mission and values and principles around CSR" (Retail Manager, Company A).

Therefore, it is clear that CSR cannot be considered as a change at Company A. However, the findings unveiled a premature stage of change management, following Ulrich's work (Ulrich, 1997a), through taking the initiative of the educational programme educational programme and embedding CSR within the culture of the bank. The educational programme is considered a new initiative within CSR that emphasized the internal focus of CSR activities. Previously, CSR has always been practiced within the external environment in the areas of sports and environment, with less importance given to the internal aspects of CSR that includes the culture and the participation of managers and employees. The HR Department formulated this new understanding and prepared the processes to implement it and formulate a culture around CSR within the internal bank's environment. One manager explained this initiative HR role as follows:

"This is something new, and to introduce the programme *as an educational programme within CSR that includes training and development of managers and employees and communication with different stakeholders including the bank's customers is considered a new paradigm in the CSR understanding of the bank"* (HR Manager, Company A).

Another manager made comparison between what CSR used to be before and after the educational programme, explaining that:

"Before we used to practice CSR in the community environment and our biggest achievement was organizing the annual Beirut marathon and when the HR department introduced the educational programme we had a new idea about CSR" (Marketing Manager, Company A).

One interviewed HR professional referred to this initiative as a change to traditional CSR practices. To quote from him:

"When CSR is understood as a concept with internal focus and importance for employee participation and contribution, then this is definitely a new approach to the traditional CSR activities that we used to hear about such as environmental issues and culture" (HR professional, university lecturer in HRM).

Its centrality in introducing this initiative and asserting a new approach to CSR understanding and practice qualifies the role of the HR Department through the educational programme initiative as a change agent role. Translating this initiative into processes and culture, the HR Department promotes the educational programme among managers and employees in order to engage them, raise their CSR sensitivity and awareness, and increase their participation in community activities. The HR Department organizes seminars to inform all its managers and employees about what it means for Company A to have CSR initiatives, what culture this requires inside the organization, and how employees will participate in applying this culture.

Interviewed employees showed sensitivity to the concept of CSR and awareness of the educational programme activities and domains of intervention. They emphasized the regular communication that the HR Department at Company A is starting to promote CSR values and principles in general among employees and to increase their engagement in the educational programme initiative. One employee referred to the high CSR culture within the organization by saying:

"Thanks to the HR Department we feel that we live within a CSR culture and feel that CSR concerns everyone and being taken seriously by the bank. We talk about CSR among us and exchange ideas and suggestion for some CSR activities and we share them with our managers who take them into consideration as well"
(Employee, Retail Department).

The HR Department plays an important role in communicating with different stakeholders in order to raise their CSR awareness and discuss their readiness to participate with the bank in CSR activities. One NGO explained how Company A, through the HR Department, sponsors their activities as follows:

"We are in contact with the bank through the HR Department. We meet with HR people and discuss CSR issues and how the bank can contribute and benefit us form his knowledge. We send our proposal for some CSR activities such as giving students' school sessions in entrepreneur and then the department process this proposal and assign employees from the bank to take part in teaching students" (Project Manager, NGO).

4.2.3.3 HR as Administrative Expert

According to Ulrich, the role HR plays within this domain is mainly concerned with preparing the infrastructure that is necessary to deliver organizational strategies efficiently and save on costs and expenses. This role domain is on the operational level and deals with daily routine transactions in the short-term range. Without successfully fulfilling its role on this level and being efficient, the HR Department cannot perform strategic partner roles and cannot be focused on the long-term range. It is thus fundamental for HR to champion the administrative expert roles and add value through performing efficient HR system and practices. At Company A, the HR Department is assuming this role and one of its priorities is to build an effective HR system aligned with the bank's strategic objectives and delivering efficient HR practices in the areas of performance appraisal, communication, remuneration packages, training and development, compensations, job rotations, recruitment and selection, and retaining employees.

Within the educational programme educational initiative, the HR Department at Company A is responsible for the efficiency aspect. The expertise, capabilities and knowledge of HR are being exploited to contribute to the efficiency of the educational programme. One manager explained the areas within which HR regards its administrative expert roles in CSR as follows:

"Efficiency is the basic requirement from the HR Department within the educational programme *and we are thus responsible for preparing the educational programme budget, controlling its costs, building its efficient infrastructure such as information databases, and avoiding unnecessary costs"* (HR Manager, Company A).

Another manager added more areas, explaining that:

"Being efficient in the educational programme is very important to achieve its objectives with less cost, so the HR Department make sure to prepare reports on the progress and success of the educational programme and share them with the board, and deal with any legal issues associated with it" (Training and Development Manager, Company A).

Both managers are emphasizing two main issues. First, the importance of the administrative expert role as being a fundamental and basic HR duty and, thus, HR's advocacy to deliver the educational programme practices efficiently is part of its

natural role. Second, both managers highlighted the areas of this administrative expert role in the educational programme which includes areas such as, managing costs, budgeting, and reporting.

The presence of a strategic approach in the educational programme requires delivering it efficiently. To quote from one manager:

"When the educational programme is assumed as a strategic issue then makes the efficiency objective as the delivery of the educational programme is concerned an objective at the bank and thus for the HR Department" (HR Manager, Company A).

The HR Department is therefore working within a strategic formal framework in order to facilitate achieving the objectives of educational programme efficiently. This makes the administrative expert role domain receiving intense focus from HR as a fundamental base for HR strategic partner role in educational programme and benefiting from its accumulated administration expertise.

4.2.3.4 HR as Employee Champion

Being an employee champion requires HR to be involved in the day-to-day employee problems, concerns, needs and expectations (Ulrich and Brockbank, 2005). Realizing the importance of the human capital for Company A, interviewed managers in the HR Department defined the areas within which HR regards its employees champion roles within the following domains:

- Health and safety in the workplace and employee wellbeing
- Friendly workplace environment
- Competitive compensation and remuneration packages
- Social activities, e.g. sports competitions, employees' charity donations, employee volunteering programmes, and social outings for employees and their families
- Employee code of conduct
- Training and development
- Communication and engagement
- Promotion schemes
- Development of employee skills and core competencies
- Recruitment policy
- Competitive and rewarding and bonuses

Developing the human capital at Company A and linking employees' contribution to the bank's objectives make the HR Department an employee champion. When the needs and expectations of the employees are well defined and met, their overall contribution to the bank's objectives increases. One manager explained how this is achieved by suggesting that:

"Communication with employees, listening and understanding to their needs, and being the true employee representative lead to satisfied workforce and thus successful business and high performance levels" (HR Manager, Company A).

Some of those employee champion domains of practices are being exploited within the educational programme so as to achieve high levels of employee contribution into CSR. Interviewed managers strongly emphasized that the educational programme initiative starts from the internal workforce and culture of the bank before moving outside and being promoted and communicated with the external environment including, for instance, customers and suppliers. Accordingly, employees at Company A are the main contributors to educational programme and HR's practices as an employee champion in areas of training and development, communication and engagement are being exploited within CSR.

By assisting and supporting employees to achieve their goals and improving their CSR awareness, the HR Department is playing a socially responsible role as part of educational programme. Interviewed managers referred to two main areas within which employees' contribution into CSR is active. These CSR areas are health and education. On the health side, HR organizes a campaign for raising awareness for cancer treatment and donation among employees. This campaign is in association with the Saint Jud Center; Children's Cancer Center of Lebanon, and the American University Hospital (AUH). HR regularly invites the people responsible at such centres to conduct presentations on employees at the bank in order to raise their social awareness. The programme of the campaign is oriented across six presentations and every time around 80-100 employees attend. Some of the issues covered are about the Saint Jud Center, how they are helping children and about the success rates of the treatment they provide. As a result, currently 150 employees donate voluntarily each month part of their payroll to help the treatment centre for children. As a related issue to this programme, the HR Department applied announcements in all the branches and headquarters of the bank as non-smoking areas after conducting a survey among employees and managers about the smoking policy at the bank. On the education side, the HR Department formulated a scholarship reward policy for the employees' children.

Employees receive financial aids for their children who are achieving exceptional results whether at school or at university (e.g. university dean's honour list).

So, HR's practices as employee champion are part of the bank's CSR practices. Though CSR has been traditionally perceived to be the bank's responsibility towards the community and CSR activities have been performed in the external environment of the bank, the HR Department is taking the initiatives in designing socially responsible HR practices, for example CSR awareness campaigns, among employees and recycling policies which associate internal and external CSR initiatives.

Interviewed employees at Company A strongly emphasized the importance of the role of HR in increasing their motivation and, consequently, contribution to CSR. One employee explained this HR role stating that:

"The HR Department regularly send us emails and memos about CSR issues and invites us to seminars and train us on CSR practices such as recycling and smoking- free policies and Red Cross training" (Employee, Marketing Department).

Another employee referred to the role of HR as mediator suggesting that:

"The HR Department plays important role to transfer the message of CSR to employees, it is like a mediation and linkage between CSR and employees; without this role we lack the information and knowledge about the bank's CSR activities" (Employee, Retail Department).

The examples provided here, in addition to the examples of the role of employees in the educational programme which were examined earlier, explain how HR contributes to CSR within the employee champion domain (Ulrich and Brockbank, 2005). The added value of the role of HR role is increasing the contribution of employees into CSR. The HR Department is achieving this objective through designing programmes to engage more employees in CSR. In this context and as explained earlier, the HR Department organizes training sessions for employees, especially training them on educational programme. The HR Department also organizes volunteering programmes within which employees can contribute to social activities. Therefore, employees are becoming gradually essential contributors to CSR at Company A and the role of HR which has been essential in introducing this new approach to CSR. Therefore, the employee champion role domain represents an opportunity for the HR Department to increase employees' contribution into CSR.

4.2.4 Outcomes of HR's Contribution to CSR at Company A

Social performance and the impact as the CSR activities and projects are concerned, are not being assessed. As one manager clearly states:

"We do not measure any outcome and benefit for our CSR programmes"
(Marketing Manager, Company A).

One manager explained the reason for leaving the bank's CSR activities unmeasured reporting that:

"We still lack the knowledge of how to assess CSR and we are still at the stage of shaping our perceptions for CSR domains and practices and I believe that the next important step will be to assess CSR" (Retail Manager, Company A).

The interviewed manager is clearly referring to the evolving stage in the understanding of CSR at Company A that still needs development and will eventually include the assessment of CSR.   However, some outcome values of the role of HR in CSR were clearly referred to by interviewed, yet none of them is being assessed.
One manager explained this issue, as follows:

"We think what HR do for CSR is good for our image; whatever we are doing should in align with our believes, we believe in excellence and ethical behaviour and honesty and transparency we believe in good environment, and thus CSR activities that we do are in line with it" (HR Manager, Company A).

Another manager added within the same context that:

"While you think sometimes CSR is a cost, if you look at it in the broader sense, particularly in the long-term, this will bring financial benefits to the bank and HR's role in CSR might produce well-trained employees, better community image, attract more customers because lot of people are sensitive and look at the company, people are becoming more aware whether the corporation is a good citizen or not and sometimes they bring business because of that" (Communication Manager, Company A).

It has been made clear that both managers realize the benefits that the role of HR in CSR might realms and has an idea about some outcome variable. However, no

assessment devices are being applied to assess the CSR outcome benefits at the first place and the role of HR in CSR.

4.2.5 CSR-HR Value Chain

Aggregated findings for the role of HR as being strategic partner, change agent, administrative expert, and employee champion in CSR are depicted in Figure 8.

Figure 8 Role of HR in CSR at Company A

CSR	Role HR in CSR		CSR-HR Outcome Values
	Role	Objective (added values)	
Domain Philanthropy **Strategic** Educational	Strategic Partner	Define and execute CSR	Not evaluated
	Change Agent	CSR initiative	
	Administrative Expert	CSR costs, budget and reporting	
	Employee Champion	Employee engagement	
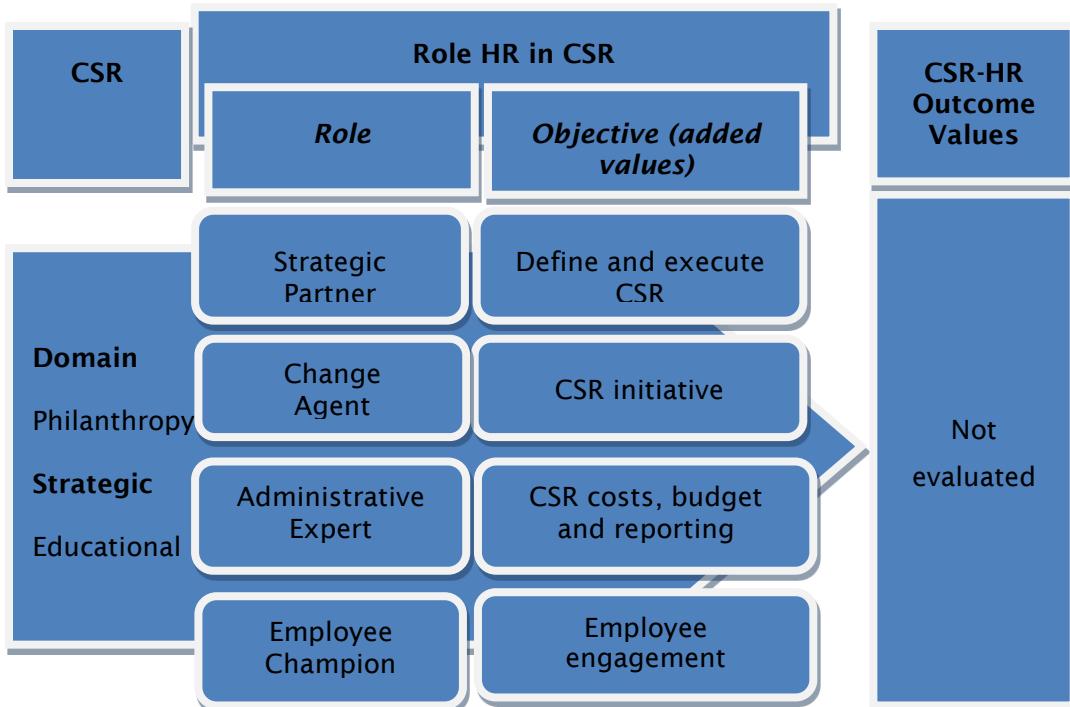
On the CSR fold, the findings reveal that CSR at Company A is only practiced within the philanthropic domain of CSR. The bank regards its responsibilities within the economic, legal and ethical domains yet not as part of CSR. Interviewed managers strongly asserted that for Company A, CSR means philanthropy. Even different interviewed stakeholders, such as, employees and customers, reflected a similar understanding to the domain of CSR ignoring the aspects of ethicality and legality of the business operations and actions. As far as the CSR approach is concerned, the findings revealed a clear link between the educational programme and the bank's mission and core competences in the area of education. The educational programme was designed in line with the bank's mission to create education for its stakeholders and exploit its core competences in the area of training and development and communication.

On the role of HR in CSR fold, the findings shed light on a strategic partner HR role in CSR. HR's contribution is being on the level of defining the strategic CSR approach with the education area through educational programme and executing it through some HR practices. The examples that support this conclusion are the role of HR in translating educational programme into practice within the areas of training and development, and communication and engagement. The strategic contribution of HR into CSR is multi-faceted. The HR Department plays a change agent role through introducing the educational programme as a new initiative within the area of CSR that brings the internal focus and stakeholder contribution into light as compared to how CSR was understood and practiced traditionally. The HR Department also plays a role in delivering CSR efficiently through managing educational programme costs and budget and reporting. Finally, the HR Department plays a role in enhancing employees' contribution to CSR through communicating and promoting BLOMSHBEB among them and encouraging them to participate.

On the CSR-HR outcome benefits fold, the role of HR in CSR remains not evaluated without measuring devices or schemes being used. Although interviewed managers showed interest in measuring the role of HR in CSR and suggested some possible outcome benefits for this role, this fold in the CSR-HR value chain received less importance and evidence support from empirical analysis.

4.3 Company B

4.3.1 Company B: Overview

Company B Group is a financial institution that is focused on the domestic Lebanese and regional Middle Eastern markets. Founded in 1950, the company (hereafter a bank) initially dealt with natural silk and leather tanning and carried out some lending activities related to the agricultural, commercial and transportation sectors. Today, the bank is a regional bank offering a wide range of banking, retail and financial services across 76 branches in Lebanon with a total of 960 employees.

4.3.2 Case Findings: CSR

The findings suggest that CSR at Company B is still grounded in the context of philanthropic action. CSR activities and projects are performed mainly within the external community environment and anchored in the context of voluntary action as essentially influenced by the philosophy and motivation of the founders to social responsibilities and intervention. Though interviewed managers implicitly referred to

important economic, legal and ethical CSR roles that Company B is assuming, they did not support such a claim with any example of CSR activities and plans with these domains. Even on the bank's webpage, there is no reference to such examples. When asked about the type of CSR performed at Company B, the interviewed marketing managers responsible for CSR, consistently, referred only to examples that fall under the philanthropic type of CSR.

As far as the CSR approach is concerned, interviewed managers at the bank strongly asserted the presence of a CSR strategic approach. However, comparison between the CSR approach and the literature (Lantos, 2002; Porter and Kramer, 2002; McWilliams et al., 2006; Porter and Kramer, 2006) suggests a lack of strategic CSR approach that links the Company B's CSR activities with either the bank's mission or core competences. In addition, CSR performance is not evaluated and linked to economic benefits. As for the role of HR in CSR, the HR Department is contributing more within the employee champion and administrative expert role domains on the operational/short- term range. However, no evidence for a strategic partner or change agent roles on the strategic/long-term range was obtained.

The following sections will present the descriptive analysis for Company B case and how the role that the HR Department at the bank is perceives CSR fits within the CSR-HR value change model.

4.3.2.1 CSR Domains at Company B

Economic Responsibility

As disclosed on its website, Company B has a long history and tradition in CSR to be proud of. The economic responsibility of the bank within the society is practiced through creating jobs, banking services, financial and retail services, loans etc. Those practices build societal general wellbeing and goodwill which consequently contributes to both generating new business, and retaining the loyalty of its existing customers. However, this domain of CSR received less emphasis and attention from interviewed marketing and HR managers. While the philanthropic domain of social intervention can clearly be observed through the bank's environmental, cultural, health and educational activities and charity donations, the bank's CSR activities within the economic domains are not evident. There was one manager who claimed that Company B's CSR activities have economic domains by stating that:

"The CSR contribution of the bank enhances the economic wheel of these communities we work in so they grow and prosper" (Marketing Manager, Company B).

However, such claims are not explained across the CSR areas that the bank is involved in. The interviewed managers implicitly touched on the economic domain but did not support their answers with examples or evidence of CSR activities and programmes as was the case when describing the philanthropic type activities and intervention.

Legal and Ethical Domains

The ethical and legal responsibilities were domains that none of the interviewed managers at Company B referred to or mentioned. They believe that the bank is obliged and accountable, but not as part of the bank's CSR policy and domains, for legal compliance as for local and international rules and regulations; as well as for conducting business and managing stakeholder relations drawing on clearly defined ethical principles and values. One manager explained that ethical and legal dimensions are taken for granted, noting that:

"The ethical and ethical responsibilities of the bank are the basic things that the bank should be and they are already embedded within its culture and our business practices" *(Marketing Manager, Company B).*

So, it is part of the bank's culture and daily practices but not linked to CSR areas of activities where philanthropic contributions remain dominant at Company B. As disclosed on its website, Company B is committed to ensure compliance with applicable environmental and social laws and regulations and use related local and international best practices. The bank monitors its customers' performance and does not enter into relationships with individuals conducting activities reported in the Bank's exclusion list. Environmental enquiries are carried out when risks are identified.

Philanthropic Responsibility to the Community

One manager defined CSR at Company B as:

"The usual understanding of the bank as an institution being part of the society it lives and operates in, and it is the active partnership role that the bank assumes and practices within the community environment within which the bank operates and grows" (HR Manager, Company B).

The bank's approach to CSR manifests itself in numerous social programmes and activities within the philanthropic domain of responsibility based on voluntary orientations. One manager consistently referred to this as being:

 "influenced by the philosophy of the bank's founders and their motivation to CSR" (Marketing Manager, Company B).

These programmes and activities range from generous support for underprivileged children and environmental NGOs to sponsorship of social, cultural and sporting events, assistance for young entrepreneurs, and participation in educational initiatives within the society. As has been noted in an earlier stage, a manager, stated that:

"Our CSR activities are performed in the areas of environment, education, health and culture that represent cornerstones for the bank's areas of social intervention and investment" (Marketing Manager, Company B)

For example, the bank engages in environmental and social activities and campaigns to preserve the Lebanese environment and preserve green spaces for future generations, spreading culture, providing education to the youth, and promoting health.

The philanthropic contributions and areas of social intervention at Company B often reflect the personal beliefs and values of the bank's founders. Interviewed managers at the bank consistently emphasized and referred to the philosophy and influence of the founders in enacting their managerial values based on their philanthropic activities. Thus, CSR areas of involvement are defined and have receive the inspiration from their founders' core values, philosophy and personal commitment to CSR. While local governmental regulatory capacities and formal monitory roles and interventions are weak, founders especially in family-owned businesses in Lebanon take a proactive responsibility and behave as moral actors to shape and define CSR policies in their organizations.

4.3.2.2 CSR Strategy

Within the literature, any social contributions are evaluated as being strategic when it is linked and contributes to either the mission or core competences of the organization. The CSR intervention for any organization is not performed irrespective of economic realms that pay-off on the bottom-line (Elkington, 1999). When CSR is practiced

voluntarily and without account for any economic benefit, it would then be evaluated as being philanthropic CSR. At Company B, interviewed managers strongly emphasize that CSR represents a strategic priority for the bank as stated explicitly in its social and environmental policy statement (Company B, 2010b). Also on its website, Company B states clearly its commitment to offer benefits to the community within which it serves in.

As the environment policy states clearly, CSR is being practiced within a strategy and is linked with the economic benefits for the bank, such as, growth and prosperity. Another manager explained the scope of focus of this CSR strategy by reporting that:

"We have put a strategy for CSR and we have chosen four pillars and we try to work on these four pillars. They are large enough to encompass lot of things but also selective enough because we cannot do everything obviously, we give others the opportunity to cater other things in society" (HR Manager, Company B).

The manager here is trying to assert that the CSR strategy at Company B is focused on the four pillars which are: environment, education, health, and culture.

The researcher however, did not find adequate support for the claims made by the interviewed managers regarding the existence of a CSR strategy from other sources of data. Analysed secondary data, such as annual reports and the mission statement at the bank, did not lead to any evidence supporting the link between the CSR activities at Company B and its mission or core competences. It is stated on the bank's website and under the mission statement that the bank strives to offer best services to its customers, fulfilment to its employees, and economic benefit to the communities it serves. So, it is clear that the economic benefit to the community is embodied within the mission of the bank. However, none of the interviewed managers referred to this link or explained with examples how the bank's involvement in environmental activities, such as greening and planting trees around Lebanese cities, can be of areal economic benefit to the community. Also, the link between CSR and the bank's growth, as emphasized by the interviewed managers, is not assessed and remains with no evidence that proves it. The CSR activities within the areas of environment, education, health, and culture are not focused to contribute the mission of the bank to realm economic benefit to the society. This makes the CSR approach philanthropic and not strategic following the definition of both approaches within the literature.

4.3.2.3 Stakeholder Management Practices

All the CSR activities at Company B mainly target the community environment within which the bank operates. The bank's social projects and programmes in the areas of education, environment, health and culture aim to give back and invest in the community. Even employees' engagement in CSR is planned to contribute to the community through volunteering activities. One manager reported in this regard that:

"The bank uses its internal communication system for example intranet and bulletin boards to share information about the bank's CSR areas of intervention and activities with employees and thus increase their participation in volunteering activities in the society" (HR Manager, Company B).

In relation to communication with other stakeholder groups, for example, customers and clients, Company B does not communicate or engage with them as the CSR activities are concerned. Another manager reflected on the same point and justified this approach stating that:

"*We take on CSR initiatives not for publicity. There are other things in life than branding and advertising and they are important. It cannot be done unless you have beliefs and values that you grow by and are not bragging about it"*
(Marketing Manager, Company B).

When asked if Company B discloses its CSR activities and initiatives to university students during, for example, job fairs and workshops, the same manager asserted the same idea of a silent approach explaining that:

"We are not bragging to mention this to students. Here a lot of people come to us because we are like this, we are known like this, and this is the beauty not to be recognized" (Marketing Manager, Company B).

4.3.3 Case Findings: HR's Role in CSR

4.3.3.1 HR as Strategic Partner

The HR Department at Company B presumes a strategically proactive role by aligning HR practices with the bank's business strategy which aims to offer world- class services to the customer and create value-creation to the shareholder. Upon her request, the Head of the HR Department explained on a detailed follow-up email, after conducting

an interview with her, the strategic oriented HR role across the following domains of added values:

- To promote knowledge sharing
- To coordinate with bank's managers all HR activities so that to turn bank's managers into HR Managers
- To introduce a performance based system (scorecard)
- To contribute in the creation of strong leadership culture
- To support the bank's high performance culture
- To make sure the bank delivers on its promises
- To develop and engage the bank's employees

In relation to the role of HR in CSR, one manager explained how the HR Department is not taking part in formulating the CSR activities at Company B by suggesting that:

"*The HR Department at our bank is not represented as a member of the board, which defines the overall CSR strategy and objectives for the whole bank Group that covers 12 countries*" (Marketing Manager, Company B).

This represents the macro level of decision-making at the bank. HR is represented in the executive committee that is led by the Vice Chairman and General Manager. Thus, the role HR is mainly concerned with executing the bank's strategies as defined by the board; and in this sense does not take part in the definition of CSR activities or in the definition of the action plans that are prepared by the Chairman and the Marketing Department board. One manager explained this method of taking decisions on CSR activities, stating that:

"*The board decides on the change in CSR activities and objectives for every three years and the HR Department does not play any role in defining and designing the CSR activities at Company B*" (HR Manager, Company B).

The board only decides the general focus of the CSR activities, such as, the domains. The marketing department would then define CSR activities, prepares the CSR action plan and applications for three years, and decides on CSR projects and activities that the bank will be involved in. HR's responsibility is operational and limited to communicating CSR with employees and organizing their participation in some CSR activities when needed. Thus, the focus of the role of HR in CSR is not on the strategic/long-term range as explained by Ulrich and Brockbank (2005) due to the fact

that the HR Department at Company B is not concerned with aligning HR's system with CSR and not participating in the decision making process on CSR activities. The focus of the role of HR in CSR at the bank is on the operation/short-term range and is mainly being irregular. One manager described HR's involvement in CSR by pointing out that:

"Once the action dimension of the CSR activities is designed and decided on by the board and marketing department, HR's involvement in CSR starts from this stage and takes the form of communication and support" (HR Manager, Company B).

Therefore, when it comes to designing the applications of the bank's CSR activities, the HR Department is not being involved and consulted as they are formulated by the board and marketing division.

The HR Department plays a role in communicating internally some CSR activities in the aim to raise employees' awareness of CSR and increase their participation in social activities, mainly, within the community environment. This process is irregular and unfocused. The interviewed employees at Company B clearly showed lack of familiarity with the meaning of CSR and not enough knowledge concerning the CSR activities that the bank is involved. One interviewed employee referred to CSR as:

"CSR is the sense of belonging of the bank to the society, and being a loyal and good example of employees that represent our bank in the eyes of the society" (Department Employee, Company B).

Another employee expressed lack of CSR awareness, pointing out that:

"I do not know what CSR is and do not have idea about the social activities of the bank and did not participate in them" (Employee, Company B).

Interviews with employees from different departments revealed clearly that most of them do not have previous participation in CSR activities; when some of them disclosed that they did have, they mentioned activities such as the Beirut annual marathon and blood donations. It was therefore, made clear that the role of HR in communicating CSR with employee is not effective.

4.3.3.2 HR as Change Agent

The Head of the HR Department asserts that the HR Department at Company B is playing change agent roles. This role is manifested by implementing several programmes:

- People Management workshop: targeting all line managers as well as executive management.
- Leadership simulation: targeting executive management to enforce leadership from the top down.
- Business Etiquette training: for branch staff targeting the improvement of customer satisfaction and teamwork at the branch level.
- Strategic Management Training: targeting executive management, supporting them in becoming more strategically oriented.
- Targeted Selection Training: training line managers on the star technique, contributing in turning them into HR Managers.

CSR does not represent a change of how the bank conducts its daily business operations and stakeholder relations. CSR is not evaluated by the managers at the bank as transformation that requires creating new organizational processes and policies and culture of change that bring all stakeholders around a new approach or concept and raise their willingness for change. One manager expressed this understanding for CSR, by suggesting that:

*"CSR is not yet something embedded in our operations and other strategies or policies and procedures and if we are going to consider CSR as a change, yes we need to explain that now we are changing" (*HR Manager, Company B).

Another manager explained the same point by stating that:

"We have areas for CSR and activities but as long as it is something that is embedded in the way we are doing all our policies and procedures you do not need to communicate. This you do at early stages, when you want it to become your culture and you communicate on the culture and values and the policies then you change and you need really create this awareness you do it" (Marketing Manager, Company B).

It can, therefore, be noticed that both managers suggest that CSR does not yet represent a change management process at Company B that requires, according to them, new policies and awareness among stakeholders.

Being a change facilitator, the HR Department is not playing any change agent role in CSR. According to Ulrich (1997b), HR adds value within the change agent role domain through managing the transformation within the organization and ensuring its capacity for change. This entails managing a fundamental culture change within the organization and enhancing the ability of the organization to design and implement initiatives that implement processes for change. In CSR HR's involvement as a change agent covers areas, such as, preparing initiative processes to introduce CSR as a change, integrating CSR policies and practices into broader HR change processes, increasing stakeholders' awareness, especially; employees to CSR change, and formulating a new culture within the organization infused by CSR change and values and principles (Zappala, 2004).

At Company B, the only HR change agent role within CSR, that the interviewed managers implicitly referred to, is introductory effort to build a CSR culture inside the bank. One manager explained by saying:

"*HR tries to promote CSR as a culture among employees and move it outside with different stakeholders such as customers*" (HR Manager, Company B).

Another manager added on this point that:

"*Even though CSR as a change management is not mentioned or written or communicated a crystal clear black and white but we try to emphasize it as a culture through raising employees awareness to CSR*" (Marketing Manager, Company B).

According to both managers, the HR Department is working to raise the bank's employees' awareness to CSR issues and concerns and, hence, anchor CSR as part of the inside culture of the bank. This will then be reflected on the outer environment through employees' participation in community activities and campaigns, and with their relationship with other stakeholder groups, especially the customers. However, interviews with different stakeholders, especially employees and customers, showed incongruity with managers' claims as the role of HR is concerned in raising their CSR awareness. Firstly, due to the fact that CSR activities at Company B are mainly practiced within the external community environment of the bank, the department is

responsible for raising the awareness of those stakeholders to CSR since it is the marketing department and not the HR Department. One customer explained his relation with the bank in the area of CSR stating that:

"I receive invitations to suggest ideas related to CSR and participate in CSR events from the marketing department and not from the HR. My relation with the bank is through the marketing because it seems that CSR is more for promotion and public relations and less integrated within the daily business activities and the internal environment of the bank" (Customer, Company B).

As explained at an earlier stage, interviewed employees also expressed their concern of receiving very little information and knowledge about CSR, and how the role of the HR Department remains passive. They explicitly mentioned that they do not feel that CSR represent a change to the way the bank conducts its business operations and people management practices. One employee summarized this in these words:

"*The HR Department does not take CSR initiatives and promote CSR as a culture of change within the bank, we do not receive training on CSR practices and we lack the CSR awareness and knowledge. I feel CSR is more for reputation of the bank outside"* (Employee, Retail Loan Department).

Therefore, the HR Department at Company B does not play any change agent role in CSR and the attempts to elaborate a CSR cultural inside the bank through raising employees' awareness to CSR remains practiced in an ad hoc way and not within a formal change management process (Buyens and De Vos, 2001; Zappala and Cronin, 2002).

4.3.3.3 HR as Administrative Expert

In this area, the head of HR Department explained how the HR Department revises all its policies and processes in line with its strategic orientation and has communicated these amendments. For example, PeopleSoft is currently used as the master operating system to manage HR Processes and database. The Performance Management Process has been revamped and applied across the Bank directly linked to the Career and Succession Management Processes. As part of HR policy, the job model and the salary scale were set to promote equality and fairness.

According to the Head of HR, in 2008 the HR division embarked on a major change in terms of reorganization and restructuring. The host of structures and processes were re-examined in order to ensure that its function is carried out with maximum efficiency. On the strategic level, this included a comprehensive effort to sharpen HR's mission by defining clearer objectives, backed by a comprehensive three-year plan to develop its capacity to meet those objectives. Several projects were designed and launched in order to ensure successful navigation of this "roadmap" without disrupting current activities or otherwise compromising the Division's function.

This change requires significant amounts of coordination, so one of the projects that HR division has embarked on, according to the Head of HR, creating new structures to be integrated with existing ones designed specifically to support the strategy. This involved four central elements: planning and empowering; training and career development; pay and benefits; and organizational development. A parallel project was implemented on the operational level, whereby the division's mission and processes were revisited to increase compatibility. In addition, projects and procedures were upgraded so to improve their return on investments of time and other resources, enhance their viability as contributors of both tangible and intangible benefits to both HR and other divisions and departments. One manager explained this phase stating that:

"*Equipped with a clear vision, a clear roadmap, and clear steps, the HR division is better-placed than ever to serve as a proactive partner to the rest of the group in this stage*" (HR Manager, Company B).

In relation to CSR, only one manager referred to HR's administrative contribution pointing out that:

"*The HR Department is gradually starting to play more and more an administrative role in CSR such as reporting on some CSR activities and controlling their costs so they are delivered efficiently*" (HR Manager, Company B).

However, the HR Department is not playing any role in other aspects, such as, preparing CSR budgets, dealing with social and legal issues associated with CSR practices, measuring and reporting CSR performance and bottom line pay off, measuring and reporting human capital metrics such as turnover, health and safety, employee development and diversity and setting CSR performance indicators and monitoring results to performance objectives (Zappala, 2004). One manager explained

this limitation in HR's administrative expert role in CSR stating the following:

"We are not the department responsible for setting the CSR agenda and activities, and our role is still evolving in CSR and I believe that our administrative contribution will grow gradually and will be important for the success of CSR, but at the moment this role is limited" (Recruitment Manager, Company B).

Therefore, the HR Department at Company B presumes some administrative expert roles but is still limited and evolving.

4.3.3.4 HR as Employee Champion

The HR manager explained how the HR Department at Company B regards its role as employee champion through open communication with employees to address any comments, inquiries or complaints from employees, while HR is providing prompt feedback and solutions whenever possible. On the other hand, the manager explained how in 2009 all the branches were visited by HR coordination team and individual meetings with branch employees were held. In 2010, another branch visit was planned to cover employees' training needs. Furthermore, the performance appraisal form includes comments fields where both managers and employees are free to write their comments and needs (e.g. career, salary adjustment, and training). HR reviews all the comments and forwards each request to the concerned unit within HR. Finally, during the career management process, HR meets with career candidates to discuss their preference before proceeding with any move.

According to this manager, all of the Company B Group qualities are "*due to its people and their dedication*". To be able to strive to respond to both current and future customers' needs and expectations, the bank's strategy is to recruit, train and develop, motivate and retain the best people to serve this objective. Thus, for the manager, people in the bank are essential for the creation of the value the bank seeks to provide. So, investing in people management is essential for the HR division in order to create more value for the bank's consumers as defined in its mission statement and business objectives. The manager stressed that "*Employees with high degrees of personal motivation and job satisfaction tend to deliver better service in any setting especially in the financial and retail services industry*". For this reason, HR division is highly dedicated to identify candidates with the right mix of ambition, aptitude, education and intelligence. The process continues by providing these people with the needed

training and development in order to advance their expertise, skills and competencies, and therefore, to provide more value to the bank's clients.

According to the head of HR manager, the HR division champions people management through the following practices and policies:

- Recruitment policies
- Equal opportunity
- Diversity
- Non-discrimination policies
- Learning organization
- Training and development
- Communication
- Social activities
- Friendly workplace environment
- Learning Organization
- People Empowerment
- Competency model: that checks on the job fit, geographical fit and cultural fit.

The manager referred to the main achievements of the HR division as the HR value proposition: "Shaping Careers" banner. This programme works on shaping employees' career through development and training, which counts for around 2.7% of the HR's budget. This programme includes career development schemes for individual development. It also includes employees' education schemes through Company B's academy.

All those people-management practices, policies and programmes are considered by the head of HR manager as sustainable development practices that overlap with the CSR strategy of the bank; and, hence, represent value propositions from the HR division to the community. When the bank adds competence skills to its employees and helps in shaping their future career path, the bank is adding value to the community and the country through the people who represent a key social actor within society. However, it is important to note in this context that the people management practices are not formally linked with the CSR framework through a defined policy and process. One manager emphasized that those practices are not formalized within CSR suggesting that:

"*CSR practices are not written and communicated through formal CSR policies and programmes*" (HR Manager, Company B).

Thus, what remains a challenge for the future for Company B and the HR Department is how to articulate this formal link between HR practices and CSR initiatives; and, accordingly, design a clear CSR strategy with a responsiveness process to stakeholders' needs. In this context, one manager explained HR's valuable contribution to CSR by suggesting that:

"*HR becomes a valuable catalyst and facilitator of change and essential for the success of CSR at our company*" (Marketing Manager, Company B).

As for the employees' contribution into CSR, being the domain of HR's added value to the organization as an employee champion player (Ulrich and Brockbank, 2005), the findings from the interviews conducted on employees in different departments and managerial levels did not support the claims made by the managers. Most of the interviewed managers consistently referred to a minimal level of contribution and engagement in CSR. The support that the HR Department gives to the marketing department through facilitating employees' participation in Company B's CSR events is irregular, unfocused and the ad hoc form. to quote from one employee:

"*We do not know what the CSR policy at the bank is and we only receive irregularly emails asking us to participate in the marathon or visiting orphanages and donating money to charities*" (Marketing Department employee, Company B).

 Another employee stated that:

"*Although we know about some CSR activities that the bank have and we do participate sometimes, we don't feel that we have word in this. We have a lot of ideas and suggestion for social activities that the bank can do more and what we need is to be engaged and consulted to be able to contribute more and benefit the bank*" (HR Department employee, Company B).

Another employee expressed motivation to be engaged in CSR by pointing out that:
"*What the bank is doing is great, but I think there are more serious social issues that the bank can be in charge to contributing to solve and we can help the bank through idea and participation and I love to be part of the bank's CSR image*" (Communication

department employee, Company B).

Here, interviewed employees are expressing the limited knowledge and awareness they have expressed about CSR; due to the irregular communication that they receive and invitation by the HR Department to participate in some CSR activities. However, they are clearly stressing the lack of employee engagement in CSR whether during the definition of the CSR activities stage or during the implementation stage. The social values and activities that Ulrich refers to as being important to enhance employees' motivation and productivity are not being utilized within for example employees' volunteering programmes, rewarding system, training and development, or empowerment.

4.3.4 CSR Outcomes, Benefits and Impacts

At Company B, the social performance and impacts of the CSR activities and programmes are not systematically measured. In addition, the bank does not seem to accord any attention to the assessment of its social CSR interventions. Devices such as social indicators, corporate social reporting and social balance sheets are not being employed at the bank as suggested by both interviewed marketing and HR managers. While Company B seems more in practice concerned with the disclosure of its CSR activities in the areas of education, health, culture and environment and the description of its monetary contributions and various philanthropic programmes rather than the social outcome and impact, one manager admitted to the concern of measuring Company B social performance and outcome values. To quote from him:

"Being an active partner with the society because by being an active partner you are enhancing the economic wheel of these communities you work in so they grow and prosper, and this also makes your business grow and prosper so it is a win-win situation for all" (Marketing Manager, Company B).

So, the debate over the tangible benefits and payoffs is being brought to the fore.

What the researcher has observed in the Company B case in relation to measuring social performance and outcome values has been also observed in relation to the outcome values of HR's contribution to CSR. One manager made a comparison between benefits from CSR and HR's role in CSR noting that:

"*We do not measure the contribution and outcome values of HR's role in CSR, and I do*

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not think that there is any company or organization in Lebanon that does so"
(HR Manager, Company B).

When asked whether or not employees' participating in community activities were being recognized and rewarded through, for example, performance appraisal schemes, the same interviewed manager admitted that this is happening but not in formal and systematic way. What is interesting is that:

"*Like 90% of participants are really employees that have a culture fit and their success is the reward. So, it is not like in the performance appraisal which I would like to do, to be in the appraisal to have something related to CSR. We can do this later on, but unofficially when you see the name, you can see and check on them and you see that these names are on a fast track record for career development because success is a package and it is not like if you are part or CSR you are successful"* (HR Manager, Company B).

While this shows clearly the concern and interest to reward employees' participation through HR and employees' branding and value proposition that the HR Department is keen to elaborate as explained earlier, the assessment device is not yet employed.

4.3.5 CSR-HR Value Chain

Against this critical analysis for the findings from Company B case, the roles that HR Department at Company B is assuming are depicted in Figure 9. HR is taking part in communicating CSR initiatives among employees and organizing employee volunteering activities and social contributions within the community environment.

Figure 9 Role of HR in CSR at Company B

CSR	Role of HR in CSR		CSR-HR Outcome Values
	Role	*Objective (added values)*	
Domains: Philanthropy **CSR approach** Philanthropic	Strategic Partner	No role	Not evaluated
	Change Agent	No role	
	Administrative Expert	CSR costs and budget	
	Employee Champion	CSR communication and awareness	
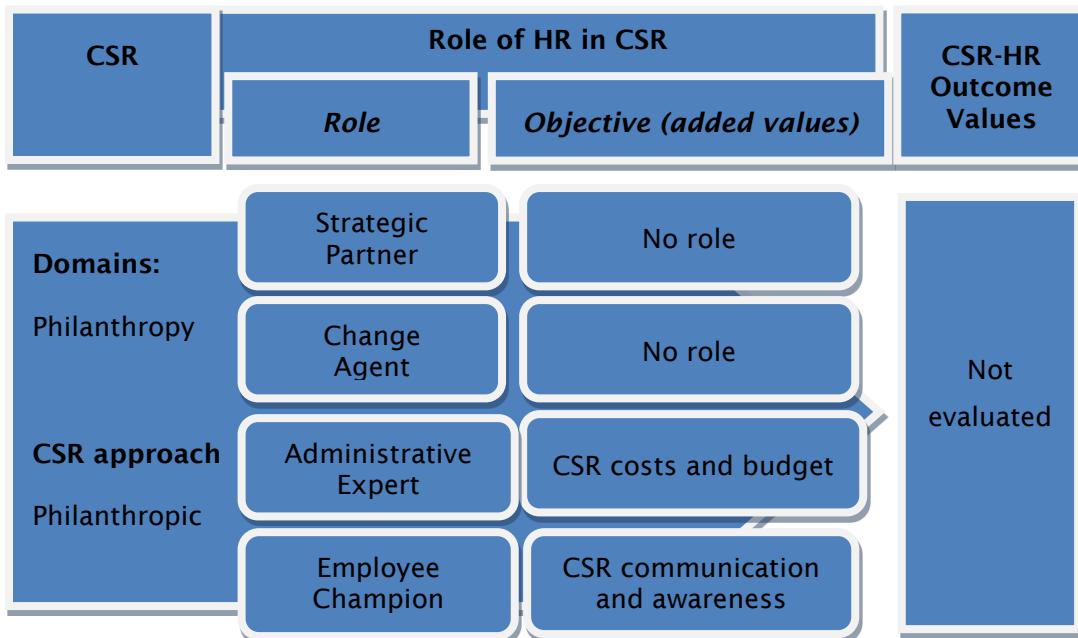
It is, therefore, clear from the descriptive analysis, presented earlier, that the contribution and input of the HR Department at Company B to CSR is marginal and irregular; hinging on the operation/short-term focus and limited to being supportive and concerned mainly with communicating CSR activities among employees and increasing their awareness to CSR. In the absence of CSR strategy, and integration between CSR and stakeholder, management practices, especially people-management practices, the formal policy that aligns CSR and HR is not yet defined. Although the HR Department plays a role in communicating CSR activities among employees and raising their awareness and participation in CSR through some social volunteering activities, this role is still ineffective as interviews with employees from different department reflected their lack of CSR awareness and irregular participation in CSR activities.

The HR Department is not playing either strategic or change agent role in CSR on the strategic/long-term focus. In addition, HR managers has limited administrative expert role and does not contribute to monitoring effectiveness and success of CSR programmes, and measuring and reporting on CSR performance indicators and monitoring results to performance objectives (Zappala, 2004). At Company B, most of the CSR activities and projects are performed within the philanthropic domain on a voluntary basis and targets the community as being a critically important stakeholder group. Although not evaluated through assessment devices, the CSR plans at Company

B are more concerned to address the external societal needs and want of the community environment and less embedded in the internal environment and integrated with the bank's management processes that require HR's involvement as a strategic partner, change agent and administrative expert. CSR does not represent a strategic priority for the HR Department or transformation to the way the bank conducts its business and understands its social responsibilities. Thus, CSR's practices are not aligned and integrated with HR's practices and the HR Department playing a marginal role in CSR. This affects the evaluation of the role of HR in CSR that is not being evaluated and without measuring devices or schemes being used.

4.4 Company C

4.4.1 Company C: Overview

Founded in 1897 in Damascus, Company C is currently a regional company with a total of 940 employees in Company C Lebanon. In addition to Lebanon, the company is also has branches across the following Levant countries: Syria, Jordan, Iraq, and outside the Levant countries across the following North African countries: Algeria, Egypt, France, Libya, UAE, and Sudan. Company C is in the distribution, sales, and marketing line of business. The company has commercial companies which are agents and distributors of premium brands such as Calvin Klein, Dunhill, Adidas and Gucci which are acquired worldwide for the Lebanese market in addition to the Levant and North African markets. In 1997, the company celebrated its 100 years of promoting brands in the Levant.

4.4.2 Case Findings: CSR

Findings from Company C case reveal that CSR is completely understood and practiced within the context of philanthropic action and mainly performed on voluntarily bases and influenced by the CSR philosophy that the company's founders hold. CSR activities as mainly focused within the external community environment of the company. The findings also suggest an absence of a CSR approach that has a systematic responsiveness process that integrates CSR and stakeholder management practices. Thus, CSR follows a philanthropic approach and not a strategic one. As for the role of HR in CSR, due to the absence of the formal policy that links CSR and HR practices and makes the CSR a strategic objective for the HR Department at Company C, the HR Department is, therefore, neither playing a strategic nor change agent role in CSR on the strategic/long-term range. Its role is being on the operational/short-term range and practiced mainly within the employee champion and administrative expert role domain.

The following sections are intended to present a descriptive analyses for the findings from Company C; and how the perceived CSR roles by the HR Department at the company fits within the CSR-HR value change model.

4.4.2.1 CSR Domains at Company C

The findings suggest, and as consistently emphasized by the interviewed HR Manager, that CSR at Company C is only understood and practiced within the context of philanthropy action on voluntarily bases due to the influence of the philosophy and motivation to CSR from the company's founder. In fact, the company's economic role and contribution to the economic viability of its stakeholders, compliance to legal regulations and laws and the set of ethical principles and conduct are domains of responsibility that are taken as for granted and not as part of Company C social intervention and investment. The following sections examine the response made by some interviewed managers when asked about the domains of CSR that Company C is involved in.

Economic and Philanthropic Responsibility

For the head of HR at Company C, CSR is understood at Company C as enhancing and giving back to the community through "*philanthropic actions based on voluntarily bases*". The company's social responsibility and community affairs are mainly practiced in the external environment of the company through students' scholarship grant schemes; and internally through employees' volunteering activities in the society within which the company operates in. The same interviewed manager also highlighted the economic responsibility that the company looks after through participation, on corporate levels, in the life and development of the community environment as being critically important stakeholder group. The satisfaction of the community with the products, goods and services the company sells and offers is a priority for Company C. The same manager expressed this responsibility by giving an example of the company's commitment to provide financial support to underprivileged students so that they "*receive equal educational opportunities and thus enhance their opportunity to find jobs and financial incomes to them and their families*". The company, therefore, perceives and practices its role in facilitating and enhancing a viable economic role within the societal environment through supporting educational causes. However, it is worth mentioning here that this economic role that the manager, again, referred to while being interviewed is not stated or disclosed on the company's website under the

community care activities; or even as part of the company's areas of social responsibility. When asked about the reason that made the company does not include its economic role as part of CSR, one manager emphasized that at Company C:

 "*CSR is only understood as philanthropic contributions, and the economic role of the company is taken for granted and not part of CSR*" (Recruitment Manager, Company C).

As mentioned earlier, the CSR activities at Company C have two facets: external and internal. On the external front, as disclosed on the company's website and explained in thorough details by the head of the HR Department, the social intervention of Company C is performed in the community environment through students' scholarship grant schemes. This programme is considered to be a philanthropic action practiced on individual voluntarily bases as influenced by the philosophy of the founders of the company and their personal motivation and perception to CSR. In fact, to fulfil this commitment, in 1987, Company C family established a foundation for education and learning. The foundation is a non-profit organization dedicated to provide financial support to under-privileged Lebanese students across different areas of the country. The foundation aims at providing support and assistance by offering equal educational opportunities to under-privileged individuals aspiring to become active members in the Lebanese society.

While providing financial support to under-privileged Lebanese students is organized through the foundation and as a separate organizational structure from the company, the internal facet of the community affairs and care activities at Company C is organized within the corporate structure through the community care committee and as one HR function. The committee works along the side of two other HR committees which are mainly responsible for the employees' health and safety, workplace environment, satisfaction, and social activities. The main objective of the community care committee is to engage employees at Company C in community activities and, consequently, raise their participation and enhance their awareness to social issues and responsibilities. The Head of the HR Department explained the first attempt to organize employees' participation in CSR, stating that:

"*Through employee volunteering programmes was when the HR Department established the community care committee in 2004*".

One manager added another point here:

"*The decision of the HR department was to involve only volunteering employees in CSR activities*" (Recruitment Manager, Company C).

However, a new approach was put into the action dimension in order to encourage more employees to participate in social activities in order to raise their awareness and knowledge about social responsibilities. For those to be achieved, employees now nominate two candidates to represent them in the committee so that they can be actively participating in deciding on the activities as well as implementing them. On the other side, and in order to organize those CSR activities and initiatives, Company C partnered with an NGO which mainly works on enhancing CSR initiatives and activities in Lebanon. The HR Department seeks consultation from this NGO in order to align the system of HR', at Company C, with CSR. It is an objective for the future and has not yet been put into the action dimension. Currently, employees' participation is only organized through volunteering activities within the community affairs, and hence, those are planned to support the external community environment.

Ethical and Legal Responsibilities

None of the interviewed managers gave an example of social and community affairs or principles within the legal and ethical domains of responsibility. One manager explained the reason, noting that:

"*The legal and ethical responsibilities are taken for granted and already embedded in the company's core values*" (HR Manager, Company C).

As disclosed on the company website under the company's mission and principle statement, and as emphasised by the same interviewed manager, the principles of integrity, trust, fair trade, transparency and legal compliance are anchored with Company C core business operations and stakeholder relations. However, those principles, as the manager explained are *"practiced on daily bases but not assumed as part of the company's CSR activities and domains of intervention that mainly focus on philanthropic community affairs".*

4.4.2.2 CSR Strategy

CSR does not represent a strategic priority for Company C. One manager explicitly assured this fact pointing out that:

"We do not have a CSR strategy at our organization and we do not have systematic instituted CSR approach" (Training and Development Manager, Company C).

There is no defined CSR strategy, objectives and measured social outcomes and impacts at Company C. One manager explained this point, stating clearly that:

"*CSR does not yet represent a strategic issue and priority for the company*" (HR Manager, Company C).

CSR activities are not assumed as part of the company's strategic objectives and the social intervention of the company, especially internally (Employee social activities) as they continue to be practiced, as the Head of HR Department puts it *"in an ad hoc way"*. For example, employees' engagement in community activities (e.g. cleaning the beach or blood donations for Red Cross and kind donations to orphanages) is considered, according to the head of the HR Department, to be an "*extension to the role of HR and not instituted as part of people management practices*". However, the same manager strongly emphasized that the company is in the process to elaborate its CSR strategy and objectives. For this reason and as mentioned earlier, Company C partnered with an NGO to get consultation on how to align its HR practices with CSR. Thus, it is an objective for the future that has not yet been put into the action dimension.

The findings from Company C case revealed that the company did not have any CSR initiative or activity in 2009 and 2010. When the managers at the company were asked about the reasons for this, the answer was mostly that CSR is not a priority for the company and that the company is giving student scholarships through the foundation for leaning and education. One of the interviewed managers admitted also that the company does not have any plans for CSR activities for year 2011. To quote from him:

"In 2009 and 2010 we did not work anything in the CSR domain, even this year we are still not sure if we have any plans for CSR activities" (Training and Development Manager, Company C)

4.4.2.3 CSR and Stakeholder Management Practices

In addition to the absence of a defined CSR strategic framework, including the objectives and deliverables of social intervention, CSR and stakeholder management practices at Company C are not integrated. Only when it comes to the community environment within which the company operates, are CSR activities planned to respond

to the community's needs and expectations. However, CSR values and principles are not designed and implemented to respond, for example, to the needs and expectations of the company's suppliers, customers and employees. CSR practices are not intertwined within the practices that different functions prepare to manage the company's relationship with those stakeholder groups and individuals. The stakeholder relations are managed, as disclosed on the company's website, according to the following values and practices:

Employees: Company C encourages employee communication across the board, listens actively to its employees' needs and opinions, provides on-going training and encourages job rotation in order to enrich employees' working experience, and maximizes opportunities of long-term careers. The company offers competitive remuneration packages that encourage and recognize creativity, knowledge, outstanding performance and moral behaviour.

Customers: Company C is committed to respond to its customers' expectations and increase their satisfaction, which is considered as fundamental factor for the company's growth.

Consumers: Company C engages and listens to its consumers' opinions. Accordingly, the company considers that it is vital in its business to connect with consumers and to understand their needs and act to meet them and maintain the quality of products they want.

Shareholders: Company C is committed to preserve and enhance the company's reputation and provide its shareholders with a fair return on their equity.

However, CSR activities are not yet formulated to respond to the needs of the stakeholders or their expectations as to what the company must perform in the area of social responsibility. It is, therefore, not fully aligned with the company's stakeholder management practices, for example, employee management practices. According to one manager:

"*Employee wellbeing, health and safety, satisfaction, promotion and training and development are considered as internal stakeholder management practices and as part of CSR*" (HR Manager, Company C).

For example, employee engagement in social volunteering activities is not understood

as part of the HR's people management practices within the stakeholder framework that makes employees wellbeing the company's priority and, thus, the HR Department. The same interviewed manager expressed this idea as follows:

"*Employees' wellbeing for us is not CSR but people management, whether for compensation, the workplace we work in, the environment, the offices and everything to the way people are treated and communicates with are respected, the healthy environment, smoke-free environment, safety measures in the warehouses wherever, we do not see this as internal CSR part; I did not think about this before*" (HR Manager, Company C).

It has been made clear here that the separation between the yet undefined and clearly disclosed CSR strategy as linked to the mission and core principles of the company and stakeholder management practices as the company's employee relationships are concerned.

At Company C, the community environment and employees are considered as critically important stakeholders as the CSR activities are concerned. One manager explained this idea suggesting that:

"*The HR department uses internal CSR communication with employees through different media facilities such as the intranet and seminar meeting with employees*" (Recruitment Manager, Company C).

Externally, the company's CSR activities target the community through philanthropic actions, for example, students' scholarships, environment campaigns, and charity donations to orphanages and elderly care centres. However, the company does not communicate its CSR programmes with, for instance, customers and suppliers. The interviewed Head of HR Department referred to the philosophy of the founder of Company C, to practice CSR discretely. According to the Head of the HR Department, the founder members of Company C:

"*are low profile people and for them when you give charitable donations, you do not brag about it. This is their mentality. Using charitable actions for publicity this is against the company's way. We help people and nobody would know, they are discrete people by nature and would brag and not come and say that they did this and that.*"

4.4.3 Case Findings: Role of HR in CSR

The findings suggest that despite the strategic and change agent roles that the HR Department has been playing across the company's history, especially through major transformation and restructuring phases, CSR still does not represent a strategic and change priority for the HR Department at Company C. The understanding and practice of CSR at the company does not entail internal CSR dimension where most of CSR activities are practiced within the company's external community environment. Even when it comes to employees' engagement in CSR, the programmes which organize this engagement only aim to enhance employees' participation in community activities. Also, CSR and HR practices are not fully aligned in addition to the lack of formal policies and CSR strategy that bind the HR Department, as a strategic partner at Company C with CSR values and principles to consequently achieve and report predetermined CSR objectives and deliverables. As a result, the involvement of HR in CSR continues to be transactional, irregular and not assessed. The following sections will illuminate what roles the HR Department, being a strategic partner, change agent, administrative expert and employee champion, is playing in CSR at Company C.

4.4.3.1 HR as a Strategic Partner

As has been explained, the interviewed managers at the HR Department mostly agreed that HR has a strategic role within the structure of the organization. The HR Department strongly coordinates with the Chairman, CEO, and senior managers in other functions. Also, the HR Department is a partner with all the country's managers as a result. It actively participates in defining business strategies and objectives and has highly influential input as well as outcome when it comes to implementing and measuring those business objectives. According to the head of the HR Department, "*The HR Department at our company focuses on aligning HR strategies and practices with business strategies*". For example, developing leadership skills, performance appraisal, training and development, balanced scorecard are all HR practices aligned with the company's general objective to achieve efficiency and leadership on the levels of the employee and the manager.

In addition, the main priority for HR is to increase the capacity of the company to translate its commitment to foster excellent relations with its employees and respond to employees' expectations and needs and put them into action. HR focuses on aligning HR strategies and practices with the company's principles. In playing this role, the Head of HR Department explained that the HR Department works to be a strategic partner and helps to ensure the success of business strategies. For example, HR

facilitates communication between employees and the board in order to truly represent employees and define their needs and expectations so that, accordingly, it would work on fulfilling them. The HR Department works on developing opportunities for employees' long-term careers and provides the necessary training and development for their skills and capabilities.

In the absence of a clear CSR strategy and objective, the HR Department is not taking any role in aligning its system and practices with CSR values and principles. CSR, in this sense, does not represent a priority for the HR Department and the contribution of HR into CSR projects through the community care committee takes the ad hoc form with the absence of the formal policy that links HR's system and practices with CSR. Consequently, CSR is not integrated with the people management practices, which is a priority for HR. The Head of the HR Department explained this stating that *"CSR is involving our employees as internal stakeholders in reaching out the external stakeholders. However, the internal have another place and other schemes totally which mainly people management practices"*.

4.4.3.2 HR as Change Agent

The HR Department has always been a driver of change at Company C. The department has played a role along with CEO in transforming and restructuring the organization twice in the past 10 years. This included crafting the values and vision of the company, expanding business activities and coverage outside Lebanon, second phase of rewriting the company's values and formulating the company's relationship with its stakeholders.

The main area that HR as a change agent was involved in was writing up and codifying the corporate ethics and commitments towards the employees, suppliers and shareholders. This change that the company has undergone during the period 2000-2005 represented a milestone change towards formulating the community care committee in 2004. The need to engage employees in social activities and have an internal CSR facet stems from this change that included rewriting the ethical and value principles at the company. HR was pioneering this stage in the history of the company alongside the CEO. The HR and CEO team worked on implementing values such as trust before fully implementing the culture change. Currently, the HR Department is highly engaged in managing changes at the company. The Head of the HR Department mentioned management from top as an example of change priority for the company at

this period of its history and the HR Department is taking it as priority and objective to be achieved and fulfilled.

Despite being an active partner in managing the transformation of the corporate function and value principles at Company C through different critical stages of the company's history, CSR is not yet considered a change and, hence, does not represent management change priority for HR. One manager clearly stated this fact, asserting the following:

"I would love to see CSR as mind-set and culture because when employees are CSR sensitive that means the higher set of values, commitment, engaged people and if they have this dimension therefore the return of employees at business level is very high. It goes together for me. It is an objective and we would like to, but it is not currently. We have other priorities to handle now and then I think our next priority is to create a CSR strategy but first we have to educate ourselves more on that and develop a strategy and start communicating on that. We do not want to lose a grip on this; we are still involved in community activities but not CSR driven yet"
(HR Manager, Company C).

Therefore, in the absence of a CSR strategy that requires managing the culture of change and preparing the company's capabilities and resources to adapt to this change, the role of HR as a change does not represent a need and necessity to be enacted. One manager clearly expressed this point stating that:

"*When we have a CSR plan and clear strategy for 2 years, then we will be more active in managing the CSR change*" (Recruitment Manager, Company C).

4.4.3.3 HR as Employee Champion

Through encouraging open communication across the board and responding to the employees' needs and wants, HR plays important role as being employee champion. According to the interviewed head of the HR Department, HR people management practices include an on-going training and development programmes, job rotation, employees' expertise and skill development, building long-term careers, competitive remuneration system that recognizes creativity, knowledge, performance and behaviour. Those roles are not assumed by the HR Department as CSR activities, rather they are considered as people management practices and leadership skill building that represent the priority for HR. One manager explained this point, emphasizing that:

"Internal CSR for me is people management not as CSR and I don't label them under CSR but under leadership" (HR Manager, Company C).

Hence, the link between people management practices and CSR is absent. According to the interviewed head of HR Department, those practices are not understood as internal CSR commitments rather they are more linked to the company's stakeholder management framework. Only CSR extends the role of HR and its people management practices through the community care committee activities that aim to increase employees' engagement and voluntarily participation in social activities. This is considered an extension to the people management practices, which the HR Department already carries out. In other words, CSR broaden the agenda of HR in this sense. This implies that CSR is not understood and practiced within a strategic approach at Company C and that its activities mainly target the external community environment within which employees volunteering activities are performed and enacted.

The HR Department communicates with employees at Company C in order to increase their participation in external CSR activities. As one explained this issue:

"The HR Department uses its communication tools in order to promote and educate employees about CSR. Every CSR activity is communicated with employees to encourage them to participate. In the aftermath of the activity, the event and all its activities and programmes are again shared with employees who participated and who did not. At the end of each year, a summary of all activities is disclosed to all. Here, the communication channels and tools that HR already has developed are deployed by the community care committee" (HR Manager, Company C).

However, interviewed managers showed lack of CSR knowledge and referred to the little information they have in relation to CSR activities of the company. One employee said that:

"The HR Department is not making really much in the area of CSR, employees lack the awareness to CSR, we lack promotion, communication and the concept is still not clear for us" (Employee, HR Department, Company C).

Another employee emphasized that *"The HR Department does not even communicate with us on the objectives and activities of the* foundation for leaning and education *organization"* (HR Department Employee, Company C).

The findings, therefore, reveal that employees' contribution and engagement in CSR are not a priority for the HR Department; and despite playing a strategic business role at Company C, it is not taking any pioneering initiatives in this regards.

4.4.3.4 HR as Administrative Expert

This area includes the management of administration and infrastructure that are considered the bottom line for HR. According to the interviewed head of HR Department, the aim of this role is to achieve high efficiency levels in the following areas: planning, promotion, staffing, training, appraising, and rewarding. As for CSR is concerned, the HR Department prepares the budget for the community care committee, collect feedback from employees about their participation in CSR activities, and report a summary of annual CSR activities and impacts to the board. These were the only areas mentioned by interviewed managers at the company. One manager gave a reason for which the HR Department is responsible for those administrative tasks. To quote from him:

 "Delivering efficient practices and saving on costs is an important objective for the HR Department, it is actually the basic thing that we are expected to do, so the board saw that we have the knowledge and experience and direct contact with employees to manage the budget of the community care programmes and collect feedback from employees after their participation in social activities and prepare reports on this" (Recruitment Manager HR Department, Company C).

Another manager reflected on the same point stating the following:

"We are not a strategic partner or change player in the CSR policy making and definition of domains at the company, however the least we can contribute is to deliver the activities of the community care effectively and efficiently and exploit our knowledge and capabilities to achieve this task" (HR Manager, Company C).

It has, therefore, been made clear that both managers believe that the administrative expert HR role in CSR is the starting point of any HR involvement in CSR. Although it is not being a role on the long-term range, as the strategic partner and change agent roles, managing the administration of CSR activities and delivering them effectively and efficiently is the bottom line for the role of HR in CSR. HR's administrative expert role in CSR at Company C and the managers' description for the role and its orientation go

in line with Ulrich's (1997) argument that the administrative contribution of HR into organizational strategies is important and primarily for any strategic contribution. Ulrich adds that without its administrative contribution, any strategic HR contribution will not be effective and efficient. Although the HR Department does not play any strategic or change role, neither, through defining CSR and aligning CSR with HR practices nor through taking CSR initiatives, it plays the bottom line role on the administration level in addition to adding value to CSR activities at Company C.

4.4.4 Outcomes, Impacts and Benefits

The social performance at Company C is not measured as well as HR's contribution to CSR. Although, the HR Department plays a strategic partner and change agent roles in the corporate structure of the company, its involvement in CSR has not yet been evaluated and continues to be with no assessment for its outcome benefit, if any available. In this regard, one manager stated that:

"*I believe in the strategic valuable outcome benefits of HR's role in CSR but none of the HR contributions is being evaluated or assessed*" (HR Manager, Company C).

The manager here is clearly asserting the absence of evaluation for the outcomes of HR's role in CSR at Company C. However, the same manager believes in the strategic values of this role and did, in fact, mention in another quote some of these values. He said:

"*I give you an example; when employees participate in CSR through the community care activities, then I believe that their commitment and sense of belonging to the organization and willingness to remains working with a company that acts in a responsible way to the community*" (HR Manager, Company C).

In the above-mentioned quotes, the managers are clearly referring to what Meyer, Allen and Smith (1993) describe as employees' normative commitment to the organization. According to them, the normative component refers to the moral dimension of the relationship between employees and their organizations and that staying with the organization is favoured because it is the right thing to do. In recent works, Meyer, Stanley and Parfyonova (2011), Meyer and Parfyonova (2010) emphasize the strategic value of employee's normative attachment to the organization with which they share set of moral and social values that make them more willing to stay and work for this organization. In this sense, CSR could be those values and HR's role in increasing

employees' contribution into CSR could enhance employees' commitment to the organization. The result is, as Ulrich (1997, p.136), puts it when describing highly committed employees to a project or a company to be "more likely to work hard to accomplish their goals". Although those outcomes are important and represent concerns for the HR Department and the company, they are not being measured and reported through any assessment devices such as social performance indicators or employees' satisfaction in relation to company's CSR activities and intervention.

4.4.5 How the Role of HR in CSR at Company C fits in CSR-HR Value Chain Model

In summary, the concept of CSR is still evolving and the company's main objective at this stage, according to the interviewed head of HR Department, is *"how to formulate a CSR strategy, clear CSR initiatives and objectives and link with the business strategy and strategic objectives at our company".* This should go in line with the company's mission, translate the company's commitment to key principles and ethical values into socially responsible practices, and responds to the needs and expectations of the company's defined stakeholders. As a consequence of the vagueness of Company C CSR framework and general approach, HR's contribution and role in CSR is not clear and defined. CSR does not represent a priority for HR or immense objective. HR has other priorities that are aligned with the business objectives of the company (e.g. efficiency in HR practices, employee performance and productivity, cost saving etc.). HR's involvement in CSR is performed through the community care committee as part of the HR structure and aims to communicate CSR activities among employees and organize employees' voluntarily activities in the community and, consequently, increases employees' participation (Figure 10). Also, this affects the evaluation of the role of HR in CSR that is not being evaluated and without measuring devices or schemes being used

Figure 10 Role of HR in CSR at Company C

CSR	Role of HR in CSR		CSR-HR Outcome Values
	Role	*Objective (added values)*	
Domains Philanthropy **CSR Approach** Philanthropic	Strategic Partner	No role	Not Evaluated
	Change Agent	No role	
	Administrative Expert	CSR budget and reports	
	Employee Champion	Employee participation and communication	
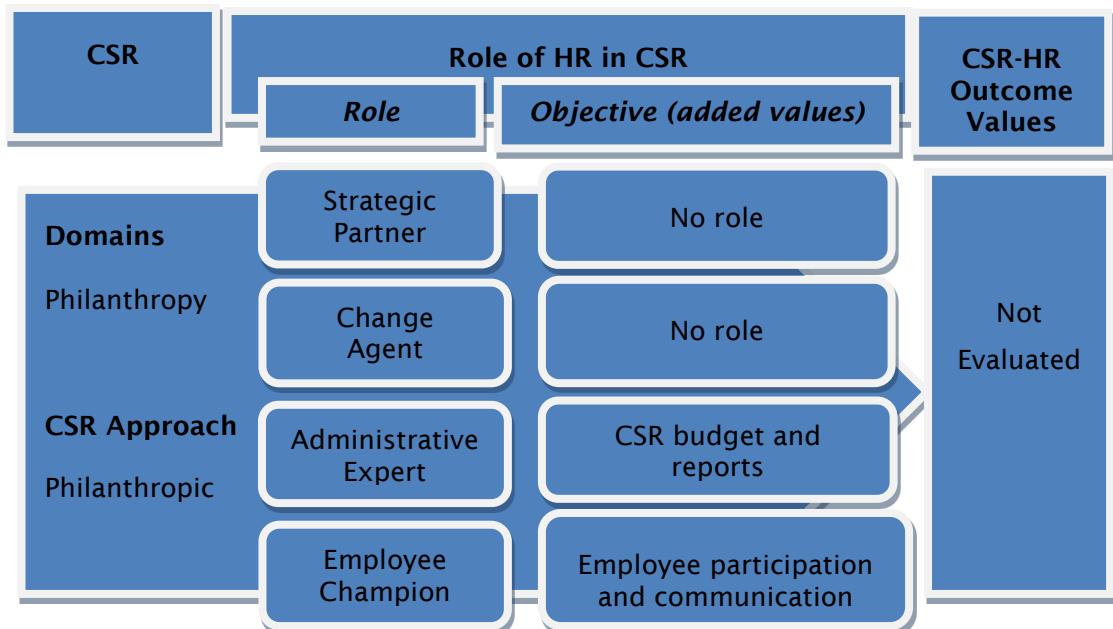
Being a strategic player in defining the business strategy and active change agent and facilitator, the potentials and capabilities that HR could prepare for CSR are not being enacted within a clear CSR strategic framework. These remain absent at the company and represent an immense challenge for the future, as emphasized by different interviewed managers at Company C. Accordingly, transforming CSR into a change at the company and strategic objective gives HR Department the opportunity to align its practices with CSR and embed CSR into the company's core business and values. Only then, according to the Head of the HR Department, HR's involvement in CSR as strategic partner, change agent, administrative expert and employee champion will be with fundamental input and influence into the success of CSR at Company C.

4.5 Company D

4.5.1 Company D: Overview

Company D is a universal bank operating principally in Lebanon, the Middle East and North Africa (MENA) region. The bank offers full range of products and services which cover commercial and corporate banking, retail banking, private banking and investment banking, as well as insurance activities through its subsidiary, LIA Insurance SAL. Over the past five years, Company D undertook a significant regional expansion course and now ranks the fourth among the fifteen largest Arab banking institutions by assets in terms of regional coverage. The bank operates in eleven

countries through a network of branches and subsidiaries developed. Figures from the 31st December 2010 indicate that 4,668 employees work at Company D and its consolidated subsidiaries, of which 2,749 persons are employed in Lebanon alone.

4.5.2 Case Findings: CSR

An investigation into CSR conception and practice and the role that the HR Department is playing in CSR at Company D revealed many insights. The findings suggest that CSR at Company D is still grounded in the context of philanthropic action and mainly performed on voluntarily bases within the external community environment of the bank. Interviewed stakeholders consistently referred to examples of social activities that the bank is involved in and which could be categorized as philanthropic type of CSR. The findings also suggest that CSR practices are still amateur with newly launched CSR programmes within the area of education. Thus, the strategy that links CSR with the bank's mission and core competences and integrates the social and economic benefits in one context is absent. The CSR approach is philanthropic and unfocused with no adopted devices to assess the outcomes of the bank's social intervention and impacts, and there exists no integration between CSR and stakeholder management practices. In relation to the role of HR in CSR at Company D and in the absence of the CSR strategy, the role of HR is mainly practised within the administrative expert and employee champion role domains on the operational/short-term range. The HR Department is, consequently, not assuming any strategic partner role in CSR. However, it is important to note here that the HR Department at Company D is taking some CSR initiatives and is responsible for implementing and communicating them. The interviewed HR manager emphasized this HR initiative within CSR and emphasized the need for formal policy that aligns CSR values and principles with HR's system and practices.

The following sections are intended to present a descriptive analysis for the findings from Company D study case and how the role of HR in CSR is regarded by the HR Department at the bank fits within the CSR-HR value change model.

4.5.2.1 CSR Domains

 Understanding and application of CSR remains limited at Company D to the philanthropic domain. CSR programmes are initiated on voluntarily basis and perceived, proactively, as being necessary to serve the give back to the community. The areas within which Company D translates its commitment are the education and culture. Findings from the collected data that comprised interviews with different stakeholders

revealed less interest in other areas such as environment. The bank's economic, legal and ethical responsibilities are taken for granted as being already assumed by the bank towards it stakeholders and community environment. However, those domains are not perceived by interviewed managers as reflecting how Company D understands CSR. To quote from one of the interviewed managers:

"*CSR is the bank's responsibility towards its stakeholders on voluntarily basis, we already assume our ethical responsibilities but not as part of CSR; CSR for us is anticipating social problems and try to find solutions for them within the bank's capabilities*" (Marketing Manager, Company D).

When interviewed managers were asked whether the CSR initiatives and programmes at Company D cover the domains of economic, legal and ethical responsibilities the answer was that CSR at Company D is going beyond those domains. One manager expressed this idea hinting that:

"*We like to think of CSR as being a step ahead of especially the legal responsibilities and doing what is not required by local rules and regulations* (Relationship Manager, Company D).

Philanthropic Responsibility

The CSR strategy and areas of social intervention at Company D are mainly shaped by the bank's founder philosophy and social interests. According to the CSR Manager at Company D: "*The founder of the bank capitalizes CSR, he is the ideal CSR role player when it comes to organization like ours, and he is a great patron of arts he encourages through different manners, participation acquisition, and encouragement, of monetary and non-monetary value of different art culture. He plays role in society when it comes to the wellbeing of society through his corporations which is really what CSR is at the bank.*

When reviewing the example given by the interviewed managers and stakeholders, it was made clear to the researcher that Company D is socially involved and invests in the areas of education and culture. Company D shows strong commitment to CSR through supporting and sponsoring activities and events that encourage the educational and cultural development of individuals within the civil society. In 2009, the bank stated on the monthly Lebanese business magazine that covers real estate, finance, general business and economy issues on its report to the Lebanon Opportunity what follows as

part of its educational/cultural programmes:

- 250 student scholarships in 32 different schools
- 2000 students attended informative presentations on banking related concepts
- 393 university interns of which 16 were employed

For 2010, the bank's CSR activities included:

- Launched the Conscientious Driver project
- Launched a "Quit Smoking" campaign to help employees through broadcasting communication flashes and posting articles on the dangers of smoking.
- Sponsored Lebanese Film Festivals and distributed 3 "Company D Best Film Awards"
- Created a cultural agenda for employees throughout posts on the intranet with regular updates
- Formed a music club for employees
- Participated in the Beirut international marathon

As noticed from the sample of examples of CSR activities and programmes, Company D relies solely on philanthropic contributions. While the type of activities and programmes vary, for example cultural, sports, and educational, the domain remains limited to the philanthropic CSR responsibilities. This explains the understanding of CSR as being a voluntary activity and taking the form of sponsoring activities.

4.5.2.2 CSR Strategy

At Company D, the CSR strategic approach is still not available and the bank's CSR activities aren't focused within one domain and continue to be scattered with no assessment for their outcomes. The interviews at Company D were conducted over two rounds in 2010 and 2011 respectively. In 2010, interviewed managers admitted that CSR takes an ad hoc form at Company D and mainly practiced within the area of art through, for instance, sponsoring exhibitions; and that the bank is preparing to launch a new CSR initiative within the area of education. One manager explained this form of CSR activities stating that:

"We do not have a CSR strategy yet; do not get me wrong, we are active now in CSR but in an ad hoc way. Not as part of a clearly stated plan where we know year 1 and 2

what will happen and I am aiming to bring that"
(Marketing Manager, Company D).

When asked if the social performance is measured at Company D, the interviewed manager admitted that it was not saying:

 "No we don't measure the social performance at the bank and if anyone one tells you this in Lebanon, look at their eyes and tell them to prove it" (Marketing Manager, Company D).

Moreover, there is not even a separate budget for CSR to quote from one of the managers:

"We still don't have a separate budget for CSR and I asked for this for 2010, so now this is the year where we hope to get organized at that level" (Marketing Manager, Company D).

Therefore, CSR was still performed within an ad hoc form in the absence of systematic strategic CSR approach.

When interviews were carried out in 2011, the new CSR initiative was in practice. It was a conscientious driver CSR-oriented campaign to raise the stakeholders from Company D employees and customers to the public at large awareness of safety driving. This campaign involved different activities, such as, distributing car stickers and conscientious driver pledge letters which were put at customers' disposal at Company D's 72 branches for over 6 months with the aim of encouraging responsible driving (wearing seatbelts, banning drinking and driving, respecting speed limits, road signs and traffic lights...) that has already been signed by more than 5000 people up to date. However, none of the interviewees referred to a strategic approach that the bank is following within this CSR initiative. So, starting from 2010, the understanding of CSR started to be well defined and implemented within a guided plan. One manager explained this evolving phase as follows:

"As 2010 CSR has been more targeted, we started the conscientious driving campaign and we hope to elaborate CSR more into a concrete strategy that have clear long range objectives and outcome values and integrated and embedded within our culture and behaviour" (HR Manager, Company D).

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Thus, CSR strategy that highlights clearly the long-term range objectives and deliverables, and links the social performance with measured outcome was not yet defined.

4.5.3 Case Findings: Role of HR in CSR

The HR Department is playing a strategic role within the banks through working to execute the bank's strategies and align the strategic objectives with the HR system. The interviewed HR Manager summarized the strategic role that the HR Department plays at the bank as follows:

1. Strategic HR Partner Role

- Developing and following up on HR strategies and plans at the local and group level that facilitate the achievement of organizational business goals and objectives (e.g. using the Balanced Scorecard approach).

- Focusing on recruiting, selecting, retaining, motivating and developing talent.

- Ensuring constant & transparent communication with all the Bank's stakeholders.

2. Change Agent Role

- Continuously developing and providing tools, resources and structures needed during the change period to guarantee effective results.

- Making sure that employees adapt to change by providing all necessary coaching, training, development, awareness sessions and continuous communication.

3. Administrative Expert Role

- Maintaining up-to-date databases (personnel, recruitment, training etc.) and employee files.

- Standardizing reporting and communication.

- Ensuring quality standards are maintained at the local and group level.

- Ensuring employees requests are properly documented and followed up on.

4. Employee Champion Role

- Catering to the needs and aspirations of the Bank's Human Capital, following up on their performance, potential as well as their career and personal development throughout the Group.

Relating to its role in CSR, the findings suggest that the HR Department is taking an initiative role in this context through the conscientious driving campaign CSR-oriented programme, which moved the CSR approach from the ad hoc form to a more focused form. The HR Department played important role in introducing and promoting a new

aspects of CSR. Those focus on the bank's internal human capital and engaging managers and employees in this CSR programme. According to Ulrich (2005), the initiative role that brings new ideas is an important step in creating a change to traditional organizational practices and behaviours. At Company D, the HR Department took this initiative and is being responsible for its implementation process, promotion and communication of this campaign with different stakeholders. In 2010 the bank assigned a CSR Manager working as part of the HR Department team with precise tasks to be responsible for designing, implementing, and monitoring the bank's CSR objectives and projects. Also in the same year, the bank established a CSR committee that represents the banks departments, for example, the marketing and HR Department under the supervision of the CSR Manager, to capture the contributions of different departments into CSR and to create cross-functional teams. The role of the HR Department in CSR could be summarized in the mentioned bellow domains:

- Initiative change agent in CSR,
- Administrative role in delivering CSR efficiently, and
- Employee champion role through enhancing employees' contribution into CSR

The role of HR in CSR across the above domains will be explained across the following section.

4.5.3.1 Initiative Role in CSR

the role of the HR Department does not stops on this limit of developing the CSR vision at Company D since it is being involved in translating it into some HR policies and practices. Thus, the role of HR is not advisory; rather it is central for the implementation and translation of CSR into practices. One manager illustrated on this execution role, noting the following:

"The HR Department included the CSR roles and initiatives and activities that Company D performs and implements in the induction day presentation for new recruits and also 1560 employees attended training activities, programmes, conferences, workshops, and seminar on CSR values and activities"(HR Manager, Company D).

The examples of HR practices within the induction and training, and development areas illustrates how CSR values and principles are promoted and communicated among employees and new recruits. Therefore, CSR is implemented through the HR system and practices and, just here, the strategic HR role in helping the organization

to ensure the success of the business strategy and increase the capacity to execute it (Ulrich, 1997a) and in this case CSR represents the strategy and objective.

The concept of CSR was firstly introduced and defined at Company D by the HR Department. The head of the HR Department took the initiative to elaborate CSR as theory and practice at the bank. *"The Head of the HR Department proposed the concept of CSR into the bank and brought it to the bank and it was then part of the HR Department. It was meant to start from inside and with employee wellbeing programmes as a first step, such as training and development, social activities, sports, that touches CSR"* (CSR manager, Company D). The HR Department at Company D is playing an important role in defining the general scope of CSR at the bank. One manager explained this role as follows:

"*HR contributes to the definition of the general scope of CSR interests for the bank towards not only educating and training different stakeholders on the importance of CSR and assisting civic societies in their development projects but also in being a strong role model that can influence stakeholders towards positive change and achievements" (CSR Manager, Company D).*

It is clear here that the HR Manager points to the general guidelines of the CSR and areas within which the bank is committed to deliver CSR objectives and achievements.

The main initiative that the HR Department took, as explained earlier, was the conscientious driver CSR-oriented campaign. The HR Department is the key player in promoting this initiative among managers and employees in order to engage them in CSR activities, raise their CSR sensitivity and awareness, and increase their participation in community activities. Those objectives were achieved via, for instance, sharing the conscientious driver programme activities through internal memos, newsletters and organizing seminars to inform all its employees about it. The HR Department explains to managers and employees what culture this requires inside the organization and how they will participate in applying this culture. In addition to its managers and employees, the HR Department engaged the bank's stakeholders in the conscientious driving campaign. One manager explained the relation with Company D customers within CSR stating that:

 "The HR Department spreads the values of the conscientious driving programme *and CSR knowledge among its customers through the bank branches in association with car loans and related products"* (HR Manager, Company D).

This communication element is mainly the responsibility of HR within which it plays essential role in making sure that CSR initiatives are promoted among, not only the bank's employees, but also a wide range of stakeholders.

The HR Department is also responsible of raising CSR awareness among different departments at Company D and engaging them when deciding on CSR programmes and activities. One employee from the legal department expressed this HR role nicely when he said:

"When the people from the HR Department are preparing the plans for some CSR programmes, they approach us and ask the legal point of view of this activity and how the legal department can contribute" (Legal Department employee, Company D).

4.5.3.2 HR as Administrative Expert

Delivering CSR in an efficient manner and accomplishing successfully CSR objectives are tasks that the HR Department is responsible of performing and delivering. The HR Department manages the costs of CSR programmes and projects and prepares the budget for them from the HR budget. The HR Department refused to mention how much the CSR budget is or the percentage of the CSR budget from the HR budget but implied that *"The HR Department monitors the efficiency of CSR at Company D through managing CSR cost and CSR budget"*. The HR Department also deals with the legal issues when planning and executing CSR programmes. The Conscientious Driving campaign, aiming to raise employees' awareness on road safety issues and solutions for decreasing deaths and injuries caused by car accidents, is a good example of the involvement of the legal department at Company D in CSR. One manager reported that:

"When we started the preparation for the conscientious driving campaign we involved many departments in this stage including the legal department that prepared a pledge letter that employees sign after attending awareness session on this campaign" (CSR manage, Company D).

Therefore, the legal point of view and contribution is taken into account and the HR Department is dealing with this aspect in coordination with the Legal Department at Company D.

In addition, the HR Department reports on CSR programmes and share an annual report with the CSR committee and with chairman of the bank in order to assess the efficiency in achieving CSR objectives. Depending on this report, improvements are introduced to increase the efficiency of the organization when applying CSR projects. However, it is important to mention here that this report does not include measurements of CSR performance and bottom line pay offs as no performance indictor is monitored and reported to measure Company D's CSR performance.

4.5.3.3 HR as Employee Champion

As explained earlier when highlighting the CSR strategy at Company D, developing and training employees and enhancing, especially their social skills and potentials, represent a strategic CSR priority. In translating this commitment, the HR Department is being responsible for engaging employees in CSR projects and increasing their motivation to participate. Serving the civil society is one initiative that the HR Department is working to promote among Company D's employees so that they can then promote educational and cultural societal development. In reaching this objective, the HR Department designs volunteer programmes for employees and provides initiatives that help them serve the community. As an example, the HR Department organized "My-School-Pulse" marathon benefiting children suffering from serious illness to continue their education at home, whereby 135 Company D employees took part in this activity.

On the other hand, the HR Department shares and communicates Company D's value of CSR to employees. Communication tools which are used include memos and internal newsletters. The aim is to enhance employees' awareness and education about CSR. This was noticed from employees' familiarities with CSR as a concept and the CSR activities and domains that Company D is involved in expressed during the interviews conducted with. To quote from one of the interviewed employees:

"I am familiar with the term CSR and the value it represents for the bank. As an employee at the bank, I am being engaged in different CSR activities through volunteering activities and the HR Department communicates with us about the bank's CSR values and programmes and encourages us to participate in CSR through emails seminars newsletter "(Employee, personnel administration office).

4.5.4 Outcome Benefits of HR's Role in CSR

The role of HR in CSR is not assessed at Company D. The outcome benefits of HR's contribution to CSR are not reported in terms of human capital metrics, such as, turnover, health and safety, employee development and diversity. The CSR performance indicators are not being set and the results to performance objectives are not monitored. As one manager explained:

"It is very difficult to quantify CSR as a result and outcome and relating it to performance indicators and relating employees' satisfaction to HR's role in CSR is very subjective" (Performance manager, Company D)*.*

Another manager added on this point that:

"For example employees' performance is limited at Company D to day-to-day performance and not related to his or her participation in CSR activities and thus HR's role in increasing employees' participation in CSR is difficult to measure it with employees' performance and the correlation is difficult to identify and report" (CSR Manager, Company D).

Interviewed managers are here suggesting that the role of HR in CSR is not assessed and that a difficulty exists in findings a correlation between, for example, employee's performance and their participation in CSR activities as facilitated by the HR Department.

4.5.5 HR's Role in CSR at Company D as it Fits within the Proposed CSR-HR Value Chain Model

To sum up, the findings from Company D's case suggest that the HR Department at the bank plays an initiative change role in addition to administrative and employee champion role in CSR. Figure 11 illustrates the aggregated findings for the role of HR in CSR at Company D.

Figure 11 Role of HR in CSR at Company D

CSR	Role of HR in CSR		CSR-HR Outcome Values
	Role	*Objective (added values)*	
Domains:	Strategic Partner	No role	
Philanthropy	Change Agent	CSR initiative and culture	Not evaluated
Approach	Administrative Expert	CSR costs, budget, and reports	
Philanthropic	Employee Champion	Employee engagement in CSR	
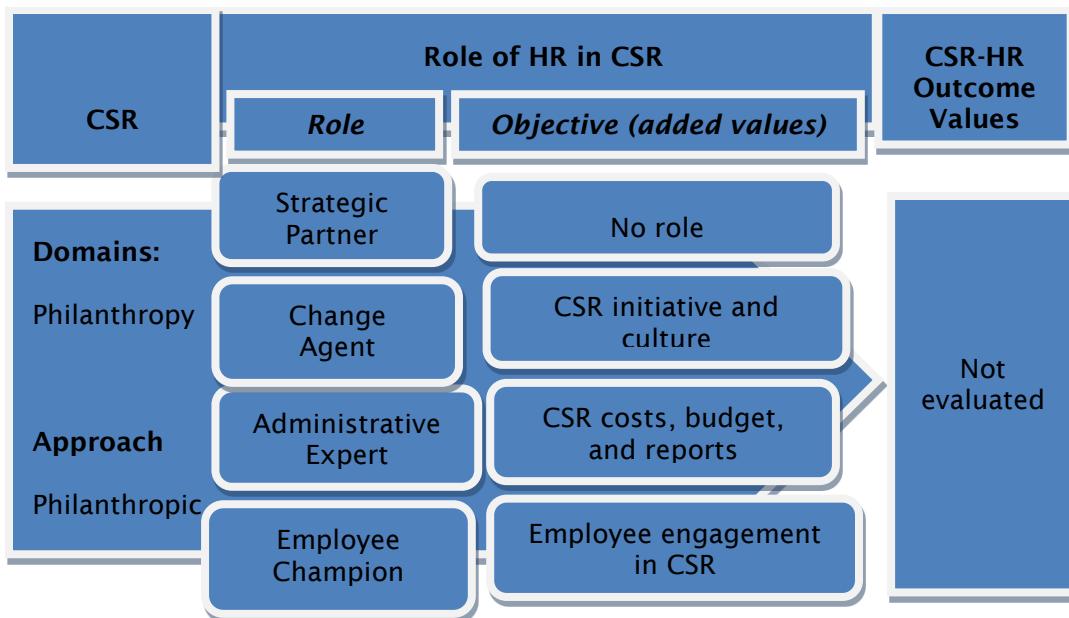
The findings reveal that HR Department is taking some CSR initiatives especially through the conscientious driver programme which had brought new ideas to CSR understanding and application. The HR Department is being responsible for the implementation process of this programme and engaging different stakeholders, such as, the bank's customers. Also, some HR practices, such as, training and development are aligned with the bank's CSR values. Including CSR values within the orientation session for new recruits represents a clear example of alignment between CSR values and HR practices. The HR Department also plays a role in delivering CSR efficiently through managing CSR costs and budget and reporting CSR progress. It also plays a role in employee development and enhancing employees' social potential through the "Learn" programme representing priorities for the HR Department. However, the of the role of HR in CSR remains not being evaluated without any measuring devices or schemes being used.

Therefore, the role of HR is mainly practiced on the operational/short-term range within clearly noticed evolving strategic contribution through its initiative change agent role. However, in the absence of a clearly defined CSR strategy that represents the formal policy and processes framework which is necessary for HR to practice its strategic partner role (Ulrich and Brockbank, 2005), the role of HR cannot be qualified as being on the strategic/long-term range. HR's initiative role in CSR holds potential strategic partner role, and what is still missing in the strategic CSR approach.

4.6 Summary

In this chapter, the within-case descriptive analysis was presented (Yin, 2009) so to convey interviewees' perceptions for the role of HR in CSR as they are recorded across the four cases from the Lebanese context. However, this multiple-case study research is explanatory (Yin, 2009) and thus, the explanation and comparison between the empirical findings and initial research proposition embodied within the CSR-HR value chain model will be further presented in the next chapter of this thesis. The main objective is to validate the model and define the plausible explanation (Miles and Huberman, 1994) and uncover the factors shaping HR's role in CSR.

The within-case empirical findings did not echo a prominent plausible explanation for a strategic partner HR role within a strategic CSR approach. Although in one case the HR Department is playing this role, in the remaining cases its role is being operational with short-term range focus, mainly within the employee champion and administrative expert role domain. However, this within-case result still requires validation through defining convergence and divergence across cases as stated in the multiple-case study design. Only then the plausible explanation for the role of HR in CSR across the entire sample of cases will be identified. This approach ensures highlighting the explanatory part of this multiple-case study research which goes beyond description and enhances the validity and reliability (Maxwell, 2005) of the research results. Being the next important stage in multiple-case study research, as suggested by Yin (2003; 2008; 2009), the cross-case analysis will be presented in the next chapter of this thesis.

CHAPTER 5 CASE STUDY: CROSS-CASE ANALYSIS

5.1 Introduction

After presenting the within-case analysis in the previous chapter, this chapter will aim to present the explanatory cross-case analysis for the empirical findings in relation to the role of HR in CSR recorded within the four organizations. The main objective is to identify the plausible explanation for the examined phenomenon. Prior to the data collection stage, the CSR-HR value chain model was offered with an embodied research proposition for a strategic HR partner role within a strategic CSR approach. It was argued that HR is capable of adding value into CSR across four roles: the strategic partner, change agent, employee champion and administrative expert roles. The CSR-HR value chain model; and its embodied proposition were then evaluated empirically within the context of the four organizations in order to study their plausibility in explaining the practiced role of HR in CSR. Benefiting from the triangulation of primary qualitative data collected from semi-structured interviews conducted among senior managers and different stakeholders with the secondary data document materials, the following sections will particularly reflect on the empirical findings.

5.2 CSR Domains

As explained in the literature review section on CSR, Carroll's model (see Figure 1 in Chapter 2) is adopted within the strategic CSR approach. The main objective is to study the use of a theoretical model that examines CSR understanding and practice and provide distinctions between different domains of CSR, namely, the economic, legal, ethical, and philanthropic domains (Carroll, 1991). Evaluating empirically this model within the sample of organizations for this research, the empirical findings revealed convergence in the CSR domains. They had also revealed that CSR is solely understood and practiced within the philanthropic domain while its economic, ethical and legal domains, as suggested by Carroll (1979; 1991), are being taken for granted but not as part of CSR. The nature of CSR contribution is voluntary and mainly practiced within the areas of environment, education, health, culture and sports.

Within the philanthropic domain, the community (Freeman, 1984) represents the most important stakeholder group towards which the four organizations initiate most of their CSR activities. However, an evolving understanding was defined for the

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importance of employees' contribution into CSR and the internal CSR practices in addition to interest in learning the strategic applications and the positive outcomes of CSR. In addition, the findings unveiled that the founders of each of the four organizations play the most important role in shaping their understanding and practices of CSR. In what follows, those findings will be further detailed and explained.

5.2.1 The Philanthropic Domain of CSR

There was an overall consensus among the interviewed managers on the philanthropic responsibility as being the only domain within which the four organizations understand and practice CSR. One manager expressed this approach pointing out that:

"We are not really into the deep knowledge of CSR and we have vague knowledge, what we know is that CSR is all about philanthropy and contributing on a voluntary basis to the community within which we are working" (HR Manager, Company C).

Another manager reflected on the same point stating that:

"All what we do in the area of social responsibility and our social contributions to the society are within the philanthropic domain and mainly is the form of student scholarships and environmental projects and donations to charities and NGOs" (Marketing Manager, Company B).

Another manager elaborated in a much clearer way that:

"CSR for us is philanthropic responsibility and not ethics or economical responsibility; those are separate things as our understanding of CSR is concerned" (Marketing Department, Company A).

The interviewed managers here are clearly referring to the domain of CSR being the philanthropic domain. They have also raised emphasis on the fact that social investments at their organizations are concentrated within this domain.

5.2.1.1 CSR Areas

Benefiting from the analysis of the collected secondary data, which included annual reports and webpage material on CSR, to name but a few, and upon investigating the areas covered by CSR activities within the four organizations, it was made clear that they are mainly within the areas of education, culture, sports and environment. While

at Company A and Company D CSR activities are being practiced within the areas of sports, environment, health, education and cultural activities, at Company B CSR they are practiced within the areas of environment, education, health and culture (Table 9). At Company C, CSR is only practiced via providing support and assistance by offering equal educational opportunities to under-privileged individuals and employee volunteering activities within the society (e.g. charity donations, beach cleaning campaigns). Most of the obtained examples of CSR activities took the form of charity donations, student scholarships, humanitarian aids and support, cultural festivities and sports activities, arts and cultural development and environmental activities.

Table 9 CSR Domains and Activities

Organization	CSR Domain	Area of CSR Activity	Examples
Company A	Philanthropy	Environment Education Health Culture Sports	Sponsor of the Annual Beirut Marathon; contributes and supports many NGOs active in the health and safety field; donates scholarships to various schools and universities; contributes and supports many art and musical festivals in Lebanon; contributes to active NGOs in the humanitarian field taking of elderly people, orphans, and children with special need
Company B	Philanthropy	Environment Education Health Culture	Construction of various university campuses; student scholarships; donations to public schools
Company C	Philanthropy	Education Community care causes	Assistance to students in vocational fields; assistance to students in primary schools; assistance to students of academic level; assistance to artistic and cultural activities
Company D	Philanthropy	Education Culture Sports	Student scholarships; charitable donations.

5.2.1.2 Voluntary Nature for CSR Contributions

The nature of CSR philanthropic contribution within the four organizations is voluntary. This was highly emphasized, not only by the interviewed managers, but also by various interviewed stakeholders. Their understanding of CSR is as an initiative that is not enforced by any laws and regulations but taken by organizations on voluntary bases to meet the needs of the community. One employee explained this point suggesting that: *"The organization assumes its social role within the society voluntarily. There is not any governmental law or regulation that binds the organization to do so, but it is taking the initiative to solve social problems and meet community needs"* (Employee, Company A).

Another employee reflected similar understanding pointing out that *"As the laws and regulations and the government role is weak and do not organize and monitor the social responsibilities of companies in Lebanon, all the CSR initiatives that those companies take are taken on voluntarily bases"* (Employee, Company D). Therefore, the voluntary nature of the CSR act is understood by employees as offered by the organization for the sake of the society's wellbeing and development.

In this sense, if the organization did not have any CSR initiative or programme, stakeholders would not have accused the organization of being unethical and would not have criticized it for not being socially active. To quote from one customer:

"Who will care if the organization did not have social roles? When the role of the government is absent and stakeholders' CSR awareness and knowledge are weak, then the organization does not feel the pressure and can choose any area to invest in without being concerned about the society critical opinions" (Customer, Company B).

One manager at an NGO active within the Lebanese context supported this idea stating what follows:

"Our organization is selective when it comes to choosing the area of CSR and type of activities. Because it is volunteering to give student scholarships and sponsoring sports events, then the society seems appreciating and welcoming any social intervention without knowing its rights and the responsibility of the organization" (Project Manager, NGO).

One employee added a thought within the same realm suggesting that:

"We do not know what CSR is and within which area and domain the social responsibility of the organization should be practiced; we are proud and happy with what our organization is doing because it is taking the initiative without being obliged to do that by law or any mandatory ethics" (Employee, Company B).

The interviewed stakeholders here are referring to the voluntary nature of the CSR initiative and the lack of CSR awareness among stakeholders.

5.2.1.3 CSR-the Influence of the Founder at the Four Organizations

As mentioned earlier, the philanthropic contributions of the four organizations often reflect the personal beliefs and values of their founders. Interviewed managers within the four organizations consistently emphasized and referred to the philosophy and influence of the founder in catalysing their managerial voluntary bases of their philanthropic activities. The four organizations define their CSR areas of involvement and get the inspiration from their founders' core values, philosophy and personal commitment to CSR. One manager explicitly expressed the role of the founder of the organization who is also the chairman in defining CSR domains the organization is mainly involved. He said:

"*The bank is mainly investing in cultural areas because of the chairman's passion to art and music and the chairman is the main CSR player at the bank*" (CSR Manager, Company D).

One factor that drives the private sector, especially family owned business, to take CSR initiative within the society, and in some case establish independent foundations for charity donations; such as the foundation for leaning and education at Company C, is the absence of governmental involvement in organizing the business-and-society relationship.

In Lebanon where the local governmental CSR regulatory laws and regulations and formal monitory roles and interventions continues to be weak (Jamali and Mirshak, 2007), founders, especially in family owned business, are taking the initiative and being proactive in their social responsibilities within the societal environment where their business operates and, accordingly, behave as a moral actor in shaping and

defining CSR's policies at their organizations. One manager gave an example to explain this voluntarily managerial approach reporting the following:

"Post the July 2006 war, El Fiddar Bridge was bombarded so the communications between Beirut and North parts of Lebanon were all disrupted and cut. Company B rebuilt this bridge and we paid 4 $ millions for it, huge amount of money. The chairman built this on his account and as donation to the government"
(Marketing Manager, Company B).

Such example explains how Company B's Chairman considers this problem which affects the society and country at large as an obligation for him and, thus, the bank, to take actions on voluntarily bases to tackle it. According to Wood (1991) and Carroll (1979), the individual basis or principle for philanthropic activities is based on people as actors within organizations and it is based on personal responsibility to perceive and exercise choices in the service of social responsibility.

5.2.1.4 The Targeted Stakeholders: Community, Employees and NGOs

The findings revealed that CSR is mainly practiced within the external community environment of the four organizations. However, at Company D and Company A evolving understanding of CSR as a concept and practice with an internal focus on employees' contribution to CSR before being practiced within the external community environment was clearly noticed

All interviewed managers within the four organizations consistently referred to the community environment as being critically important stakeholder group. This observation unveils the organic link between those organizations and their local community environment. It also supports the view expressed by Jamali and Mirshak (2007) that the perceived need for social interventions would generally benefit the society and local stakeholders more specifically. The community environment represents a critical context for the companies' survival and growth and there was. Thus, there was an overall consensus on the importance of the community as a critically important stakeholder. As articulated by one of the respondents:

"CSR is a way that allows the company to pay back community for the business it gives us, it is participation on corporate level to the life and development of the community we live in and belong to and live off" (HR Manager, Company C).

Another bank manager emphasized the same view, suggesting the following:

"CSR is very important in Lebanon and we are really aware that there is a big need to do many projects in the community which are not done by the public sector. We are really convinced that we should compensate what is not done by the public sector and our bank, which is strongest, and leader bank in Lebanon and best bank in Middle East, should play effective role on developing communities where we are operation"
(Marketing Manager, Company A).

Within the community environment, those organizations contribute through donations to local NGOs who have the expertise in, for example, the humanitarian field (taking care of elderly people, orphans and handicaps, children with special needs, child cancer canters). Environment field (recycling, waste and toxic emissions). The other stakeholder group that was referred to as being engaged and contributes to CSR is employees. This is through employee volunteering activities in social activities within the community environment. Internally, only at Company A and Company D, that CSR is being promoted among employees through internal communication and engagement programmes, for example internal newsletters, internet, bulletin board and posters, and regular staff meetings. The main aim in this regard is to raise employees' CSR awareness and sensitivity to social issues and concerns and increase their participation in community activities and volunteering projects as the case of Company A and Company D.

5.2.1.5 Other Stakeholders

Important observation here is that CSR initiatives and activities were not formulated to meet the needs and expectations of other stakeholder groups or individuals such as, consumers, shareholders, suppliers and customers. When asked about communicating CSR activities and initiatives with, for example, customers, interviewed managers within the four organizations made it clear that their organizations do not consider CSR for publicity or marketing objectives. This approach to CSR communication and disclosure is mainly influenced by the concept of the founders which regards the philanthropic contribution, especially charity donations to be practiced in a discrete way. As one bank manager expressed:

"We take philanthropic initiatives and the reason is not for publicity. In fact we do not do any promotion for it at all, but what have been done and this is really giving back to society" (Marketing Manager, Company B).

Another manager emphasized the influence of the founder's discrete approach to CSR suggesting the following:

"The members of the family who founded Company C are very modest by their nature and in everything they do. So, when we start the community care activities, blood donation and beach cleaning, we want to communicate this. It was forbidden by the shareholder, they would not accept. They said when I give with right hand then my left hand does not know" (HR Manager, Company C).

Another important observation is that CSR and stakeholder management practices are disclosed under separate sections on the web pages of the four organizations. For example, on Company A webpage, stakeholder relations are included under corporate governance guidelines section; while the bank social activities and initiatives in the areas of environment, health, education and culture are included in separate section under CSR. In the case of Company A, human resource management practices towards employees are explained and detailed as part of stakeholder relations and not part of CSR.

Therefore, social activities, practices and programmes are mainly regarded in response to the community's needs rather than the customers' or suppliers'. Also, CSR is not embedded within, for example, R&D, Customer Relation Management (CRM), and supply chain. Thus, there is no link between the framework under which Company C, Company D, Company A and Company B formulate their social intervention and their stakeholder management practices. Though some stakeholder management practices include dimensions of ethical conduct and legal compliance as the case of Company C and Company A, they are not considered as CSR practices, which mainly take the philanthropic form of action and practiced within the community environment. For example, at Company C the company is committed build long term stakeholder relation and management practices principles drawing on the principles of integrity, trust, and legal compliance. At Company A, the bank has developed a culture of honesty and integrity within its stakeholder relation and management practices. Consequently, the bank has adopted a Code of Conduct and other internal policies and guidelines, consistent with the bank's purpose and values, and to comply with the laws, rules, and regulations that govern the bank's business operations. However, those

ethical and legal principles at Company C are not included as part of CSR values and principles.

5.2.2 Economic Responsibility

With no exception, all interviewed managers at the four organizations emphasized the important economic role that their organizations play within the society. They strongly referred to their contributions to the economic viability and general durable societal wellbeing as generated by their business operations within the society through, for instance, creating jobs and economic cycle. One manager supported the examples of economic contributions pointing out the following:

"Through our branches and business operations we create jobs and financial and retail products and activities that create an economic and financial cycle and part of the secure system and situation in Lebanon through benefiting different stakeholders such as employees, customers, suppliers and the community at large" (HR Manager, Company C).

Above, the manager is highlighting the essential economic role of the organization and the effect of this role on the economic system and stability of the country. However, it is pivotal to make important distinction between whether or not the four organizations perceive their economic role to be part of their CSR. Within this realm the findings revealed that while all interviewed managers emphasized the economic role of their organizations, they clearly asserted that this role is not regarded as part of their CSR initiatives and programmes. The four organizations practice their economic role without linking it to their social responsibility, which they understand to be just philanthropic contributions. When reviewing the reports on CSR activities and the websites of the four organizations, the author did not find any traces to an economic role disclosed as part of CSR. One manager explained by stating the following:

"We already practice our economic responsibility but we do not understand and interpret it as part of CSR. The economic role of our business is part of our reason of existence and mission and vision even before the concept of CSR was introduced" (Marketing Manager, Company D).

Another manager was more explicit when reflecting on this point asserting that:

"CSR is just philanthropy and the economic responsibility of our organization is not related to any of our CSR projects or plans (HR Manager, Company C).

5.2.3 Ethical and Legal Responsibilities

Similar findings to the CSR economic domain were obtained for the ethical and legal domains. None of the interviewed managers referred to the legal compliance and ethical principles and conducts as part of the domains within which their organizations understand and practice their social intervention and programmes. On this regards, one manager pointed out that:

"For us CSR is philanthropic contribution and giving back to the society, we do not see ethics or legal aspects belonging to CSR" (Marketing Manager, Company A).

As for the economic responsibility, all interviewed managers within the four organizations and without exception considered ethical and legal responsibilities to be taken for granted and as part of their obligations and as being already integrated with their daily operations and stakeholder relations; but not understood and assumed as part of their CSR initiatives and activities. One manager expressed openly that the ethical dimension is taken for granted and already *"found inside with different activities we cover"* (HR Manager, Company A).

Another manager asserted that *"Ethics and morality are taken for granted"* (HR Manager, Company C).

Despite emphasizing their compliance to local and international laws and regulations and ethical code of conducts, all interviewed managers within the four organizations were keen to stress that those areas are not formally linked or disclosed under CSR. One manager explained this reporting that:

"We already conduct our business according to clearly stated ethical values and the relationship with our employees is according to ethical conduct, but this is not our understanding for CSR that is in our opinion philanthropic practices" (HR Manager, Company A).

Another manager added on this, noting that:

"I do not think that they are related, on our website we do not include our ethical responsibilities and legal responsibilities as part of the CSR section, we have them in two separate sections as reflecting our understanding of CSR to be philanthropy" (HR Manager, Company C).

Therefore, it is clear that the four organizations consider ethical and legal responsibilities as being already practiced and taken into account when conducting their business operations and embedded in their organizational culture and within their stakeholder relations. Just as the economic responsibility, the ethical code of conduct and legal compliance are also taken for granted and are not being either theoretically or practically included as part of the CSR initiatives at the four organizations.

5.3 CSR Approach

5.3.1 Company A: Strategic CSR Approach

The findings revealed that only at Company A CSR is practiced with a strategic approach (see the coding for this approach in Appendix B) through the educational programme initiative, an educational initiative which aims to guide youths through university studies that suit them best and builds their future vision for education and work careers. On the other side, CSR is being practiced with a philanthropic approach (see the coding for this approach in Appendix C) at Company D, Company B, and Company C. Company A focuses on education as the main area of the bank's CSR contribution and links this contribution with the mission and core competences of the bank, especially HR's core competences within the areas of training and development and education.

It is stated clearly on the bank's webpage, under the Corporate Social Responsibility and Activities section, and asserted by interviewed managers and employees at the bank that this educational programme is an extension for the bank's mission towards the society and an investment within the bank's core competences in the area of education. In addition, the bank's decision to focus and invest heavily in the area of education was because this area is in direct relation with the bank's mission "Peace of Mind". This mission recognizes the importance of the role of a talented labour force in keeping the bank highly competitive.

The bank, therefore, shows commitment to education and is exploiting its HR's core competences to design educational training and developing programmes for

educational programme. As a result, the bank aims to recruit and retain best employees' talents that are trained through the educational programme. Educated youth within the society represent potential employees and customers for the bank and the investment of the bank in educational programme represents an extension to the bank's core competences and mission. It is a win-win situation (McWilliams, Siegel, and Wright, 2006) that pays-off for both the bank through enhancing their core competences and for the community through investment in education for youth generation. Therefore, only at Company A that the CSR approach is strategic and linked with the bank's "Peace of Mind" mission and core competences.

Interviewed managers at the bank emphasized this link between the educational programme and the "Peace of Mind" mission and the core competences of the bank. One manager explained this as follows:

"*The bank's mission means getting good education for our youth, find them good universities, and allow them to work in organization where they have opportunity to grow, and this was actually the main driver and motive for the HR Department to come up with the* educational programme *educational initiative*" (HR Manager, Company A).

The manager here stresses the fact that the educational CSR initiative represents translation and application for the bank's mission. The same manager links again this initiative with the HR's core competences, by stating the following:

"*The HR Department links everything it does the Peace of Mind mission of the bank. Benefiting from the core competences of the HR Department in the areas of education, recruitment, and training and development , we are going to reach through the educational initiative all students in Lebanon that are in the secondary level of education through a campaign of awareness that help them in picking the major they want to go in universities sometimes to what universities do they choose and even we are going to go into psychometric testing for all students, so they can know which subjects are they can excel at and what are the careers that the most likely to succeed in, to orient them in that way*" (HR Manager, Company A).

One employee explains how the HR Department benefits from its competences in the area of training in CSR giving the following example "*... we in the HR Department draw on our expertise and knowledge in training so to design training programmes for our employees on CSR and develop their awareness to the importance of the educational programme as educational programme*" (HR Department Employee, Company A).

Another employee explained how the trained employees by the HR Department play a role in promoting the educational programme among customers declaring that:

"The trained and well educated employees about the bank's educational programme contribute to raising stakeholders' awareness and knowledge this programme and motivating participation in the educational programme. For example, the HR Department selected a group of existing employees from within the bank and recruited students who had job training programmes at the bank and trained them on the educational programme, including the objectives of the programme. Then those trained employees and students meet customers in the bank's branches all over Lebanon and explain to them about the educational programme and encourage them to participate" (HR Department Employee, Company A).

The example given above by the employee nicely highlights how the HR's core competences in the area of training which was invested in the educational programme to the training of employees and recruitment of students plays an important role in promoting the CSR initiative among stakeholders, and in this example customers.

5.3.2 Company D, Company B and Company C: Philanthropic CSR Approach

In contrast to the existence of a strategic CSR approach at Company A through its educational programme, the findings revealed the existence of a philanthropic approach to CSR (Lantos, 2001) at Company D, Company B and Company C. going over the secondary data and triangulating it with the conducted interviews on the wide range of stakeholders at each organization revealed absence of a link between CSR and the mission and the core competences of the three organizations. As the case in Company A, None of the interviewed managers within these organizations referred to or emphasized this link. One manager explained the scattered and unforced CSR activities, hinting that "*Honestly CSR is practiced in an ad hoc way. We are taking steps and help community in ad hoc ways, we do not know yet have a strategic approach to CSR, and to tell you the truth also we are not familiar with CSR frameworks and concepts*" (HR manager, Company C). Another manager reflected on the same issue saying:

"*I would love to see CSR as a strategic approach in the organization, but unfortunately it is not the case at the bank at the moment*" (Marketing Manager, Company D).Another manager explained the same point, noting that:

"*CSR is not formalized; it is not like we have a formal strategy that is written and communicated as crystal clear black and white or represent a change to the management of the business*" (HR Manager, Company B).

Therefore, the strategic framework that links CSR with the mission and core competences and aligns it with the practices of every organizational department, including the HR Department, is not yet elaborated within the three organizations. Different interviewed stakeholders expressed similar viewpoints about the CSR approach within the three organizations. They had also reflected similar perceptions that the contribution of CSR within the three organizations is done irrespective of the economic gain of those organizations. According to Lantos (2002), any CSR voluntary contribution that is done irrespective of the financial benefit that the organization might gain is qualified to be strategic CSR contribution. In contrast, such contribution is qualified to become philanthropic CSR with an entirely altruistic approach. Even different interviewed stakeholders at the three organizations reflected a similar understanding for the CSR contributions of these organizations. One employee expressed this perception, stating that:

"*Our organization plays an important role in enhancing the education in the country through giving student scholarships and building libraries and university building just like this without bottom line benefit for the organization*" (Employee, Company B). Within the same realm, an interviewed manager at one NGO explained the nature of the relationship with one of the organizations noting that:

"*We receive cash donations from the organization without necessary being linked or subject to performing specific projects or programmes that give back financial benefit for the organization*" (Project Manager, NGO).

Another interviewed manager at an independent consulting firm that aims to raise awareness about CSR in Lebanon and the Middle East region confirmed the same idea as follows:

"*It seems that organizations in Lebanon prefer to invest in the philanthropic domain without having a strategic framework for CSR. As consultancy firm we work with*

organizations to help them to elaborate the not yet existing strategic CSR and incorporate CSR within their culture and stakeholder relations, but I am afraid that in Lebanon we are still in the embryonic phase of the understanding and applications of CSR and organizations still practice CSR solely in the philanthropic domain"
(Project Manager, CSR Lebanon).

The opinion reflected here by the interviewed stakeholders triangulates with the claim made by the interviewed managers regarding the absence of a strategic CSR approach as noticed when analysing the secondary data within the organizations.

5.4 The Role of HR in CSR

After defining the philanthropic domain as being the only domain within which the four organizations understand and practice CSR; and after identifying the CSR approach as being strategic (Porter and Kramer, 2006) at one organization and philanthropic at the other three, Ulrich's strategic partner framework and its implications into the role of HR in CSR was evaluated empirically. This framework was adopted and intertwined with the strategic CSR approach (Lantos, 2002; Kotler and Lee, 2005;McWilliams et al., 2006; Porter and Kramer, 2006) to formulate the CSR-HR value chain model, which was predetermined prior to the data collection stage in this research. According to Ulrich (1997b; 1998), within a clearly defined organizational strategy, whether business or social strategy, HR can add value to the organization through playing a strategic partner role that encompasses multiple roles including the change agent role, employee champion role, and administrative expert role.

The strategic partner and administrative expert roles are at the organizational process level and concerned with managing the system of HR as in training, development, staffing and communication. The change agent and employee champion roles are at the people management level and concerned with managing stakeholder relations especially employees. In addition, the HR strategic partner and change agent role focus and add value on the long-term/strategic range and the HR employee champion; and administrative expert role focuses and adds value on the short-term/operational range (see Figure 5, Chapter 2). Thus, when HR aspires, in addition to its role on the short-term/operational range, a strategic partner role on the process level and change agent role on the people management level, then its role become more strategic and add value on the long-term/strategic range.

According to Ulrich, focusing on defining the domains within which HR adds values and delivers outcomes to the organization is important in shaping, defining and stipulating the roles of HR within the organization. Those roles are in two ranges: the short-term/operational range and the long-term/strategic range. Table 10 illustrates Ulrich's definition of HR domains of added values in addition to HR's role.

Table 10 HR's Domains of Added value, Role and Range

Domain of Added Values	Role	Activities	Range Focus
Executing organizational strategies; aligning HR practices and organizational strategies	Strategic partner	*Process*	
Preparing the needed process and culture for the transformation to the way the organization conducts its daily business operation and manage its stakeholder relations	Change agent	*People*	**Strategic/ long-term**
Creating shared values between employees and their employer/enhancing employees' contribution to the organizational strategy	Employee champion	*People*	
Preparing the need infrastructure to assist the organization in achieving its strategic objective efficiently	Administrative expert	*Process*	**Operational/ short-term**

Similar to Table 2 presented in the literature review chapter but with more details, Table 10 illustrates the distinction between the operational/short-term range and the strategic/long-term range focus of the role of HR. HR adds value by increasing the capacity of the organization to execute its strategies and consequently, plays a strategic partner role that focuses on aligning HR practices with organizational strategies. HR also adds value by preparing the processes and culture necessary for the change and thus plays a change agent role that focuses on creating renewed organization. In addition, HR adds value by enhancing employees' contribution to the organizational strategies and thus plays an employee champion role that focuses on

creating shared values between employees and their employer. Finally, HR adds value by implementing organizational strategies efficiently and therefore plays an administrative expert HR role that focuses on preparing the organizational infrastructure.

Drawing on Ulrich's framework, the initial research proposition was for a strategic HR partner role within a clearly defined strategic CSR approach. Accordingly, HR was argued to be capable of adding value into CSR within the domains embodied in each HR role across Ulrich's framework (Ulrich, 1997b; Buyens and De Vos, 2001; Zappala and Cronin, 2002) (see Table 3 in Chapter 2). The domains within which HR was proposed to add value into CSR represented the constructs that were evaluated empirically so to define accordingly the roles that HR is assuming in CSR within the sample of the four organizations operating in Lebanon. In what follows, the role of HR in CSR within the four organizations will be examined against Ulrich's framework to highlight whether or not the domains of HR's added value (Table 3, Chapter 2) matches the empirical evidence.

5.4.1 HR as a Strategic CSR Partner

According to Ulrich (1997b), a strategic HR partner role is charged when organizational strategies are turned into actions. The primary assumption here is the presence of a strategy, whether being business or social, within which HR works. This strategy should be explicitly defined through a formal process or document. Ulrich (1997) argues that within this strategy HR plays a strategic role not only with the implementation of the strategy through actions, but also in the decision-making process and definition of the strategy. On the implementation fold, HR acts as strategic partner by focusing on aligning HR strategies and practices with the strategy of the organization; and helps the organization to ensure the success of its strategy and increases the capacity to execute it. This is done through translating the strategy into HR practices and integrating its objectives within the HR system in order to put HR policies and programmes that are fully aligned with the strategy into application. On the decision making fold, the participation of HR in the process of defining the strategy, communicating it among different stakeholders, and preparing its implementation stages are all important HR contributions to achieve the objectives of the strategy. By taking this strategic approach, the HR Department will be capable of identifying HR practices that make the strategy happens and moving it into the action dimension and implementation, thus, helping to accomplish business objectives (Ulrich, 1998).

As for the role of HR in CSR, Zappala and Cronin (2002) drew on Ulrich's strategic HR partner framework (Ulrich, 1997b) (see Chapter 2) and proposed the domains within which the HR Department playing a strategic partner role can contribute into CSR (Table 11). Those domains represent the constructs that will be adopted when examining the role of HR in CSR.

Table 11 HR's Domains of Contribution into CSR

Decision Making
Definition of CSR strategy and objectives
Developing CSR vision
Developing plans to gather information about CSR from stakeholders as part of engagement and partnership process
Execution
Translation of CSR strategy into HR policies and practices
Identifying HR practices that make the CSR strategy happens
Aligning HR practices with the CSR strategy
Coaching of managers with respect to CSR issues
Helping to ensure the success of the CSR strategy
Increasing the capacity of the business to implement the CSR strategy
Implementing rather than advising roles in CSR

In the presence of a clearly defined CSR strategic approach, only the HR Department within Company A plays a strategic/long-term partner role in CSR (see the coding for this role Appendix D). This role is multi-faceted and covers some, but not all, the employee champion and administrative expert role domains as defined by Ulrich (Ulrich, 1997b). In addition, the HR Department takes some CSR initiatives and this role is qualified as an introductory change agent role (Ulrich, 1997b). On the other hand, however, HR mainly plays operational/short-term roles (see the coding for this role in Appendix D) at Company D, Company B and Company C.

Company A: Strategic HR Partner Role in CSR

According to Ulrich (1997), the role of HR is evaluated as strategic when HR works to achieve organizational strategic objectives and align its system and practices with them, in addition to its administrative and employee management tasks. The HR Department at Company A plays a strategic partner role in CSR. It is responsible for designing CSR programmes and communicating and promoting CSR among different

stakeholders, especially employees and customers; in addition to aligning CSR with some HR practices, such as, training and development. One manager elaborated that:

"The HR Department and drawing on the nature of its tasks as being in touch with ethical and social concerns and employee communication and wellbeing is take the CSR initiative. We design some projects and programmes and sit with the board and try to convince them to allocate budgets for CSR" (HR Manager, Company A).

Here, the manager clearly refers to the initiative that the HR Department is taking within CSR and how the CSR-HR affinities make the HR Department well positioned to play key CSR roles. One employee working within the CSR team at the HR Department emphasized the following in this regard:

"Even if there is no CSR strategy at the bank, our role in HR does not stop here. CSR is embedded in our mind-set as a department being responsible to dealing with and communicating with humans and working for their wellbeing and health and safety, and thus we feel that we need to take the CSR initiative"
(Employee, HR Department).

The role of HR in CSR in the area of education is a clear example of HR being responsible for translating CSR into HR practices and developing plans to engage stakeholders, especially employees and customers. Education represents one of the CSR areas that the bank focuses on and invests in. Within this area, the HR Department took the initiative and designed the educational programme. This programme is an awareness campaign that helps youth within the Lebanese community to choose their study units within the universities that best suit their skills and contribute to their future careers. This includes what universities they should choose, conducting psychometric testing for all students so they can know which subjects they can excel in, and which careers they are mostly to succeed in order to direct them in appropriate way (Company A, 2011). One employee working with the team responsible for this project explained the role of the HR Department stating that:

"This project is the HR's idea and the HR Department is responsible for promoting, communicating, coordinating, and engaging employees, so it is a role from A to Z"
(Employee, Company A).

Another employee explained how the HR Department communicates with employees about this project reporting that:

"*The HR Department organizes seminars to explain the aims and objectives of the CSR educational programme targeting youth and advising then for their future career in addition to using memos internal newsletters and posters*" (Employee, Company A).

Therefore, the HR Department is fully responsible for creating the idea, designing the implementation and communication tools, and monitoring and reporting on the results and benefits of the educational programme. As an example of how it communicates educational programme and benefits from its core competences in the area of communication, the HR Department launched an online youth guidance system in order to communicate this programme with wide range of stakeholders. This webpage provides, especially younger generations, with the tools which would help them make right decisions when planning their university education, whether locally or abroad, and their future career. The educational programme also guides its visitors to how to take the right decision when searching for jobs in a way that matches their aspirations. The HR Department also supported this online system with the aptitude test that helps the youth to discover their talents and skills and guides them through the process of defining their domain of interest. Also, the website visitors can contact the HR Department and give feedback about their experience with the educational programme as well as their opinion and ideas about how to improve the programme.

The educational programme illustrates how the HR Department designed and implemented a CSR programme that is aligned with the Peace of Mind mission of Company A in addition to linking the programme with the HR core competences in areas including training and communication. The HR Department also developed communication tools so to gather information about CSR from stakeholders as part of the engagement process in CSR.

At Company A, the strategic partner role that the HR Department plays in CSR covers multiple roles including the CSR initiative role as introductory stage of the change agent role and the employee champion and administrative expert roles. Since there is evidence for similar roles and practices across different cases, the evidence of HR practices at Company A within each role will be explained in later sections within this chapter.

5.4.2 HR as a Change CSR Agent

Within organizations, change management occurs when the ways of doing business are reconceptualised and the identity of the organization and how it understands its business function and stakeholder relation is transformed (Ulrich, 1997b). The changing role that the HR Department can play within the organization includes promoting a culture around new ideas and understandings relating to how the organization includes its employees and thinks about their vision, mission, values and core principles that govern the organization. In relation to CSR, and according to Zappala and Cronin (2002), the HR Department plays important change agent role in CSR through developing the right time frame for CSR change processes, coaching of cultural changes needed for CSR, embedding and promoting CSR values and principles among stakeholders, engaging stakeholders in the change, and overcoming barriers to change. This is achieved when the HR Department understands, for instance, how CSR change affects the organization's stakeholder relations and works to increase employees' readiness to interact with the CSR change.

The empirical findings revealed that CSR within the four organizations is not yet understood as a transformation to the aspects of how they operate and manage their stakeholder relations. None of the four organizations is undertaking a general and wide CSR change initiative or being involved in a specific culture change programmes. No evidence for CSR change management aspects such as the integration of CSR policies and practices into broader organisational change processes, CSR culture change activities, CSR initiatives and impact of the CSR cultural change activities were identified (Ulrich, 1997b). However, the findings revealed that in only two organizations, is the HR Department taking some initiative roles in CSR yet not within a planned CSR change management approach; while in the other two cases, it is not playing this role. This conclusion is a product of interviews held with a wide range of stakeholders, especially managers at different levels, and by referring to organizational documents such as annual reports.

None of the interviewed managers within the four organizations referred to CSR as representing change and transformation to the way organizations perform their day-to-day business operations and manage their relations with different stakeholder groups and individuals. One interviewed manager emphasized this idea, pointing out that:

"CSR is not yet considered as a change at the company and transformation to how we understand our stakeholder relations and conduct our business" (HR Manager,

Company A).

Another manager expressed the same viewpoint saying:

"I do not see that CSR at our company is change management. It might be an interesting idea and an objective for the future and we would like to see it happening, but it is not the case currently. We have other priorities to handle now and then I think our next priority is to create a CSR strategy" (HR Manager, Company C).

An interviewed manager at one NGO supported this observation drawing on the NGO's experience with one of the organizations included in the sample from Lebanon stating that:

"Throughout our relations with the organization and the common projects that we work on, I do not see that CSR represent a change and transformation to the way the organization manage its stakeholder relations or conduct its daily business operations" (Project Manager, NGO).

However, as mentioned earlier, it is worth noting here that, as illustrated by Ulrich (1997) and Zappala and Cronin (2002), HR only plays an initiative role that could be evaluated as part of a primarily and introductory change agent in CSR within two organizations, namely: Company A and Company D. However, such a role is not practiced by the HR Department at both organizations as part of wider organizational CSR change initiative. This role includes preparing initiatives to engage some stakeholder groups, but not all groups, especially employees in CSR and promoting CSR among them. One manager emphasized HR's initiative role in CSR stating that:

"CSR is not yet considered as a change at the bank and we do not have a formal change plan that includes CSR as one pillar; yet the HR Department is taking some internal initiatives in CSR so to raise employees' participation in CSR and promote CSR awareness among employees" (HR Manager, Company D).

The main objective is, thus, to introduce CSR as an approach that has internal aspects and practices. Therefore, a new idea is being promoted and implemented and this qualifies with the HR initiative as part of a change agent HR role in CSR (Brockbank and Ulrich, 2005).

At Company B and Company C, no evidence for such HR initiative in CSR was obtained, however. Only at Company A and Company D a preliminary change agent HR role in CSR was identified. To give support for this observation, two examples of HR initiatives in CSR are highlighted: the conscientious driving HR initiative at Company D and the educational programme HR initiative at Company A. The latter was explained earlier within the section on the strategic CSR approach and the strategic partner HR role in CSR at Company A.

5.4.2.1 Company D: Initiative HR Role in CSR

At Company D, the HR Department took the initiative and introduced a conscientious driving CSR project that focuses on the internal bank environment and aims to enhance employees' awareness on road safety issues and solutions to reduce the amount of deaths and injuries caused by car accidents. This initiative was in partnership with a Lebanon-based NGO for youth awareness on road safety in Lebanon and the region. The conscientious driving project and its objectives are considered a new approach and orientation to CSR. At Company D, CSR has always been understood as to be the contribution of the bank toward the external community environment within the philanthropic domain. According to one interviewed manager:

"CSR as a concept with internal aspects that includes employees' contribution is something new for our organization. HR took the initiative and educated us on this; this is the main contribution of the HR Department" (Marketing Manager, Company D).

Thus, HR introduces a new approach that was not assumed before by the bank and highlights new understanding of the internal CSR focus and the importance of employees' contribution to CSR. One interviewed HR professional puts this HR role as a change role, hinting that:

"The fact that HR is taking the initiative to bring a new idea or understanding and convince the board about it is considered a change to the traditional way of management. Here, the role of HR appears to be important as it took the initiative and introduced a new concept" (HR professional, American University of Beirut).

HR was responsible for formulating and implementing the conscientious driving project. The role of the HR Department in this project was explained by one manager that:

"The HR Department contributes to the definition of the general scope of the conscientious driving *project and educating and training different stakeholders on the importance of it"* (CSR Manager, Company D)*.*

Another manager illustrated the following:

"*The role of the HR Department is not only to give just administrative support and do transactional routine tasks of the* conscientious driving project*, but also assisting the board in setting and designing its general and broad objectives and engaging different department in a dialogue over what is the best practices within it, and HR plays then important role in translating it and integrating it with HR's system"*
(HR Manager, Company D)*.*

Thus, the role of HR is not limited to just defining the general guidelines for the conscientious driving project, as its role is also involves translating it into HR policies and practices. As one manager explained:

"The HR Department included the themes and values of the conscientious driving project *in the induction day presentation for new recruits, and also 1560 employees attended training activities, programmes, conferences, workshops, and seminar on CSR values and activities"* (CSR Manager, Company D)*.*

The examples supported by the manager are related to induction and training and development where the CSR values and principles are being promoted and communicated with employees and new recruits. In addition, HR launched a conscientious driving awareness campaign that targets and reaches the bank's different stakeholders including the customers. One interviewed manager emphasized the central HR role in this campaign stating that:

"The HR Department plans, communicates, promotes, and evaluates the conscientious driver campaign programmes and activities and employees' contribution to this campaign is essential and that is why CSR at the bank cannot survive without HR" (CSR Manager, Company D).

Here, HR is taking a role in communicating and promoting CSR. As a result of HR's new approach in aiming to engage Company D's employees in CSR through the consciences driving project, employees' awareness and contribution into CSR is being elaborated and enhanced. Interviewed employees at the bank showed familiarity with CSR as a

concept and awareness for the bank's areas of CSR especially the conscientious driving area. In addition, they emphasized HR's important role in promoting CSR and raising their CSR awareness. One employee explained this role suggesting that:

"*The HR Department organizes seminars to explain the CSR policy of the company and communicate with us the CSR activities of the company through emails and training employees so they can become more capable to contribute and participate in CSR*" (Employee, Company D).

Another employee emphasized the new concept of CSR, stating that:

"*We did not know before that CSR could be practiced inside the organization, and we always thought that it should be in the community. Since the HR Department introduced the conscientious driver project, we started to learn that CSR could start from inside the bank and then benefit the society*" (Employee, Company D).

The interviewed employees are clearly present a new perception for CSR that HR succeeded to introduce and formulate among them. This conception brings the internal value of CSR to light and its effect on how employees understand their role and contribution to the society. Also, it emphasizes a new internal aspect of CSR that was before ignored. This is the initiative that qualifies the contribution of HR through the conscientious driver as an introductory change agent role (Brockbank and Ulrich, 2005).

5.4.2.2 Company B and Company C: Absence of HR Change Agent Role in CSR

At Company B and Company C, this observation was not obtained. The findings revealed a lack in CSR knowledge and familiarity with CSR areas and domains among ten interviewed employees representing different departments at Company B and ten interviewed employees at Company C. One employee expressed this saying:

"*I am not familiar with the term CSR, and do not know about the bank's CSR activities and did not receive any training or attended any seminar explained to us what is the bank's social responsibility and social role and activities*" (Employee, Company B).

Another employee added his contribution stating that:

"I am familiar with CSR as a concept and application but did not gain this knowledge from the organization; all that I know about CSR is from my personal research about the topic on the internet, and we do not receive information or training about CSR neither from the HR Department nor from any other department" (Employee, Company C).

This disclosure reflects the lack of CSR awareness and knowledge among employees in addition to the absence of an HR initiative in this regard as the case at Company D and Company A.

5.4.3 HR as an Administrative CSR Expert

This is the area where HR contributes to the organizational strategies especially in execution through efficiency and effectiveness in delivery of services and infrastructure within the HR processes and the businesses as a whole (Ulrich, 1997b). HR demonstrates its ability to deliver HR services and deliverables by improving HR processes, which may include compensation and benefits, rewards and bonuses, employee retention, training and development. According to Zappala and Cronin (2002), the HR Department can be responsible for important CSR administrative tasks that assist the organization in achieving its CSR objectives effectively and efficiently (Table 12).

Table 12 Administrative CSR Roles for HR

Deliver efficient CSR practices
Dealing with social and legal issues associated with CSR practices
Control CSR costs
Measuring and reporting CSR outcome benefits, performance and bottom line pay off

With no exception, all interviewed HR managers within the four organizations consistently emphasised that delivering HR services and practices efficiently and effectively represent a priority for the HR Department at these organizations. The practices and services that received consensus among the interviewed HR managers include:

- Health and safety in the workplace
- Competitive compensation and remuneration packages
- Promotion schemes

- Development of employee skills and core competencies
- Recruitment policy, competitive and rewarding and bonuses
- Employee empowerment, leadership training, equal opportunities, diversity, and learning organization
- Competency model including checks on the job fit, geographical fit and cultural fit.

The findings revealed evidence of administrative HR practices within CSR across the four organizations. Although the domains within which HR performs administrative CSR tasks vary from one organization to another, this role across Ulrich's framework primarily appeared in HR involvement in CSR. Even at the organizations where the CSR approach is still purely philanthropic and not practiced within a strategic approach as the case at Company B and Company C, interviewed managers at both organizations emphasized that HR's involvement in performing operational and routine CSR tasks, such as, managing CSR activity costs and organizing employee volunteering programmes is in fact essential for the success of organization in implementing effective and efficient CSR practices (Table 13).

Table 13 HR's Domains of Administrative Role in CSR at the Four Organizations

Organization	*Domains*
Company A	CSR budget
	Employee participation in CSR
	Employee volunteering activities
	CSR project costs
	Reporting on CSR activities
	Dealing with social and legal issues associated with CSR
Company D	CSR budget
	Employee participation in CSR
	Employee volunteering activities
	CSR project costs
	Reporting on CSR activities
	Dealing with social and legal issues associated with CSR
	Monitoring effectiveness and success of CSR programmes
Company C	CSR budget
	CSR project costs
	Employee participation in CSR
	Employee volunteering activities
	CSR project costs
Company B	Employee participation in CSR
	Employee volunteering activities

As illustrated in Table 13, the HR Department at Company A and Company D plays a key role in planning the budget of some CSR projects, managing their costs, and reporting and monitoring their effectiveness in achieving targets and efficiency in saving costs. One manager explained this HR administrative function within CSR declaring that:

"We have a separate budget for CSR activities within the HR budget, and the HR Department plan this budget and costs of CSR activities and report annually to the CEO on how effective and efficient the department was in delivering CSR activities and programmes" (CSR Manager, Company D).

Another manager added on this point that:

"After succeeding to secure a budget for our CSR initiative in the area of education, we are responsible to performing all the administrative tasks and delivering the CSR project efficiently. This includes planning and managing the costs, for example controlling all the routine transactional daily activities and the advertising campaign and training employees, and besides planning this project we are fully responsible of implementing it in an efficient way" (HR Department, Company A).

An employee working within the HR team responsible for planning and implementing some CSR activities explained the added value of such administrative HR involvement in CSR that:

"HR's administrative functions within CSR make CSR more efficient through saving on costs and thus more effective" (HR Department Employee, Company A).

At Company C, the HR Department is also responsible for managing the budget of the community care committee which is responsible for organizing the organization's CSR philanthropic activities. One manager explained the role of HR in this regard, saying that:

"The committee that is responsible for CSR at our organization is under HR. This department and its people prepare and review the budget of this committee and its CSR choices and activities" (HR Manager, Company C).

The findings revealed that the HR Department at Company C and Company B plays roles in organizing employees' participation in CSR and collecting the feedback from them about their experience. The HR Department shares feedback results with its employees and reports them to the senior managers responsible for setting CSR plans so to make the needed improvements on the CSR activities. As one manager explained:

"Our administrative contribution into CSR is to make sure that employees know about the CSR activity and we organize their participation that day and seek their opinion and experience after that" (HR Manager, Company B).

Another manager explained the features of this administrative stating that:

"The HR department does not have any regular or systematic or formalized role in managing the costs or the budget of CSR and making sure that CSR programmes are being efficient. All that it does is to organize employees' participation at the day of the

CSR event if there is an event, and make sure they knew about the event and do the routine administrative role such as counting participant number and organizing the event" (Recruitment Manager, Company C).

Both managers are highlighting the features of HR's administrative role that is irregular and limited to organizing employees' participation.

Interviewees within the four organizations highlighted the domains of the administrative HR contribution into CSR that include managing CSR costs, preparing CSR budgets, reporting on CSR, efficient HR practices such as training and development with CSR. In addition, they place emphasis on the value that HR's involvement in performing administrative roles adds to CSR, the findings revealed that effectiveness and efficiency. The understanding of the administrative HR role within CSR within the four organizations supports Ulrich's propositions (1997b) for this role. According to him, HR acting as administrative expert improves the effectiveness and efficiency of applying organizational practices and programmes. In this sense, HR ensures that the organization works within any plan or activity and that it is done effectively and with minimum cost, and thus high efficiency. The findings revealed that those deliverables are essential for any CSR activity and HR's expertise and knowledge is needed in this regard.

5.4.3.1 Measuring the HR Performance in CSR and Outcome Results of CSR on HR Performance Indictors

Drawing on Ulrich's work (1997b), designing and delivering efficient HR practices and processes is an essential administrative expert role that HR can perform to add value to CSR. By constantly measuring its performance in CSR and the outcome results resulting from its CSR roles, HR becomes more capable of delivering efficient administrative CSR tasks which helps the organization to achieve the objectives of its CSR strategy and deliverables with less costs and improved efficiency. Therefore, the primary domain for this role is for HR to measure its performance in CSR and assess the outcomes of this role so as to be able to improve its role in CSR and find more efficient ways to perform the role. The empirical findings revealed lack of assessment for both the social performance and the HR performance in CSR within the four organizations. However, improving the efficiency of social activities that they perform and accordingly measuring the role of HR in CSR represents an immense challenge for them.

At first, none of the four organizations systematically measures the social outcomes and impacts of their CSR. They prepare reports on their philanthropic activities, such as, charity donations without including any assessment for social performance indicator or financial benefits (McWilliams, Siegel and Wright, 2006) and bottom line payoffs of the organizations' social contributions. One manager even expressed doubt over the existence of any organization that evaluates its social performance and use assessment devices to do so within Lebanon. As he puts it:

"I do not think that there is a single company in Lebanon which evaluates and reports on its social performance" (HR Manager, Company B).

Another issue that hampers the evaluation of social performance is the absence of clear CSR strategy, objectives and deliverables. One manager explained this stating that:

"Before evaluating the social performance of our company or reporting and disclosing our social performance indicatives, we have to have a clearer CSR strategy and objectives" (HR Manager, Company C).

As the social performance is not evaluated and there is still lack of assessment devices for the CSR activities and their social impacts and outcome results, the findings revealed that the performance of HR within CSR and the outcomes from CSR on some HR performance indicators were not being assessed. To quote from one manager:

"*We do not measure the benefits of the role on HR in CSR and we do not include CSR as a performance indicator for our employees and how CSR might help in for example decreasing employees' turnover*" (HR Manager, Company B).

Another manager reflected within the same context that:

"We do not measure role of HR in CSR or report on CSR benefits for employee retention or retention or loyalty" (HR Manager, Company A).

One manager expressed his concern over the lack of devices to measure CSR performance stating that:

"Unfortunately we do not have an application measurement device to report on CSR performance indicators and especially the HR-CSR indicators" (HR Manager, Company C).

This represents a challenge that all the interviewed managers had highlighted when asked about their administrative CSR roles. One of them explained that:

"It will be very helpful and valuable to find an assessment tool to measure the contributions of the HR Department into CSR and the benefits gained from this contribution. It is a real challenge and would save us time, effort and costs as well" (HR Manager, Company B).

Therefore, HR within the four organizations does not adopt any assessment schemes or scales to measure or report CSR performance such as bottom line pay off, human capital metrics as turnover as affected by CSR, and setting CSR performance indicators and monitoring results for social performance outcome values and impacts (Wood, 1991).

However, it is important to point out here that there was consensus among all interviewed managers on an anticipated, though not evaluated, outcome benefits for the role of HR in CSR that HR can play important role in measuring and reporting on them. Upon conducting triangulation for the findings from the four organizations as gathered from different stakeholders across different especially managers and employees, the researcher prepared the list of possible outcome benefits for the role of HR in CSR that received consensus and were consistently referred to by the interviewees within the organizations (Table 14).

Table 14 Outcome Benefits of HR's Role in CSR

Increases employees' commitment to the organization
Increases employees' loyalty to the organization
Increases employees' trust by the organization
Increases employees' retention and decreases employee turnover rate
Increases employees' performance and productivity

In addition, interviewed managers, especially HR managers, showed interest in finding appropriate assessment devises that could be adopted and that could help in measuring the effect of CSR on HR performance indicators such as employee turnover,

recruitment and retention, and performance. One manager explained the effect of HR's in CSR suggesting the following:

"HR makes CSR effective. It contributes to the effectiveness of CSR. From this point of view, the involvement of HR brings value; whether it is in terms of enhancing the image of the bank or make people look at the bank in a different way, to recruitment and retention. If we are talking about the internal HR additional value, then retention is the most valuable thing that really makes the Company B competitive. When you retain, we look at it as a complete cycle. You recruit according to your values and standards, you train, develop, and then you retain, and the retention of these people makes your firm more and more competitive" (HR Manager, Company A).

Within the same realm, interviewed employees within the four organizations emphasized the importance of the role that the HR Department could play to increase its CSR awareness and engagement in CSR activities which would consequently help increase the organisation's commitment and loyalty. The success of the HR Department in building alignment between employees' values and principles and CSR is important in this regard. As one employee suggested:

"I think that my commitment and loyalty to the organization increases when I am working with an organization that holds and works for achieving the same social principles and values that I have" (Employee, Company B).

Another employee added on this point:

"I will stay and work with an organization that have CSR as part of its core values and refuse to accept any job offer from other organization without CSR even if they offer me a higher salary because ethics and social principles are very important for me" (Employee, Company D).

Here, the employee is referring to what Meyer, Allen, and Smith (1993) referred to as the normative commitment. Following the definition of them for normative commitment, employees are more willing to stay at the organization with the same ethical and social principles that they have. In this sense, the financial factor is less important for employees when deciding whether to leave the organization they are working for or not. One employee can be regarded a good example in this regard. He reported the following:

"I received many job offers with better positions and higher paid salary, I refused to leave my organization because I feel that I belong to my organization on the ethical and social values more than those organizations that offered me to join them. For me it is like that, and I am willing to stay with my organization as long as these principles are still there" (Employee, Company A).

Despite recognizing the effect of HR's role in CSR, especially in the area of employee engagement on employee commitment and retention, none of the interviewed managers, especially HR managers, mentioned that this effect is measured and reported. Measuring and reporting human capital metrics such as turnover, health and safety, employee development and diversity as part of reporting on HR-CR related indicators and criteria are not yet assumed by the HR Department at any of the four organizations. One performance manager at one organization highlighted the difficulty of assessing the role of HR in CSR that:

"When it comes to intangible variables, such as loyalty, motivation and trust, it is very difficult to find a tool that could be used for measurement purposes" (Performance Manager, Company D).

Thus, this is one factor that hampers the process of evaluating the positive outcomes of HR in CSR. Another factor is that the social performance that is not being measured in any of the organizations. None of the social performance assessment devices is being used to measure and report the organizations' social performance of the organisations and the effect they have on some performance indicators such as profitability, growth and turnover. Therefore, if at first place the social performance is not assessed then how the positive outcomes of the role of HR in CSR could be assessed. One manager explained this as follows:

"The first challenge that we are facing and before measuring the outcome effect of HR's role in CSR is to measure the benefits of CSR, and before measuring the effect of CSR on for example employee turnover we cannot evaluate the role of HR in increasing employees' engagement and then linking it to turnover rates" (HR Manager, Company A).

The interviewed managers' increasing interest in measuring the impact of implementing CSR effectively and efficiently, that HR plays important role in, on employee commitment, loyalty, trust, retention, turnover and performance, goes in line with emerging evidence concerning this impact. For example, the CSR study conducted

by the SHRM revealed that CSR practices are seen as important to employee morale (50), recruitment of top employees (25%), and productivity (12%). Also, this supports what Skinner reports of a 5% drop at Novo Nordisk, pharmaceutical company in Denmark, and a 20% drop at Sears, the American chain of department stores, in employee turnover since implementing their CSR programmes (Skinner 2002 in Strandberg, 2009). In terms of suggested ideas to start measuring the results of HR's performance in CSR, many managers suggested including CSR as a category for evaluating employees' performance. Those managers cited the link between CSR and employees performance appraisal as increasingly important. This finding supports results from research conducted by Conference Board, an independent business membership and research association working in the public interest. His results revealed that 50% of global managers reported that their companies are planning to include CSR in their appraisal for employees' performance and that 68% of them made reference to the growing importance of the link between CSR and employees' performance appraisal (Lockwood, 2004).

5.4.4 HR as an Employee CSR Champion

According to Ulrich (1997), employees' contribution and commitment to the organization is highly affected with how the organization responds to their needs and expectations. Security, promotion, wages, careers are all important issues for employees, but the sense of belonging to the organization and their contribution to the social principles and activities that the organization works to maintain, and the alignment between employees' values and social concerns are becoming much more valuable.

The employee champion role as explained by Ulrich (1997b) is fully assumed and practiced by the HR Department within the four organizations. Interviewed HR managers at those organizations highly assert this role and consider it the main task for any HR Department. Interviewed HR managers emphasized that without developing and engaging with the human capital, the HR Department would lose its strategic contribution and its credibility as being the department that speaks out for employees' needs and wants in front of the board of any organization. One manager explained the employee champion role that the HR Department assumes reporting that:

"In our bank and as an employee champion the group HR caters to the needs and aspirations of the bank's human capital, following up on their performance, potential

as well as their career and personal development throughout the group"
(HR Manager, Company D).

Within the same realm, another manager made a statement summarizing the following:

"HR is assuming the employee champion role in several ways. Employees feel free to address any member of the HR team regarding their comments, inquiries or complaints, while HR is providing prompt feedback and solutions whenever possible. On the other hand, in 2009 all the branches were visited by the HR Coordination team and individual meetings with branch employees were held. In 2010, another branch visit is planned to cover employees' training needs. Furthermore, the Performance Appraisal form includes comments fields where both Managers and Employees are free to write their comments and needs (career, salary adjustment, training need...). HR revises all the comments and forwards each request to the concerned unit within HR. an finally, during the Career Management process, HR meets with Career Candidates to discuss their preference before proceeding with any move" (HR Manager, Company B).

Now, as for the role of HR in CSR, HR's employee champion role is explained by Zappala and Cronin (2002) through the areas summarized in Table 15.

Table 15 HR's Contribution into CSR as Employee Champion

Linking employees' contributions to CSR
Increase employee engagement, commitment and motivation to CSR
Provide initiatives that help employees serve the community, such as social leave programmes
Increase Employee Volunteering programmes
Gathering and sharing information with employees in relation to CSR to understand their needs and meet them
Share and communicate the value of CSR to employees as a mutual value with their employers
Drafting and implementing employee codes of conduct
Enhancing employee education and awareness about CSR

Against those areas, the empirical findings revealed that the HR Department aspires to an employee champion role in CSR within the four organizations with variances within its practices. At Company D and Company A, employees' contribution in CSR is crucial for any CSR programme and activity. However, the HR Department plays the central

role in this regard. One manager emphasized the importance of employees' contribution to CSR and HR's role in this regard stating the following:

"Anything that the employees are involved in is an area where HR has a role to play. Some CSR functions could be done or executed at top management levels when you contribute to reforestation of Lebanon, if you go into programmes of de-mining the South, the HR role is maybe not as much could be played in other areas; but anything employees can or are contributing to in this CSR function I think the HR Department is the natural place to champion, initiate, monitor, implement the CSR activity. You can do CSR activities without HR but will not be as successful and wide spread as when HR is involved, we have in Lebanon around 1500 people working for the bank, and every one of them could be part of successful CSR activities" (HR Manager, Company A).

Another manager added to this the following:

"Our employees are our human capital that we need to make sure to engage them in the social activities that our organization prepares. Our CSR strategy starts from inside through building the social skills and knowledge of our employees, we need CSR to be implemented first in our organization before moving outside and work within the society, and if our employees are not engaged in CSR then who will be engaged" (HR Manager, Company D).

In the quote mentioned above, it is obvious that both managers refer to the importance of employees' contribution in CSR; it is also important for the success of the organization in implementing CSR within its internal environment and represents a starting point to implement CSR activities within the external community environment of the organization.

With regard to the role of the HR Department in organizing employees' contribution and engagement in CSR, to quote from one manager in this regard:

"Because our CSR initiative starts from the inside our organization and recognizing employees' contribution, then the role of HR in this sense becomes essential. Who is better than the HR Department with all its skills and expertise in communicating organizational strategies and programmes with employees to be responsible for organizing employees' contribution into CSR" (HR Manager, Company D).

Another manager gave an example of how the HR Department plays this role, explaining that:

"Through employee volunteering programmes and training and development, employees' CSR skills and knowledge enhances and they are more capable and ready to actively participate in CSR programmes"
(Manager, HR Department, Company A).

The role of HR in this context is to promote CSR initiatives among employees, raise employees' awareness to social issues and concerns, and enhance employees' engagement in CSR and participation in community activities through voluntary programmes.

5.5 Discussion of the Research Findings

The cross-case analysis presented in this chapter revealed that CSR is mainly practiced within a philanthropic approach. The strategic CSR approach exists only at Company A through its educational programme and not within a general strategic approach that covers the bank's wide range of CSR activities in areas such as sport and environment. In relation to the role of HR in CSR, the cross-case analysis unveiled that it is mainly being practiced on the short-term/operational range and that only in one organization that it is being on the long-term/strategic range which also covers the short-term/operational. Also, the HR Department assumes a change agent role limited to taking some CSR initiatives in only two organizations. Thus, in most of the cases, the strategic partner HR role within a strategic CSR approach is still yet not prominent. Table 16 presents the aggregated findings for the cross-case analysis.

Table 16 HR's Role in CSR at the Four Organizations

Organization	CSR	Assumed HR Roles in CSR
Company A	Strategic CSR Educational programme	Short-term/strategic: strategic partner role: change agent role (limited to taking CSR initiatives); Short-term/operational: employee champion role, administrative expert role
Company D	Philanthropic CSR Culture, arts, sports	Change agent role (limited to taking CSR initiatives) Short-term/operational: employee champion role, administrative expert role
Company B	Philanthropic CSR Environment, education, health, and culture	Short-term/operational: employee champion role, administrative expert role
Company C	Philanthropic CSR Education	Short-term/operational: employee champion role, administrative expert role

As illustrated in Table 16, at Company A, the HR Department plays a strategic partner role in CSR. This role is multi-faceted and covers the employee champion and administrative roles in addition to a change agent role limited to taking some CSR initiatives. While the later role is also assumed by the HR Department at Company D, the employee champion and administrative expert roles are assumed by the HR Department at the four organizations. Thus, the role of HR in CSR is more on the short-term/operational range than it is on the long-term/strategic, and HR's role in CSR decision making and implementation and management of CSR change is absent in most of the cases.

This is not to claim that HR's role as employee champion and administrative expert on the short-term/operational range does not add value to CSR. According to Ulrich (1998), the success of HR in performing its operational roles is essential for the transformation of its role into being strategic and focusing on the long-term. The research findings suggest that despite the absence of a strategic partner HR role in CSR within three cases, HR's role as an administrative expert and employee champion

adds significant value to CSR. The researcher's interpretation in this sense lends support to Ulrich's view. The researcher argues that limitation in the understanding and application of CSR within the philanthropic domain and the unclear strategic HR business partner role in most cases limit the role of HR in CSR to the employee champion and administrative expert role.

Being the context within which the role of HR is studied, the findings revealed that the complexity of the role of HR functions within each organization and how the four organizations define and implement CSR shape and influence the role of HR in CSR. For example, the HR Department does not assume a strategic partner role in CSR within the organizations where the role of HR within the organizational structure is still operational and the CSR approach is still not strategic.

What might be the cause of these results as compared with the research proposition? The findings of this research indicate problems with the strategic partner and change agent HR roles:

- The roles are not sufficiently defined
- Lack of HR people with knowledge, expertise and skills to these roles
- The absence of consistent CSR strategic approach within which HR can perform these roles
- CSR is not yet understood and performed as a change to the way the organizations perform their business operation and stakeholder relations
- CSR recently attracting HR's interest

Those factors and their effect on the role of HR in CSR will be examined thoroughly within a separate chapter of this thesis. However, some important factors related to the findings from the cross-case analysis could be presented in this chapter. The research findings bring the discussion back to the considerable criticism to Ulrich's framework as whether and how the four roles are put into practice and within which task (Ashton, Haffenden, and Lambert, 2004).

For them, the strategic HR partner framework is very general and represents a set of activities that could be performed by HR ignoring the specificity of the task. Thus, there is a lack of clarity on the extent of the applicability of the framework and whether the HR can practice those roles regardless of the task, and it was pivotal for the researcher to avoid applying the framework too rigidly and simplistically or introducing different CSR tasks to HR in order to fit the framework.

In addition, it was pivotal after obtaining these findings to qualify the values and outcome benefits of any HR role within the context of CSR. In fact, all interviewed stakeholders, especially managers at the four organizations, emphasized the importance of HR's added value within the domains of the employee champion and administrative expert roles in CSR compared to less emphasis on the importance of HR's added value within the domains of the change agent roles. For them, the change agent roles that HR can assume in CSR are not needed as long as CSR is not yet understood and evaluated as a change or transformation to the way the four organizations perform their business operations and stakeholder relations. What could be concluded in this context is that HR should not hold the burden of designing change management practices and thus, wastes time and resources as long as CSR does not yet represent a change initiative within the four organizations. Thus, the HR advocate to employee champion and administrative expert roles is more vital than that advocated to change agent roles in the context of CSR.

When it comes to the HR change agent role, only one construct within this role, as illustrated by Ulrich (1997) and Zappala and Cronin (2002), matched with HR practices in CSR within two organizations, (Company A and Company D). This construct is the initiation that the HR Department takes in order to introduce new CSR ideas and projects. However, this initiative is qualified as a primer, introductory stage in promoting CSR as change management (Ulrich, 1997b). In the case of Company A and Company D, the HR Department is taking some CSR initiatives and assumes the responsibility of implementing them. Therefore, the HR department at both banks does not play any role in, for example, coaching the CSR culture of change, integrating CSR policies and practices into broader organizational change process and overcoming CSR's barriers to related changes as long as CSR is not yet being assumed as a change management process for them.

Therefore, the HR change agent role within CSR receives less contribution from the HR department and the findings clearly unveil that, for instance, the alignment between HR and CSR practices, good administration for CSR and better enhancement of employees' participation in CSR through voluntary activities is more immense than managing CSR transformation within the four organizations.

5.6 Causal Networks for the Role of HR in CSR

In the case study design explained in Chapter 3 of this thesis (see section 3.4.1), the researcher defined a systematic approach to be followed to analyse the collected data and draw the final conductions. This approach is highly important in the case study research as it enhances the reliability of the research findings (Yin, 2009). Within this approach, the next step which follows the cross-case analysis is to map up the causality pertaining the examined research phenomenon. This is done through using Miles and Huberman's (1994) cross-case causal network method for analysing qualitative data. In the remaining sections of this chapter, the researcher will firstly define the list of interrelated variables and present the within-case analysis causal networks for the role of HR in CSR. Secondly, the researcher will present the cross-case causal network that represents the plausible explanation for the role of HR in CSR within the four cases. Employing this cross-case causal network method allowed the researcher to formulate an explanation for the research findings through defining the influential variables that together formulate a scenario that explains the studied phenomenon. The variables that define the CSR approach and role of HR in CSR within the cross-case causal network were defined using the coding method (Corbin and Strauss, 2008) (Appendix B, C, D). However, mapping the causal network to explain the phenomenon was based on Miles and Huberman's cross-case causal network method.

The usage of the words 'high' and 'low' in the causal network figures and narratives explaining each figure has a purpose which is to express the level of involvement of the companies within each variable in the list of start, mediating, and outcome variables. So, for example, when a company is being highly investing in the domain of philanthropic CSR then the researcher adds the word 'high' above the 'philanthropic CSR domain' variable in the causal network of this company. Another example is when the word 'low' is added above the 'linkage with organization core competences' variable in order to express how this linkage is low and not high.

The presentation of the cross-case causal network is essential in this method and helped the researcher transfer the descriptive narrative of the findings into an explanatory network of interrelated variable. The first step in this method was formulating a within-case causal network and then to present in the second step the cross-case causal network. The main objective from following this systematic approach was to define a plausible explanation for the findings that is replicated across the entire sample of cases (Miles and Huberman, 1994). Consequently, any role assumed by the HR Department, the explanation for this role and the variables shaping it at one

case should all be plausible and proven to be replicable across most of the remaining cases. For example, in the strategic partner role within a strategic CSR approach that the HR Department at Company A assumes and the explanation for this role and the variables shaping it should be replicable at most of the remaining cases, namely Company D, Company B and Company C. If only this role was assumed by the HR Department at Company A and not within the other three cases, then the explanation and causal network for a strategic HR partner role within a strategic CSR approach would not be plausible.

5.6.1 Causal Networks: Within-case Analysis

Following the applications of the cross-case causal networks, the researcher presents in this section the list of interrelated variables and the within-case causal networks for the role of HR in CSR. While the tables at the start, mediating, and outcome variables and the figures for maps for the single-causal networks will be included in this section, the narratives have already been presented in the within-case and cross-case analysis sections. Some of the variables that will be presented such as employees' volunteering programme, internal CSR focus and CSR came directly from the field. Others, however, such as HR's strategic partner role in CSR and HR's change agent role in CSR were defined as predetermined constructs within the CSR-HR value chain model prior to the fieldwork (see Appendix B, C, D). According to Miles and Huberman (1994), this list of variables combines both the deductive and inductive approaches that were adopted as the approach for this case study research as explained in the methodology chapter.

5.6.1.1 Causal Network: Company A's Case Analysis

Drawing on the Company A's case analysis narrative presented in Chapter 4 and the cross-case analysis narrative and following Miles and Huberman's application for cross-case causal networks analysis (see Chapter 3 section 3.4.1.4), the research was able to define the list of interrelated variables influencing the role of HR in CSR and the causal network for this role. Table 17 presents the list of start, mediating, and outcome variables that together lead to make the role of HR in CSR at Company A to be a strategic/long-term role.

Table 17 List of Start, Mediating, and Outcome Variables: Role of HR in CSR at Company A

Start Variables	Mediating Variables	Outcomes
Philanthropic CSR domain	Linkage between CSR and the organization core competences	HR playing a strategic/long-term role in CSR
HR defines and executes CSR	Linkage between CSR and the organization mission	
HR initiative in CSR	CSR-HR alignment	
Employees' contribution into CSR	HR shapes the CSR strategy	
Efficient CSR delivery	Internal CSR focus	
	CSR culture	
	Employees' volunteering programmes	
	Employees/employer shared CSR values	
	Strategic CSR	
	HR strategic partner role in CSR	
	HR change agent role in CSR	
	HR employee champion role in CSR	
	HR administrative expert role in CSR	

Now, the interrelations between variables as presented in Table 17 are reflected in the map of the causal network for Company A case analysis in Figure 12. The final outcome variable is the long-term/strategic role that the HR Department is assuming in CSR at the bank.

Figure 12 Causal Network: Company A
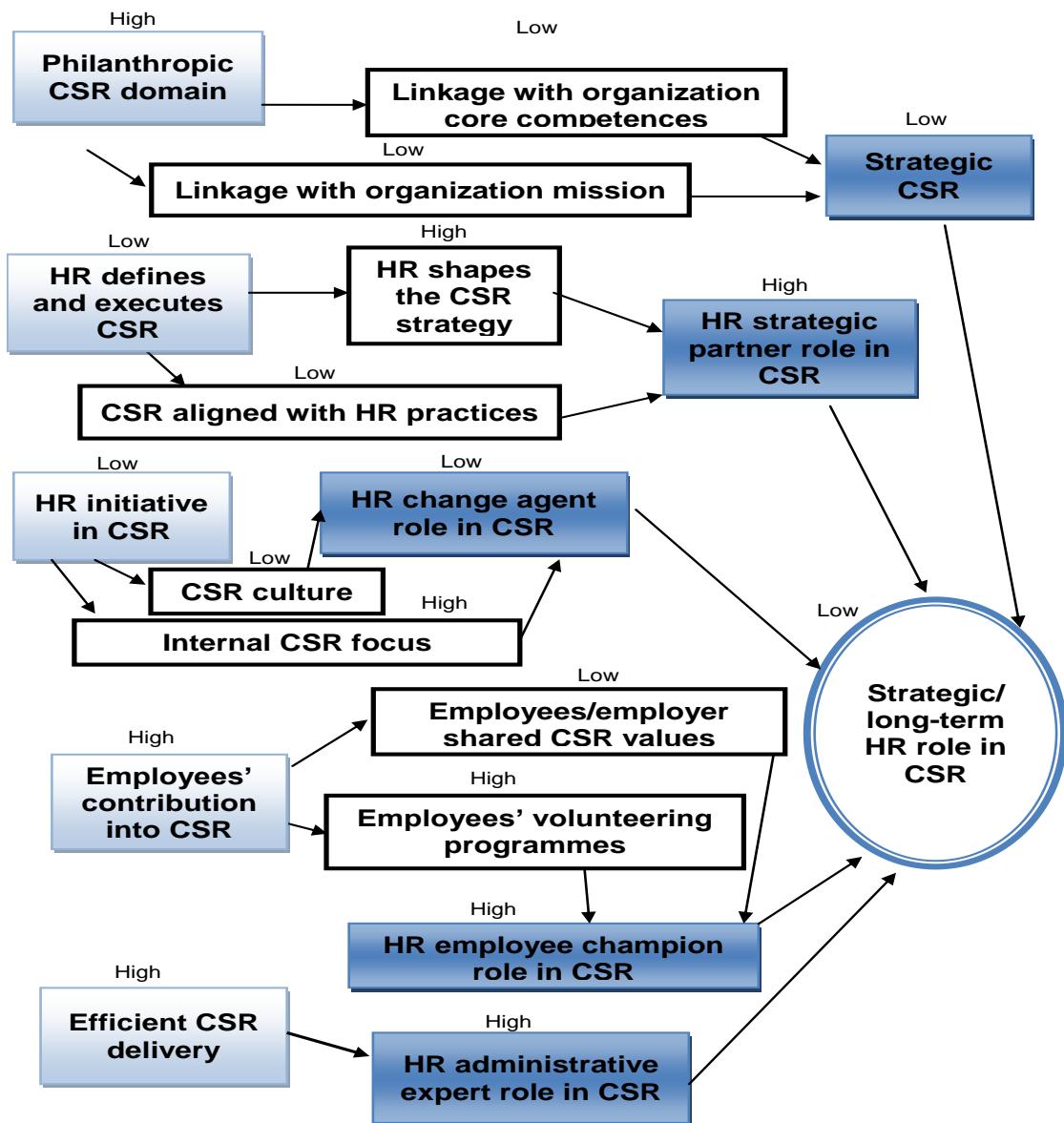
At Company A, the HR Department plays a strategic partner role in CSR on the long-term focus. HR's engagement at this strategic is limited to the educational programme. The strategic CSR approach combined with the strategic HR partner role in CSR, change agent role in CSR, employee champion role in CSR and administrative role in CSR led to the strategic/long-term HR role in CSR. The strategic CSR approach which exists at Company A is influenced by the mediating variables of the low linkage between CSR

and the core competences and the mission of the bank. Both variables are affected with the high involvement of Company A in the philanthropic CSR domain.

The strategic CSR approach influence does not explain alone the strategic/long-term HR role in CSR. The strategic HR partner role that is affected by the low involvement of HR in defining and executing CSR strategy, combined by the low involvement of HR in creating CSR change as influenced by the low HR contribution into creating CSR initiatives, led to the strategic/long-term HR role in CSR. In addition, the high involvement of HR as an administrative expert in CSR as influenced by its high involvement in performing CSR efficiently, combined with the high involvement of HR as an employee champion as influenced by the high involvement of HR in enhancing employees' contribution into CSR and employees' volunteering programmes and creating employees/employer shared CSR values, led to the strategic/long-term HR role in CSR.

Taken as a whole, the interaction between the variables depicted in Figure 12 led to the strategic/long-term HR role in CSR. This final outcome variable could be seen as stemming from the complex combination of the mediating and start variables.

5.6.1.2 Causal Network: Company D's Case Analysis

Table 18 defines the list of the start variables, mediating variables, and outcome variables influencing the role of HR in CSR at Company D as explained in the narrative presented in Chapter 4 and this chapter.

Table 18 List of Start, Mediating, and Outcome Variables: Role of HR in CSR at Company D

Start Variables	Mediating Variables	Outcomes
Philanthropic CSR domain	No linkage between CSR and the organization mission	HR playing an operational/short-term role in CSR
HR initiative in CSR	No linkage between CSR and the organization core competences	
Employees' contribution into CSR	Internal CSR focus	
	CSR culture	
Efficient CSR delivery	Employees/employer shared CSR values	
	Employees' CSR volunteering programmes	
	Philanthropic CSR	
	HR change agent role in CSR	
	HR employee champion role in CSR	
	HR administrative expert role in CSR	

Figure 13 reflects the interrelations between the variables presented in Table 18. Those variables influence and shape the final outcome variable which is a low operational/short-term HR role in CSR at Company D.

Figure 13 Causal Network: Company D
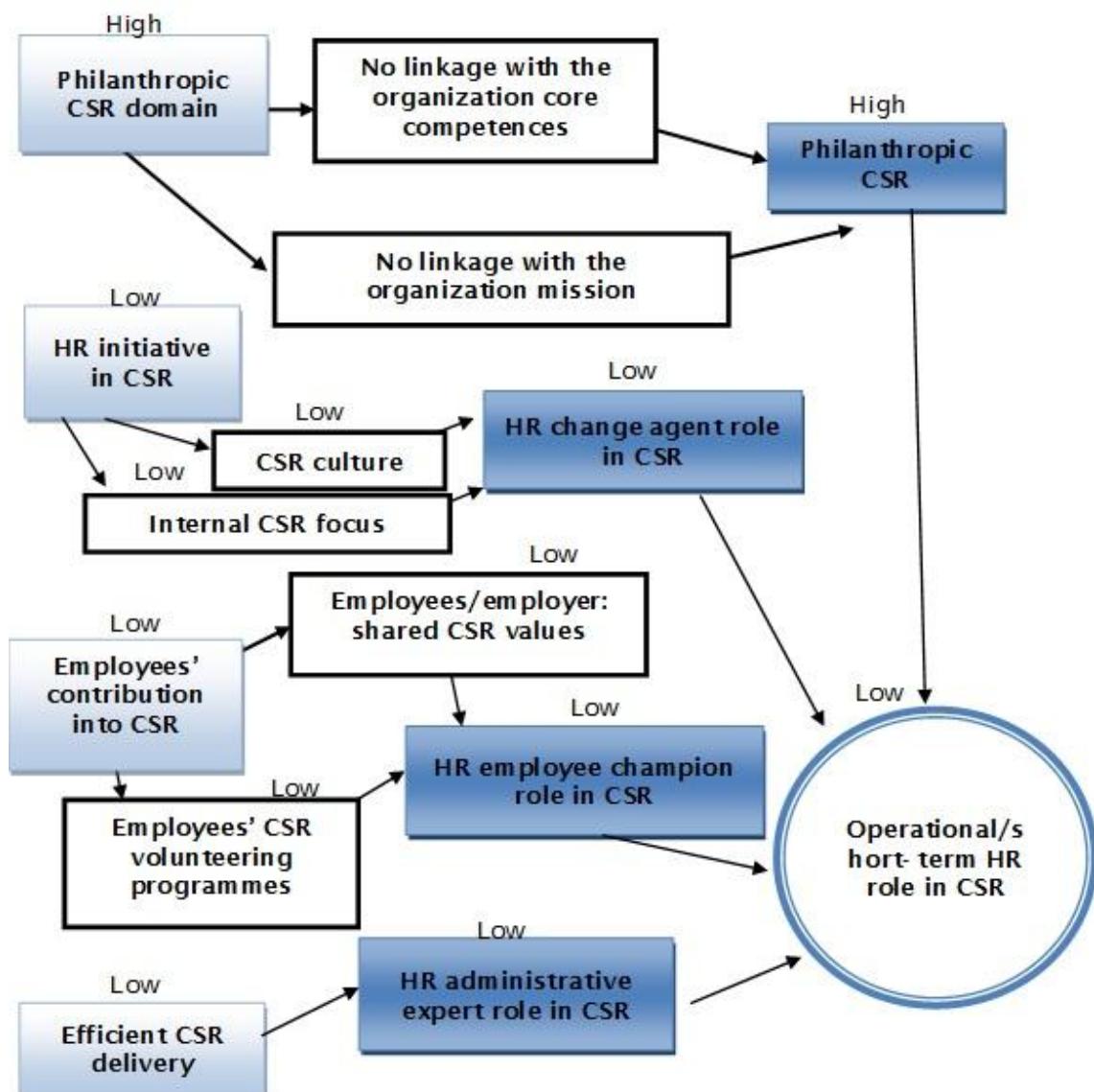
The combination of the philanthropic CSR approach and the low HR change agent role in CSR, the low HR employee champion role in CSR, and the low administrative HR role in CSR led to the low involvement of HR in CSR at operation/short-term level. Those mediating variables are also influenced by another set of mediating and start variables (see Table 18). The high involvement of Company D in the philanthropic CSR domain combined with the lake of linkage between CSR and the bank's core competences and mission led to state of a high philanthropic CSR approach at the bank. This is on the

CSR approach fold. On the HR role in CSR fold, the combination of the low HR change agent role in CSR as influenced by the low involvement of HR in taking CSR initiatives plays role in shaping the outcome variable of the operational/short-term HR role in CSR. In addition, the low involvement of HR as an administrative expert in CSR as influenced by its low involvement in performing CSR efficiently, combined with the low involvement of HR as an employee champion as influenced by the low involvement of HR in enhancing employees' contribution into CSR and employee s' volunteering programmes and creating employees/employer shared CSR values, led to the operational/short-term HR role in CSR.

Alongside the philanthropic CSR approach, HR's low change agent role in CSR, HR's low administrative expert role in CSR and HR's low employee champion role led to make the role of HR in CSR an operational/short-term role. The combination of the variables depicted in Table 18 and reflected in relationship streams in Figure 13 sums the complexity of the explanation of the role of HR in CSR at Company D.

5.6.1.3 Causal Network: Company B and Company C Case Analysis

Empirical findings revealed similar list of variables and causal networks for the role of HR in CSR at Company B and Company C.

Table 19 List of Start, Mediating, and Outcome Variables: Role of HR in CSR at Company B and Company C

Start Variables	Mediating Variables	Outcomes
Philanthropic CSR domain	No linkage between CSR and the organization mission	HR playing an operational/short- term HR role in CSR
Employees' contribution into CSR	No linkage between CSR and the organization core competences	
Efficient CSR delivery	Employees/employer: shared CSR values	
	Employees' CSR volunteering programmes Philanthropic CSR	
	HR employee champion role in CSR	
	HR administrative expert role in CSR	

While Table 19 defines the start, mediating, and outcome variables, Figure 14 reflects the causal network of the role of HR in CSR at the two organizations. The combination of the high philanthropic CSR approach and the low HR employee champion role in CSR, and the low administrative HR role in CSR led to the low involvement of HR in CSR at the operation/short-term level. Furthermore, those variables in this complex combination are in turn influenced by another set of mediating and start variables (see Table 19). The high involvement of Company B and Company C in the philanthropic CSR domain combined with the lake of linkage between CSR and the banks' core competences and mission led to state of a high philanthropic CSR approach at both banks.

But these were not sufficient causes to explain the low involvement of HR in CSR at the operation/short-term level. The combination of the low involvement of HR as an administrative expert in CSR as influenced by its low involvement in performing CSR efficiently, combined with the low involvement of HR as an employee champion, influenced by the low involvement of HR in enhancing employees' contribution into CSR and employees' volunteering programmes and creating employees/employer shared CSR values, led to the development of the HR role in CSR on the operational/short-term level. The start, mediating and outcome variables listed in Table 19 and the streams of their interrelations and causal influences led to the explanation for the explain the low involvement of HR in CSR at the operation/short-term level at Company B and Company C.

Figure 14 Causal Network: Company B and Company C
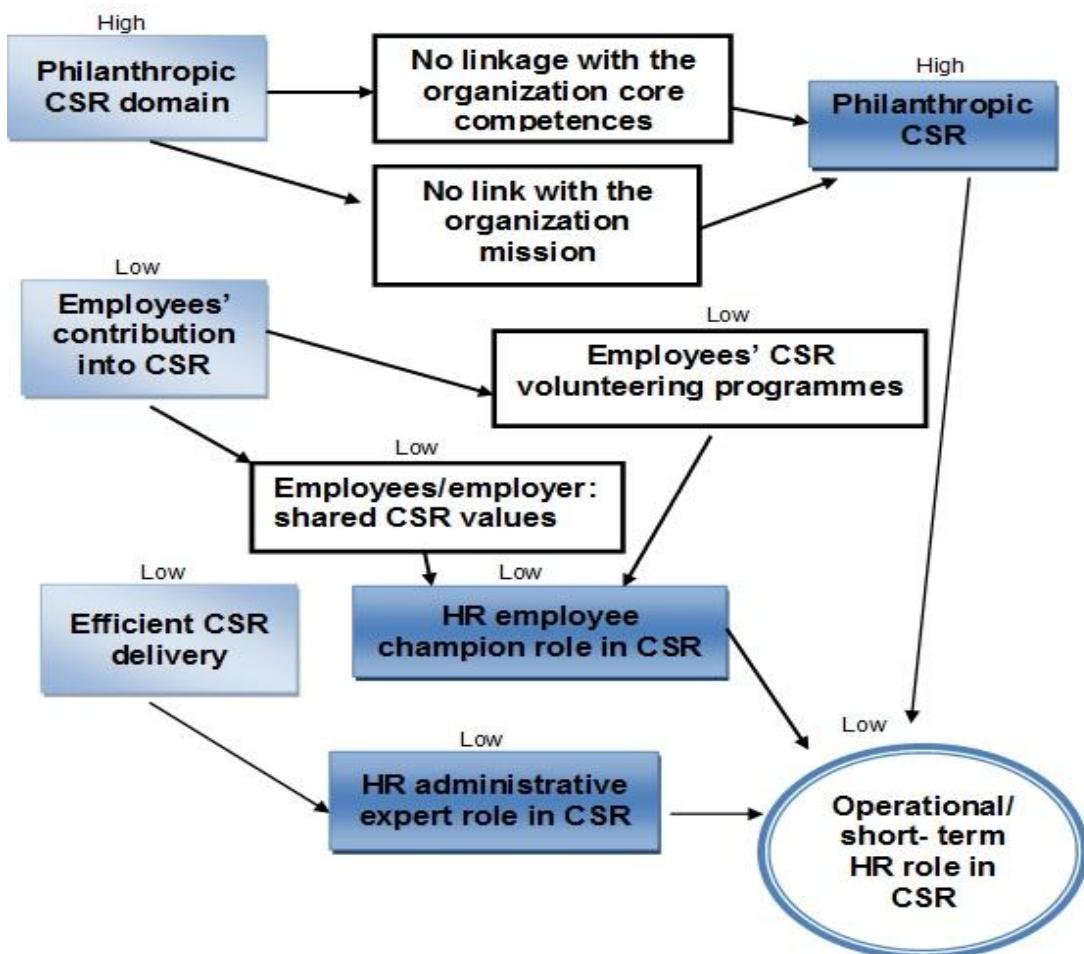
By presenting the explanation for the role of HR in CSR within each case, the researcher completes the first step in Miles and Huberman's (1994) causal network cross-case analysis method. What remains is to complete the second step through defining the plausible explanation for the role of HR in CSR and the patterns that are valid and replicated across the entire sample of the four organizations. In this context, the researcher compared the findings obtained for the CSR approach and the domains within which HR adds value into CSR at each case and accordingly compared the roles that the HR Department is assuming in CSR across the four cases. The main objective is to define the plausible explanation for the role that the HR Department assumes in CSR and that is valid and repetitive across the four cases.

5.6.2 Cross-Case Causal Network: the Plausible Explanation

Drawing on a list of interrelated variables and the within-case causal networks presented earlier, it was clear that a variance exists in relation to the role of HR in CSR and the patterns of interrelationships between the variable influencing this role. In order thus to define the final plausible explanation, the research had to examine the patterns replicated in all the cases. The within-case causal networks revealed that only in one organization the HR Department is playing a strategic/long-term partner role in CSR including a change agent role limited to taking CSR initiatives and administrative expert and employee champion roles. The strategic HR role in CSR is practiced within a CSR approach linked to bank's core competences and mission. However, this pattern and its interrelated variables (see Table 17 and Figure 13) are not replicated across the remaining three cases. In one organization the HR Department is mainly playing an operational/short-term role as employee champion and administrative with a CSR philanthropic approach. The HR Department is taking some CSR initiatives within this organization. In the other two organizations, the HR Department is playing an operational/short-term role limited employee champion and administrative expert roles with a CSR philanthropic approach.

Thus, the only pattern of interrelated variables that is replicated and valid across all the cases is the operational/short-term HR role (Ulrich, 1997b; Ulrich and Brockbank, 2005) within a philanthropic CSR approach (Porter and Kramer, 2006; Husted and Allen, 2007; Jamali, 2007). The cross-case causal network illustrated in Figure 15 represents thus the plausible explanation for the role of HR in CSR across the sample of organizations for this research.

Figure 15 Plausible Explanation: Operational HR Role in CSR
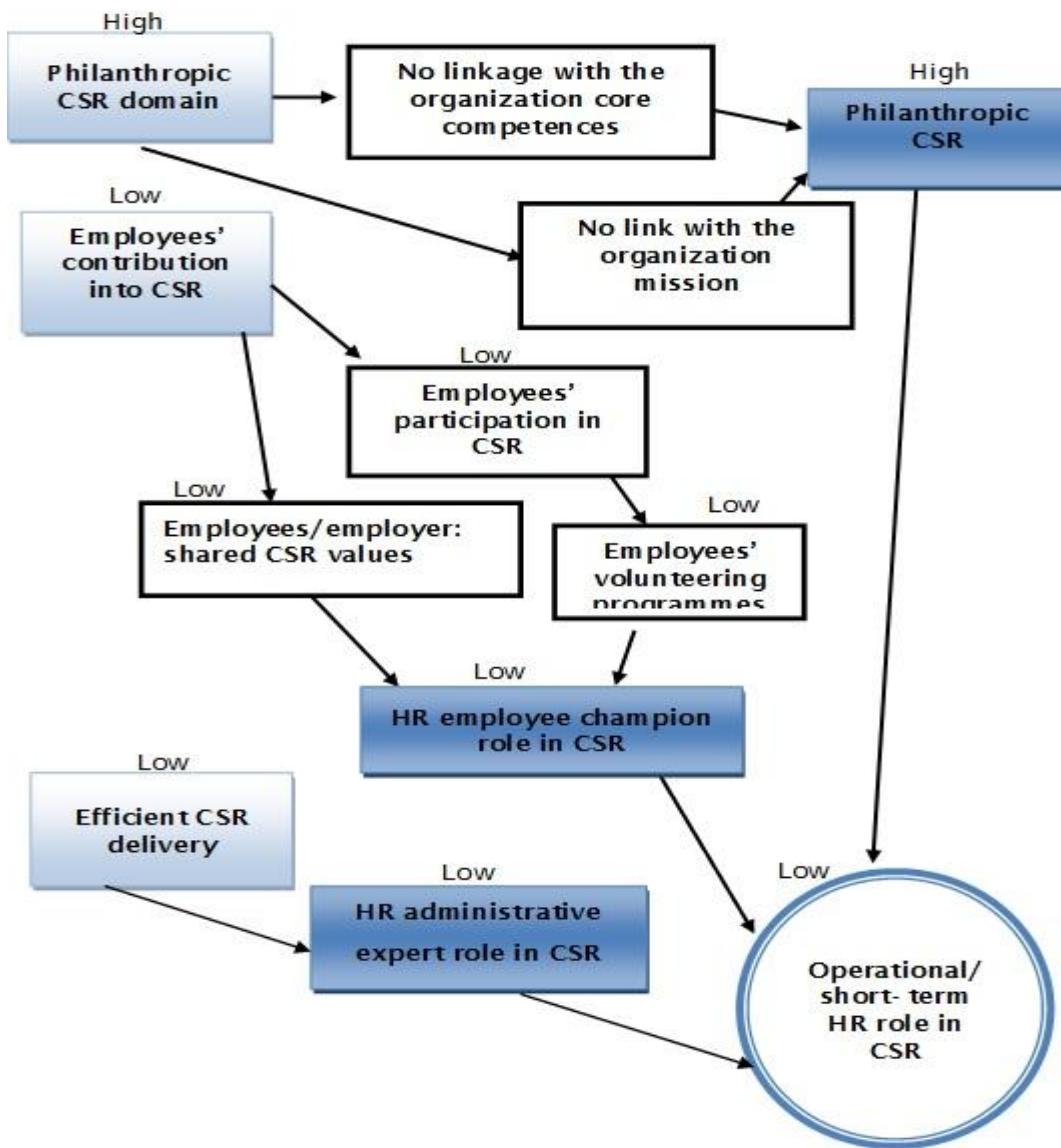
In Figure 15, the plausible explanation for a low involvement of HR in CSR at the operational/short-term level is understood across three main domains: the philanthropic CSR approach, HR's employee champion role in CSR, and HR's administrative expert role in CSR. Combined, the three domains, in addition to their influential variables, lead to an HR role hinging within the operational and short-term range within a philanthropic CSR approach. While the HR's administrative and employee champion roles in CSR were predetermined variables explained across the CSR-HR value chain model, the philanthropic CSR approach was an emerging variable. Thus, in what follows the researcher will further explain the domains and variables

within the plausible explanation as referred and linked to the literature that were not covered within the literature review chapter.

5.7.2.1 CSR: Philanthropic Approach

Within the philanthropic CSR domain, the findings revealed that most CSR activities within the four organizations, except the educational programme at Company A, are highly grounded within the philanthropic domain of CSR. CSR activities within this domain are practiced on a voluntary basis mainly within the external community environment, without being linked to the mission and core competences of the organization. In the CSR literature, this specific approach is referred to as the altruistic CSR approach (Lantos, 2002). This approach is voluntary by nature and urges organizations to respond to stakeholders' needs because this is a fundamental part of doing business ethically and in a responsible manner (Hopkins, 2004). This approach recalls early normative theories provided within the literatures of philosophy and business management. Two main streams dominated the normative school of thought: deontological theories and teleological theories. Deontological theories states that people should be treated with respect regardless of results of the overall benefits of the majority of people (Boatright, 2007). So, rules and principles should guide actions. On the other hand, teleological theories, relying on the utilitarian concept, states that the majority of benefit obtained decides the how people should be treated. This theory makes rules and principles rules to result of actions (De La Cruz Deniz-Deniz and Saa-Perez, 2003).

Different scholars tried to delineate the moral face in the relationship between business and society with the context of CSR. Normative stakeholder theory emphasizes the moral obligation of the business toward stakeholders (Donaldson and Preston, 1995). Porter and Kramer (2006, 2001), Lantos (2002, 2001), and Carroll's (1991) differentiated between the philanthropic and strategic types of CSR approaches (Table 20).

Table 20 Philanthropic CSR and Strategic CSR

Philanthropic CSR	*Strategic CSR*
The voluntary contribution and response of the organization to the community desires that are not linked to any economic benefits for the organization	The voluntary contribution and response of the organization to the community desires that are either linked to the core competences or the mission of the organization

As illustrated in Table 20, when the CSR voluntary contribution is linked either to the mission or the core competences of the organization then it is evaluated as being strategic CSR. On the other hand, when the CSR voluntary contribution is assumed, irrespective of whether the organization will reap financial benefits or not, then it is evaluated as being philanthropic CSR. The main research proposition was for a strategic HR partner role within a strategic CSR approach, which is the thus the adopted approach within the literature on CSR. Having this proposition defined prior to data collection, it was thus important to evaluate whether the CSR approach at the four organizations is being philanthropic or strategic approach so as to define the CSR approach within which HR is assuming its role, if any, in CSR.

According to Porter and Kramer (Porter and Kramer, 2006), the altruistic philanthropic CSR approach has become an unfocused and unplanned approach for short-term range benefits without being sustainable on the long-term range benefits. When the link between CSR and the businesses core competences and mission is clearly defined within a strategic approach, then the benefit for the society as well for the business is higher because the business is investing and exploiting within its areas of expertise. The business supported with skills and knowledge is more capable of creating sustainable social investment that benefit stakeholders in the long-term range rather than just being ad hoc investment for short-term benefits.

In the plausible explanation presented in Figure 16, the CSR approach is philanthropic and the CSR strategy that represents the formal policy that defines the CSR objectives and outcome results is absent. In the absence of CSR strategy, HR is not working within what Ulrich and Brockbank (2005) refer to as the explicitly defined strategic framework with formal policies that are necessary to define HR's added values and thus roles. Thus, HR's involvement in with an unfocused and scattered philanthropic CSR approach remains at the operational level with focus on short-term range benefits and not the strategic and long-term benefits.

5.7.2.2 Role of HR in CSR: Operational Tasks on the Short-Term Level

As the role of HR in CSR in concerned, the plausible explanation revealed that it is mainly being operational with short-term focus range concerned with administrative and employee champion roles. Within HR's employee champion domain, the findings revealed that employees' contribution into CSR within the four organizations is important issue even in the absence of the strategic approach to CSR. The understanding of CSR as a value that can be a common value between employees and

their employers develops in this sense. The organizations' concerns for community needs and sense of belonging to the society and responsibility to tackle social problems on a pure voluntary basis are being shared with employees. Thus, employees are encouraged to participate in volunteering programmes and activities whether within the organization or outside in the community environment.

The main objective behind volunteering programmes is to educate employees about CSR and add another value to their contribution besides their work performance. This is why the HR Department is being responsible of organizing employees' participation in CSR within the four organizations. HR's skills and core competences in the areas of especially training and development and communication are being exploited to enhance employees' participation in CSR and, consequently, their contribution to the organizational programmes and strategies. At Company A, the HR Department trains the bank's employees on the educational programme so they gain more knowledge on CSR and develop their skills and contribute to the CSR strategy. The bank's employees play important role in raising the bank's customer awareness to CSR, and this is the area where the role of HR as employee champion adds value through increasing employees' contribution into CSR and the success of CSR.

Within HR's administrative expert domain, the findings revealed that performing effective and efficient CSR activities and managing the routine and transactional tasks are all priorities for the four organizations. Even the concern to measure the social performance and outcome benefits of CSR represent an immense challenge that the organizations are committed to face. When CSR remains unevaluated, then any development in the understanding of CSR into being a more strategic approach is hampered. HR adds value in this context through managing some costs of CSR activities and budgets and thus increasing the capacity of the organization to execute CSR effectively and efficiently.

In the literature on HR, this operational/short-term HR role is referred to as the personnel management practices which focus on short-term deliverables and are not connected to the business strategy expressing the long-term sustainable objectives (Pilbeam and Corbridge, 2006). Personnel management practices are mainly payroll and routine administration and transactional tasks that could possibly be assumed by any other department and not necessarily the HR Department. They are not thus strategic HRM practices concerned with long-term training and development and employee empowerment. The limitation of the role of the HR Department within the boundaries of the personnel management practices hampers the strategic values that

this department can add and hinders its strategic partner and change agent roles. Thus, the major criticism of personnel management practices centres on their "*lack of influence with senior managers, their being out of touch with business and the rest of management's problems and their promising more than they deliver*" (Legge, 1995, p.49). The role of personnel management is, thus, described as being more reactive, passive and defending the status quo. This literature explanation helps the researcher in understanding the emerged plausible operational/short-term HR role in CSR.

5.7 Summary

This chapter presented the cross-case analysis and the within-case and across-case causal networks that defined the plausible research explanation. The findings revealed convergence and divergence in relation to CSR domains and approach and the role that the HR Department is assuming in CSR across the four organizations. In one organization, the HR Department plays a strategy partner role within a strategic CSR approach. This role is multi-faceted and covers a change agent role limited to CSR initiatives and employee champion and administrative expert roles. While the change agent role is assumed by the HR Department at only one another organization but within a philanthropic CSR approach, the employee champion and administrative expert roles are assumed by the HR Department within the four organizations.
The initial research proposition for a strategic HR partner role within a strategic CSR approach is not yet dominant and plausible although some evidence were supporting it were collected. Thus, the cross-case causal network method of Miles and Huberman (1994) was adopted to define the plausible explanation for this research (Figure 16). The cross-case causal network captures the variables that shape the role of HR in CSR and highlights the explanation for this role that is replicable across the entire sample.

Now, in order to formulate better understanding for the dynamics of the role of HR in CSR and factors shaping this role, the following important questions were raised:
Why is the role of the HR Department in CSR at one organization being strategic compared to being operational at another organization? Thus, it was important to define the factors that shape and affect the role of HR in CSR. The open and flexible inductive methodological method adopted in this thesis helped to define and adopt the new factors influencing the role of HR in CSR. While this chapter critically presented the findings from cross-case analysis, the next chapter will highlight the emerging findings and how they shape the role of HR in CSR across the four cases from the Lebanese context.

CHAPTER 6 DISCUSSION OF RESEARCH FINDINGS

6.1 Introduction

Findings from within and cross-case analysis presented in Chapter 4 and Chapter 5 respectively reveal interesting insights and results that require further discussion. The initial research proposition for a strategic HR partner role within a strategic CSR approach was not completely prominent and plausible explanation (Miles and Huberman, 1994) against the empirical findings for the four case studies. Instead, an explanation for an operational HR role of short-range focus within a philanthropic CSR approach emerged as plausible. This result allowed the researcher to develop a better understanding of CSR context and the dynamics of the role of HR in CSR. Accordingly, the factors that influence and shape HR's involvement and input into CSR were identified. The adopted methodological approach which combines inductive and deductive methods had supported the researcher with a flexible context to revise the initial theoretical proposition and incorporate the emerging plausible explanation as emerged from the empirical findings.

Before presenting the discussion of the research findings, it is pivotal to discuss the adopted methodological approach and emphasize its essential role in incorporating the emerging findings. This approach moved from being deductive, prior to data collection, to being inductive, drawing on the empirical findings. The deductive approach was essential in synthesising the CSR-HR value chain model and its embodied research proposition for the examined phenomenon to the role of HR in CSR. This deductive methodological approach was followed by an inductive approach, which makes the CSR-HR value chain model an open and flexible context to incorporate the findings as they emerge from the empirical within and cross-case analysis. In addition, this approach facilitated the definition of the factors shaping the role of HR in CSR which were not initially captured by the CSR-HR value chain model and the initial research proposition. Consequently, such factors were essential in mapping the cross-case causal network and, thus, defining a plausible explanation for the role of HR in CSR. In what follows, the chapter will present the discussion of findings and define the factors shaping the role of HR in CSR.

6.2 Emerging Findings: Factors Affecting the Role of HR in CSR

In contrast with the initial research proposition, the findings suggest that the role of HR is not being a strategic partner role within a strategic CSR approach across all of the four case studies. While in only one case is it playing an evolving strategic partner role within a strategic CSR approach, the HR Department is mainly playing an operational role limited to transactional tasks on the short-term focus in the other cases. In addition, the findings reveal that in one case the HR Department plays an introductory change agent role through taking up some CSR initiatives, despite the absence of a strategic CSR approach. There was, therefore, incongruity between those findings and the initial research proposition (Miles and Huberman, 1994) across the four study cases. The only role that is plausible and explains the phenomenon is the operational/short-term HR role (Ulrich and Brockbank, 2005) within philanthropic CSR approach (Porter and Kramer, 2006). Consequently, presenting an explanation for this incongruity to understand the dynamics of HR's role in CSR and to define the factors shaping this role was crucial to this thesis. In this context, the important questions raised by the researcher were related to why HR is taking some CSR initiative in one case despite the absence of the CSR strategic approach, why HR's role in two cases is limited to being operational, and what are the factors that makes HR's role in CSR strategic in one case and operational in the other cases? The available literature on CSR and HR, especially that gauging CSR and HR within the Lebanese context, supported the researcher with relevant reference answering these questions.

The first factor defined as influencing HR's role in CSR is the *CSR domains* within which the four organizations understand and practice CSR. The second factor is the *CSR objectives*. The third factor is the *CSR approach* within which HR perceives its role as to whether being strategic or altruistic. Under this primary factor, two factors were defined. These are: *the existence of a strategic CSR approach,* and *the instituted responsiveness approach* which require formal organizational policies that bind the HR Department to align its system and practices with CSR values and principles. The fourth factor is the distinction between *employee engagements in CSR* as compared *employee participation in CSR.* The fifth factor is the *managerial discretion* whereby managers take the CSR initiative regardless of the presence of a CSR strategy at their organizations. The sixth factor accounts for the Lebanese contextual realities and the variables and dynamics of this context that are shaping CSR understanding and practices and accordingly the role of HR in CSR as the researcher suggests. In what follows, each factor and its influence on the role of HR in CSR will be explained within the same section.

6.2.1 CSR Domains

According to Carroll (1979; 1991), the social responsibility of business should embrace four domains: economic, legal, ethical and philanthropic. The economic domain of CSR covers the role of business in producing goods and services that society wants and selling them with profit. The legal domain of CSR includes the sum of laws and regulations under which a business is expected to operate. The ethical domain of CSR embodies the set of ethical societal norms that a business is expected to abide by. These are not necessarily included within the business's laws and regulations. Finally, the philanthropic domain of CSR includes the voluntary actions that businesses take to contribute to the general wellbeing of society and that are not necessarily expected by society. This four-part framework of CSR defines the various responsibilities that society expects businesses to assume.

As the findings reveal, CSR is understood and practiced solely within the philanthropic domain of CSR. As described by Carroll (1991), this domain is practiced on a voluntary basis and goes beyond economic and legal domains of CSR. The findings revealed that the limitation of CSR activities and programmes within the context of philanthropic actions, mainly practising it within the external community environment of the organization, and with less emphasis on the internal environment such as CSR culture and employee engagement in CSR, hampers the role of HR in CSR. Even at Company A, where HR plays a strategic partner role in CSR, this role is limited to the educational programme educational programmes and does not extend to cover the bank's CSR activities in the areas of sports and environment. Those activities are practiced in an ad hoc way within the external community environment and only within the philanthropic domain.

Thus, ignoring other aspects of CSR, such as integrating CSR values with an employees' code of conduct and ethical principles within the internal organizational environment, does not give the HR Department an opportunity to contribute within its expertise and domains of knowledge. The valuable input from HR, especially into this domain, is consequently not being recognized and acted upon. The strategic objective of the organization to embed and incorporate CSR values within its core values gives HR the opportunity to play important a role within CSR and assumes a strategic role in achieving CSR objectives and deliverables.

As the domains of CSR expand and the areas of social involvement and investment extend beyond philanthropic actions and charity donations within the outside environment of the organization (Carroll, 1979;Carroll, 1991), the need for internal

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initiatives that align HR and CSR practices as embedded within the culture of the organization and stakeholder relations will increase. Rather than being irregular and limited within the operational range, the role of HR, therefore, becomes active and important for the success of the organization in delivering CSR objectives within the ethical, economic, and legal domains, in addition to the philanthropic domain of responsibility. This makes CSR domains an influential factor affecting the role of the HR Department in CSR. Thus, there is room for Company C, Company D, Company A and Company B to contribute in the areas of legal compliance, ethical principles and economic viability within their CSR framework and to embed CSR within their internal organizational culture. In any of these areas, for example on the legal front, enhancing the capability to detect tax fraud, antitrust, and the unveiling of corruption cases (Jamali and Mirshak, 2007), is a potentially viable CSR avenue and opportunity for HR to contribute to CSR.

6.2.2 CSR Objectives

The findings also reveal that the objectives of any CSR programme or initiative have an impact on shaping the role of HR in CSR. This factor was identified by mainly drawing on the findings from two case studies - namely, Company D and Company B. Though the CSR strategy does not exist in both organizations, HR at Company D takes up some CSR initiatives and is more involved with implementing CSR than in the case of Company B. Cross-case analysis aiming to explain this divergence revealed that the objective of the CSR initiative at Company D is different from that at Company B. At Company D, the CSR initiative aims to develop the social potential of the bank's employees, and mainly focuses on raising employees' awareness of CSR and enhancing their social contributions through employee voluntary social activities. As pointed out by different interviewed managers at the bank, Company D's employees are the main contributors to the success of the bank in achieving its CSR initiatives; consequently, promoting CSR values and principles begins from within the internal environment of the bank. It is not surprising, in this regard, that HR at Company D plays an important CSR role due to the fact that the objectives and functions of the HR Department are mainly concerned with employee development and employee engagement, which come in line with the objectives and functions of the CSR initiative.

At Company B on the other hand, the focus on CSR initiative is mostly external rather than internal. In addition, it is mainly practised within the bank's external community environment rather than being engaged with the employees. CSR activities in which the bank is involved, such as, construction of various university campuses, charitable

donations, student scholarships and donations to public schools are organized by the Marketing Department and handed directly to beneficiaries by the CEO or the Chairman without the need for any input and contribution from HR. Only when employees' participation is needed in, for example, environmental activities, such as, cleaning beaches, then the HR Department gets involved and is invited to contribute. However, the role of HR in this context is marginal and irregular, as described by the interviewed HR Manager at the bank. Thus, since the main objective of the CSR initiative at Company B is to invest in social activities within the external environment of the bank community, the role of the HR Department then becomes hampered. Thus, the objective of the CSR strategy appears to play an influential role in shaping HR's role in CSR, making this emerging factor an important dimension in this study.

6.2.3 CSR Strategy

The findings reveal that the decision made by the organization to whether to practice CSR within a clearly defined strategic approach, or within a philanthropic approach, shapes the role of HR in CSR. The input from the HR Department, whether into the definition or implementation of CSR, is influenced by how the organization prioritizes CSR compared with other strategic business objectives, such as, customer satisfaction, profitability and performance. The findings also reveal the importance of the instituted responsiveness method within the strategic CSR approach in shaping HR's role in CSR. Thus, this section will examine both aspects of this factor starting with the general existence of a CSR strategy and then moving on to the institutionalization of CSR.

1.   *Existence of CSR Strategy*

CSR must not only be reflected in a statement of vision, mission, principles and stakeholder relationship management at the philosophic level (Jamali and Mirshak, 2007), but also should be translated into organizational processes and actions and aligned with the practices of the organizational functions and permeated through, for instance, HR practices such as training and development, communication, performance appraisal, and recruiting. Thus, the existence of a strategy that, according to Ulrich (1997), formulates the general policy is important because it formulates the framework within which HR works. Accordingly, when the CSR strategy is clearly defined, HR's system and practices, in addition to its core competences such as strategic focus, would be exploited to achieve CSR objectives and deliverables. Being integrated within the organization's daily operation and stakeholders' relations, this strategic CSR framework links through formal policies (Ulrich and Brockbank, 2005) HR and CSR and

translates the CSR strategy into HR practices. Thus, CSR and social and ethical values and principles represent a strategic priority for the HR Department in addition to its business role in preparing the resources and capabilities to achieve the business objectives of the organization.

The findings also revealed that at Company A, where the strategic approach within educational CSR initiative is clearly defined and aligned with the bank's mission and core competences, especially HR's core competences in the area of training and development, and communication, HR plays a more strategic partner role in CSR. On the other hand, at Company D, Company C and Company B, where CSR does not represent a strategic priority for the organization and, consequently, does not represent a strategic priority for the HR Department, HR plays a more operational role limited to administrative expert and employee champion tasks. HR's contribution into CSR, in this sense, is peripheral and irregular and is mainly concerned with organizing employees' participation, and performing transactional routine tasks.
Therefore, when CSR is practiced in an unfocused and scattered philanthropic approach (Jamali, 2007), CSR does not represent a strategic priority to HR and its role is more likely to be irregular and passive, focusing on short-term benefits as the findings revealed. By contrast, when CSR represents a strategic priority for the organization, the HR Department then plays an active role, not only in implementing CSR, but also in defining and designing CSR strategy at the organization.

2. *Instituted Social Responsiveness Approach*

In addition to the CSR strategy aspect, the instituted responsiveness approach which requires the integration of CSR values and principles within the organizational processes, practices and culture has been defined as affecting the role of HR in CSR. When the decision of the organization is to translate and implement CSR through a systematic, focused, and assessed approach, the role HR plays in CSR becomes important. The findings from cross-case analysis reveal that the instituted responsiveness approach is adopted at Company A but not at Company C. At Company A, the HR Department plays a strategic role in CSR by being responsible; for example, for designing CSR activities and aligning CSR with HR practices and promoting CSR among stakeholders and engaging them in CSR. For example, the HR Department at Company A is responsible for increasing employees' engagement in CSR and introducing initiatives that promote CSR values and principles such as including CSR as part of the induction sessions and training and development programmes. On the other hand, the only role that the HR Department at Company C plays in CSR is

through organizing employees' volunteering activities so to increase their participation is social community activities. This role is practiced in an ad hoc way without being regular and assessed, which makes the contribution of HR into CSR passive compared to the strategic HR role in CSR at Company D and Company A. Therefore, when the decision by the organization is to institute social responsiveness approach and embed it within the organizational business decisions and policies, HR's role becomes of high importance and valuable contribution. Through the input and active strategic HR partnership, the CSR strategy and vision is embedded within the culture of the organization, promoted among employees, and translated into HR practices and programmes (Zappala, 2004; Fenwick and Bierema, 2008).

The role of HR is crucial, especially when the objective of the organization is to engage employees in CSR and increase their contribution. Thus HR is important because it plays a role in the definition and execution of the CSR strategy, managing the change culture, engaging employees and other stakeholders such as NGOs and customers, and delivering CSR efficiently. When, for example, the strategic decision of the organizations is to reduce the environmental impact of it operations, it needs its employees to understand the changes associated with such decision (for example, recycling, paperless, printing etc.) and the barriers to this change and the challenges which they will face. The organization aims for its employees to be aware and engaged in the change process and that is where the HR Department, through its knowledge and skills in communicating with employees and training and developing their capabilities and potential, can play an important role (Schuler and Jackson, 2006). Creating this dialogue and communication over the CSR vision through a culture of change is mainly inspired by the HR Department, and the absence of HR's contribution in this regard weakens the link between the strategy and communication and application. People, culture, coordination and communication, promoting change, social and ethical sensitivity, innovations, human talents, and training and development are all essential resources and capabilities owned by the HR Department (Schuler and Jackson, 2006; Schramm, 2007). They are all necessary for the operation of CSR framework and implementing its policies.

6.2.4 Employee Engagement as Compared to Employee Participation

Cross-case analysis allowed the researcher to differentiate between employees' engagement in CSR and employees' participation in CSR. Two examples helped the researcher make this differentiation. The first example is from Company A, where the HR Department was solely responsible for launching the educational programme within

the area of CSR. This CSR programme provides a platform for the HR Department to engage employees with the HR Department and formulate cross functional teams across departments. This programme includes arranging regular consultancy meetings with employees to discuss what the aims and objectives of the educational programme will be and the activities to be covered. Later, the programme included training employees and hiring them to communicate with the bank's customers and introduce the aims of the educational programme project to them. Feedback is collected from employees about their experience in order to introduce changes for better success of the project.

While employees' engagement in CSR is performed in a systematic and organized approach at Company A, Company C and Company B, all interviewed managers referred to employees' participation when explaining how employees contribute to CSR. They referred to the "participation" as irregular and the support approach rather than "engagement" approach as the case of interviewed managers at Company A and Company D. In fact, not all employees are aware of the CSR initiatives and projects at Company C and Company B. Interviews with employees at both organizations revealed that they lack the knowledge about what CSR means its domains and activities. Compared to this observation, almost all interviewed employees at Company A and Company D showed general awareness and knowledge of CSR as a concept and the CSR initiatives and projects that their organizations are involved in. At Company A, as explained earlier, employees are engaged and consulted when a decision on CSR practices is being taken while the community affairs at Company C and CSR social and environment policy at Company B are not designed to draw systematic analysis for employees' needs and expectations.

How is this linked with the role of HR in CSR? The findings reveal that where employees are being engaged in the process of defining and implementing CSR through a systematic approach, the HR Department plays a more active role in CSR. While the irregular participation of employees in CSR limits HR's contribution into CSR to the transactional tasks on the short-term range, its role in organizing and planning employees' engagement in CSR requires a more strategic role as the case at Company A and some initiative change agent role as the case at Company A and Company D. Empirical findings, especially form cross-case analysis, unveiled that at Company A, the HR Department plays a strategic and change agent role in CSR where employees' engagement and contribution to CSR is evaluated by the bank as essential for the success of CSR because CSR begins in its initial stages from the development of employees' social potentials before moving to investing in the community care

activities within the external bank's environment. This includes raising employees' CSR sensitivity and knowledge to CSR orientations in general and to the bank's CSR initiatives and domains in order to develop employees' skills and capabilities to best contribute to CSR. Therefore, a change in the way employees understand their social roles and responsibilities as going beyond their expected work performance is essentially required, and the HR Department at Company A contribute into CSR in this regard.

Compared to its strategic and change agent role at Company A, the contribution of the HR Department to CSR at Company C and Company B is limited to transactional tasks and referred to by all interviewed managers, in both organizations, as being ad hoc and not strategic. This observation guided the researcher to make a clear distinction between *"employee participation"* and *"employee engagement"* and define this to be a factor shaping HR's role in CSR.

6.2.5 Managerial Discretion

Another explanation for the case where the HR Department plays a leading role in CSR, despite the absence of the defined CSR strategy, is what Wood (1991) referred to when explaining the CSR principle of managerial discretion. For Wood, the principle of managerial discretion is premised on the idea that managers exist in an organizational and societal environment that is full of choices and their actions are not totally prescribed by corporate procedures, formal job definitions and resource availabilities, but they perform the role of moral and social actors on the job (Wood, 1991). At Company D, the formal CSR strategy and policy that integrate CSR and HR practices are not defined, yet the HR Department is taking the initiative in planning, communicating, and implementing some CSR activities. Interviewed employees, customers, NGOs referred to the personal motivation and devotion that the HR manager and team at Company D have to CSR. The HR Manager at the bank is, thus, taking the CSR initiative and promoting CSR issues among the board of directors and convincing them to agree on certain CSR programmes. The conscientious driving CSR initiative is a clear example in this context. However, the HR Department at Company B and Company C is not taking this initiative CSR role. This reflects the influence and power of the HR manager within the institutional context (Wood, 1991).

The managerial discretion level defined at Company D was also defined at Company A. Despite the existence of a strategic approach within the educational CSR initiative at the bank, the HR manager plays a key role in elaborating and promoting the CSR

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approach among the bank's managers and employees. The HR manager designed the general feature of the educational CSR initiative and took the initiative and suggested it to the bank's board of directors. Interviews with line managers and employees showed the central role of the HR manager's personal interest and enthusiasm for the topic of CSR in shaping the CSR understanding and practices at Company A. Interviewed HR employees working on the educational programme consistently referred to the link between success of CSR at the institutional level and the role of the HR manager at the individual level. This combination is explained by Wood (1991), who referred to the first as being motivated by the organization's aim to maintain legitimacy, and the second as being motivated by the managerial discretion. The findings therefore support Wood's CSR principles, and accordingly, reveal that the role of HR in CSR is more active and influential when it is driven by the principles of individual principles. The managerial discretion factor was, accordingly, defined as shaping the role of HR in CSR and the moral actor (Carroll, 1991) role that HR managers can perceive even in the absence of CSR strategy, as it is the case at Company D in putting HR in better position to enhance its contribution into CSR. Also, it supports HR with the capacity to drive CSR initiatives and promote and communicate CSR values with different stakeholders.

6.2.6 Environment Context

The empirical findings revealed existing contextual factors that shape CSR understanding and practice and accordingly affect the role of HR in CSR. It is thus highly important to assess the findings of this research within the parameters of existing Lebanese contextual realities. CSR in Lebanon is mainly still understood and practiced within an altruistic approach with less emphasis and recognition for its strategic application and implications. Therefore, examining the contextual realities that shape, besides other factors explained earlier, CSR understanding and practices is highly important when examining the role of HR in CSR. In what follows, the observed contextual factors within the Lebanese context will be discussed.

6.2.6.1 CSR in Lebanon

When explaining the absence of strategic HR input into CSR as clearly observed from within-case and cross-case analysis, it is important to understand the development of CSR as a concept and practice in Lebanon. The investigation into the role of HR in CSR within the Lebanese context should not mistakenly take for granted that CSR is understood and practised within a strategic approach for most organizations. The findings revealed that CSR within the context of the four organizations is still understood and practiced mainly within the philanthropic context in the external

community environment. It is being less instituted within the organizational structure and core business operations and system of values and principles. It is therefore relevant to explain how this is affecting the role of HR in CSR.

6.2.6.2 Embryonic Stages

In Lebanon, the notion of CSR is still in its embryonic and introductory stages. Organizations' involvement and commitment to CSR varies across different industries and even within the same industry and line of business. CSR is still understood and translated in the form of philanthropic, sponsorship for local community activities and charity donations (Jamali and Sidani, 2008). Organizations in Lebanon are still undertaking CSR for traditional altruistic drivers and reasons (Lantos, 2002; Jamali, 2007) which are expressed in the understanding of Carroll (1991) as a discretionary responsibility. Although such orientations have proven to pay off and strengthen their image, organizations in Lebanon are not yet showing signs of changes toward adopting a systematic, focused and instituted strategic CSR approach. It is rare that the researcher will come across CSR practices that are planned and connected directly with the core business strategies and long-term competitiveness. Also, there is little chance to find separate CSR reports disclosed on organizations' websites. Although some interest in CSR initiatives might be identified in annual reports and organizations' mission and vision statements, they are not presented or addressed as forefront topics, although CSR, as terminology, is still widely used. In fact, what is interesting is that you might come across some principles related to social responsibility. However, the term "CSR" can seem unpopular or new to some extents. One reason could be that CSR principles and conceptualizations receive greater attention and endured for decades in the U.S. and grown exponentially in developed countries especially in Europe. In these countries the annual reports of almost every major company dwell on social goals advanced and social projects undertaken in addition to stand alone CSR reports. For example, 52% of 250 global companies separately issue CSR reports (KPMG, 2005). However, some differences might be identified even among the Western understanding and practice of CSR due to the differences in economic system, culture, market system, and the role of governments and the power of corporations. By way of example, USA corporations are very powerful. Therefore, pressure from stakeholder groups is more urgent. However, little interest is shown among developing countries, whether as academic theoretical and empirical works or in practice (Rettab, Brik and Mellahi, 2008). Even when found, most works are limited and focus almost on motives for CSR philanthropy.

Going back to Lebanon, the interest in CSR is expected to increase as its potential is gradually being recognized by companies, NGOs and senior decision makers (Gebara, 2006). This notion is gaining ground (Mikdashi and Leal, 2005). For example, the United Nations is showing interest and working with companies within the United Nations Volunteers (UNV) Programmes, which represented a first attempt in 2002 to document information on business community practices in the Lebanese context (Jamali and Mirshak, 2007). Also, universities are playing an important role in promoting CSR as a concept. In March 2006, The American University of Beirut (AUB) and Coca-Cola held a seminar on Corporate Social Responsibility at the university. This seminar followed a $2-million Coca-Cola grant to endow a marketing chair at the Suliman S. Olayan School of Business at the university. This seminar presented an overview on CSR, giving insights from the Lebanese experience.

The development of CSR into being a more strategic objective and priority for organizations in Lebanon (see Figure 17) could represent thus an opportunity for HR to perform a strategic contribution into CSR. As long as CSR is still altruistic, not being assessed, and less embedded within the internal environment and the business operations and stakeholder relations, then HR's role will remain to be operational on the short-term focus.

Effect on the role of HR in CSR

Comparing the role of HR in CSR at Company C to that at Company A could be a good example to support the researcher's above claim. Both organizations operate within the Lebanese context; however, the adopted approach at Company C is altruistic and the CSR strategy that links CSR with the company's mission and core competences is not yet defined. Thus, the systematic instituted responsiveness approach and integration between CSR and the practices of the organizational functions do not exist. In this sense, CSR does not represent a strategic priority for the HR Department and its role is being marginal and irregular with mainly administrative tasks to perform. On the other hand, the understanding of CSR at Company A within the education area of CSR had already evolved from being practised in an altruistic form to being instituted through a clearly defined strategic approach. This is translated through integrating the bank's CSR values and principles with, by way of example, some HR practices such as training and development and engaging different stakeholders especially the bank's employees.

Comparison between the two cases reveals the difference in CSR understanding and practice within the same Lebanese context. While CSR at Company C is still a newly

introduced concept, CSR at Company A has already moved though a transitional stage to reach the strategic realm within the education area. The way by which this is affecting the role of HR in CSR can be explained as follows. When CSR represents a strategic priority for the organization, HR's role in CSR becomes important for the success of the organization to achieve its CSR objectives. Company A's HR Department is highly involved in articulating the action dimension and plans for the bank's CSR strategy and areas of engagement in Lebanon in comparison with the peripheral and passive role of HR in CSR at Company C. In addition, when employees' contribution and engagement is evaluated by the organization as essential for the success of CSR, the role of HR becomes essential in promoting CSR among employees and embedding CSR values and principles within the core value and culture of the organization.

What is recommended for organizations where CSR is still taking the ad hoc form is thus to articulate CSR understanding and practice within a clear strategy with defined objectives. HR managers could be then highly tuned and accustomed to the agenda of CSR and its applications, not just from a purely humanistic orientation, but from both the social and strategic perspectives (Strandberg, 2009). Therefore, these organizations can accordingly give more account and margin for the role and valuable contribution of HR into CSR.

Because both HR and CSR are still evolving in its embryonic stages at most organizations in Lebanon (Mikdashi and Leal, 2005;Jamali, 2007), there is still no clear consensus as to which function or department should take the lead. Also, because it is apparent that a holistic view of CSR is needed at most Lebanese organizations, HR could potentially have an opportunity to step into this leadership void. HR is well positioned to get comprehensive CSR programmes rolling, engaging different stakeholders, especially employees, and contributing to the mission and core competences of organizations. This was the initial proposition for this research as embodied within the CSR-HR value chain model presented in Chapter 3.

6.3 Suggested Network Map: Strategic HR Partner Role in Strategic CSR

Drawing mainly on the identified factors shaping the role of HR in CSR presented in Chapter 6 and the CSR-HR value chain model, the role of HR in CSR could thus be understood across three domains: CSR, HR, and environmental context (Table 21). Those factors were defined from the context of the four organizations which reflects, to some extent, the characteristics of the Lebanese context.

Table 21 Domains of the Factors Shaping HR's Role in CSR

Domain	*Factors*
CSR	Domains
	Objective
	Employee engagement
	Culture
HR	Strategic partner
	Operational
	Change agent
	Managerial discretion
Environmental context	Founder philosophy
	CSR understanding
	Government
	Society

An important question to be answered at this stage is how the definition of those emerging factors could contribute to this thesis. The researcher will suggest, as part of the contributions of this thesis, a potential network map that draws on the initial research proposition and emerging empirical results that completes the CSR-HR value chain model. The main objective from presenting this network map is to intertwine the existing theoretical conceptualizations with the emerging findings and map the network of interrelated variables which have an impact on the role of HR in CSR (Figure 16).

Figure 16 HR's Strategic Partner Role in Strategic CSR
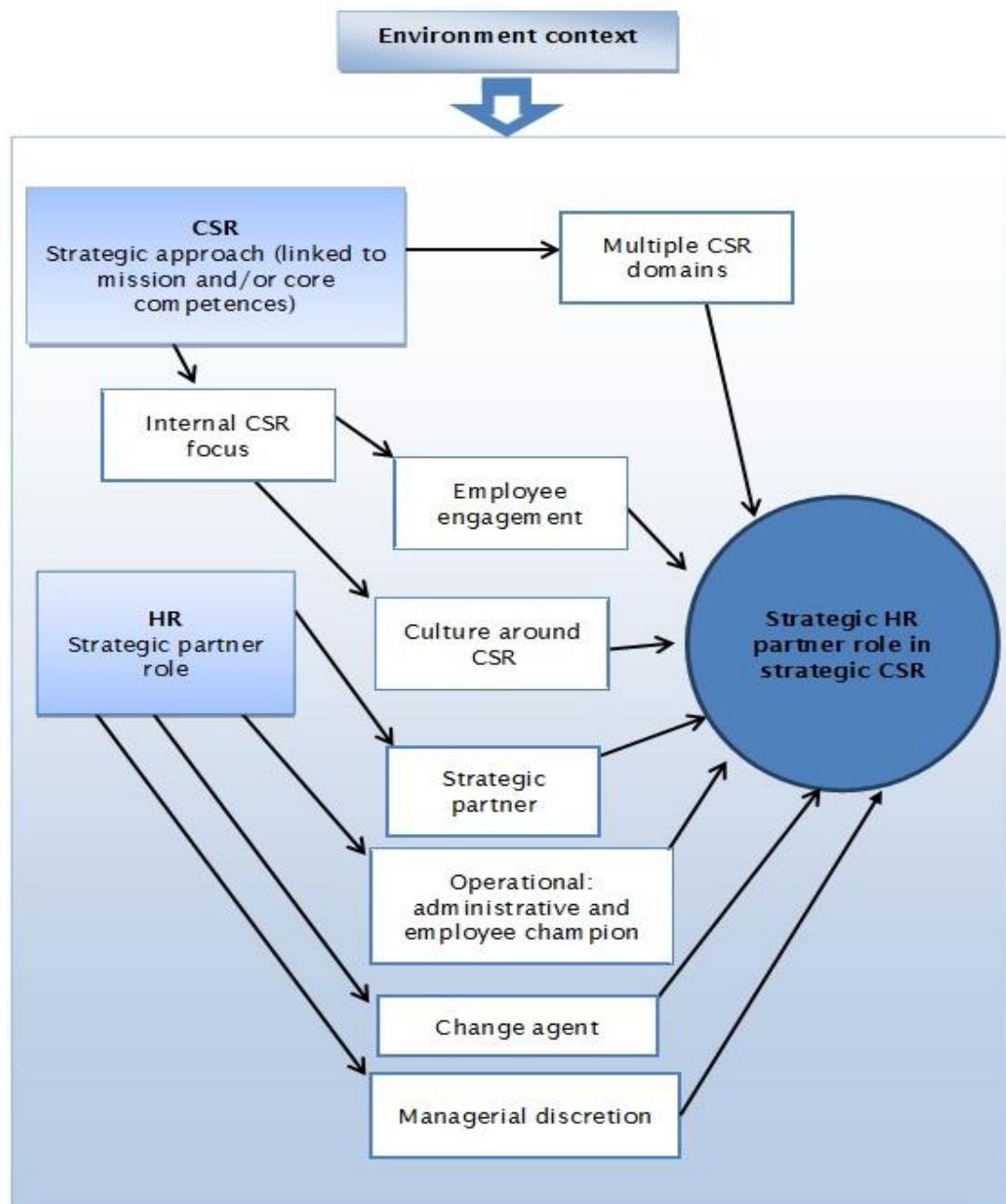
The CSR domain highlights the evolving strategic CSR approach that covers multiple domains of social responsibilities, stakeholder relation management and internal focus. In addition to the philanthropic domain which all organizations invest in, the domains include legal, ethical and economic domains that all together formulate the total social responsibility of the business. Stakeholder relation management suggests that business responds to the needs of different stakeholder groups and engage them in

CSR. Employees' engagement in CSR, their role in CSR and their contribution into CSR resulted in evolving domains which aim to embed CSR within the organizational culture and provide more emphasis on the internal CSR focus rather than just the external focus within the community environment.

The HR domain highlights the evolving strategic HR partner role within organizations. In addition to being concerned with performing operational administrative expert and employee champion functions, the strategic HR partner role focuses on the long-term range and aims to execute organizational strategy and create renewed organizations that are capable of adapting to change management. In addition, the discretionary role for HR appeared to be important for HR to take CSR initiatives within the organization.

The environment domain highlights the Lebanese contextual realities that have mainly had an influence on shaping the CSR approach at organizations. For example the absence of the role of the government in organizing CSR in Lebanon through laws and regulations or engagement appeared to play role in making the social intervention of organizations voluntarily, scattered and unfocused. Single areas, such as, environment and education receive the main focus and investment from organizations which ignore other important areas, such as employability, diversity and sustainability and continue to receive less attention. Another issue related to the influence of the founder of the organization especially in family-owned businesses in shaping the CSR approach from definition to implementation. When the founder understands CSR as a discrete practice on a voluntary basis, it is less likely that the CSR approach will be strategic and cover multiple domains and engage and communicate with different stakeholder. Those areas, besides many Lebanese contextual factors, appeared to play a strong influential role in shaping CSR and, accordingly, the role of HR in CSR.

It is highly important to emphasize here that by presenting the network map in Figure 16, the researcher does not intend to generalise the findings over all the organizations operating in Lebanon. Rather, the researcher is highlighting the causal network map that could be a potential context to be evaluated empirically within the Lebanese, and beyond, to the Middle Eastern context. Thus, the validity of those factors and the interrelation between them that shapes HR's role in CSR remains a domain for future research and beyond the objectives of this cross-case qualitative research that does not necessarily need to prove generalizability over population. According to Yin (2009), the case study research aims to replicate the explanation of the examined phenomenon within the context of the examined cases and not the general population. Miles and Huberman (1994) reflected similar view point when they proposed the causal cross-

case analysis method. According to them, the main objective is to find the interrelated stream of variables that formulate a scenario that is plausible and explains the research phenomenon. This scenario must prove to be highly valid across the sample of cases, yet not necessary over the population (Saunders et al., 2009).

6.4 Summary

This chapter draws upon the findings from within and cross-case analysis presented in Chapters 4 and 5 respectively of this thesis. While Chapters 4 and 5 followed a systematic analysis comparing the findings against the initial research propositions and dimensions of the CSR-HR value chain model presented in Chapter 2, this chapter made an attempt to explain divergence and convergence across case findings as the role of HR in CSR in concerned. This attempt was mainly motivated by the identified variance across research findings in relation to the role of HR in CSR, whereby many factors and emerging findings were defined as playing influential role in shaping this role. Questions, such as, why the role of HR in CSR is strategic in one organization and passive in another organization required answers through exploring and conducting an in-depth explanation for the dynamics of the role of HR in CSR.

The researcher accordingly defined many factors in relation to how CSR is understood and practiced and the role that HR plays within the organizational structure within each case study and across cases. The researcher benefited from existing literature on CSR and HR and academic studies conducted in Lebanon relying, especially, on Jamali's work (2006; 2007; 2008; 2009) in this regard. The cross-case analysis was carried out to define the variance CSR and HR features of understanding and whether or not they have any influential effects on the role of HR in CSR. Therefore, the aim of this chapter was to present the discussion over the research findings and formulate better understanding of the role of HR in CSR; and cover the factors influencing this role. The following chapter draws on this discussion chapter and previous data analysis chapters to propose the concluding remarks, contributions and limitations for this thesis and suggest recommendations for future research.

CHAPTER 7 CONCLUSIONS

7.1 Introduction

In Chapter 2 of this thesis, the researcher's main argument was for a strategic HR partner role within a strategic CSR. Central to this argument, the research proposition was set out with two important considerations. The first consideration relates to the importance of an existing and clearly defined CSR strategy that defines the objectives of the social intervention policy and programmes at the organization and that requires institution to the responsiveness approach to stakeholders' social needs and wants. The second consideration relates to the importance of the strategic and change role that the HR Department plays within the organizational structure, whereby the department is being responsible for training and developing the needed organizational capacities including the human capital in order to achieve the strategic business objectives. In this sense, the main argument was that under a clearly defined CSR strategy the HR Department plays a strategic role in CSR. Being a strategic partner, the HR Department contributes to the definition of CSR strategy and the alignment between CSR values and HR system and practices. Being a change agent, the HR Department plays an important role in embedding CSR within the culture of the organization and increasing stakeholders' readiness, especially employees, for the CSR change. Being an administrative expert, the HR Department prepares the required infrastructure to deliver CSR effectively and efficiently. Finally, being an employee champion the HR Department plays an important role in increasing employees' motivation and contribution into CSR.

This argument and the main research proposition were used to synthesize the CSR-HR value chain model. Benefiting from relevant conceptual models from the literature on CSR and HRM especially on the strategic HRM, the proposed model represented a predetermined context prior to the empirical data collection stage of the study. The data collection comprised of two stages as explained in Chapter 4. The first stage included conducting interviews with senior HR managers and senior managers responsible for CSR at four organizations representing the sample from the Lebanese context. Collecting feedback from wide range of stakeholders such as employees, customers and NGOs was conducted in the second stage. While the within-case analysis was presented in Chapter 4, the cross-case analysis examining the divergence and convergence across aggregate findings and results was presented in Chapter 5. In fact, findings in only one case lend support to the initial research proposition, and HR's short-term/operational role within a philanthropic CSR approach was defined as

the emerging plausible explanation for the entire study sample. The new emerging findings and factors influencing HR's role in CSR were identified and discussed thoroughly in Chapter 6. Those emerging findings and influential factors allowed the researcher to formulate a better and in-depth understanding into the dynamics of the CSR-HR nexus and HR's role in CSR in addition to highlighting the contextual factors shaping this role.

Drawing on the research findings and the critical analysis presented in the previous chapter, this chapter is now organised into four main concluding sections. Firstly, the researcher will recall the CSR-HR value chain model and study the applicability of the theoretical constructs that were predetermined ahead of data collection and analysis. The researcher aims to evaluate whether or not such constructs explain the research findings within the four cases. Secondly, the researcher will present the conclusions drawn from the research. Those conclusions are presented within the areas of: HR and CSR's development stage and methodological approaches. Leading on from this, the researcher will thirdly reflect upon some of the limitations of this research. Finally, the researcher will discuss the recommendations for the work that remains to be done.

7.2 Recalling the CSR-HR Value Chain Model: Evaluating the Initial Theoretical Constructs

Referring back to the introduction of this chapter, the main objective for conducting cross-case analysis for the empirical findings for this research was to evaluate the CSR-HR value chain model within the context of the four cases from Lebanon to reflect how each case fits within the CSR-HR value chain model (see Chapter 3). Drawing on the within-case analysis presented in Chapter 4 and the cross-case analysis presented in this chapter, Figure 17 illustrates how the four cases fit within the CSR-HR value chain model.

Figure 17 Cases as Fitting within the CSR-HR Value Chain Model
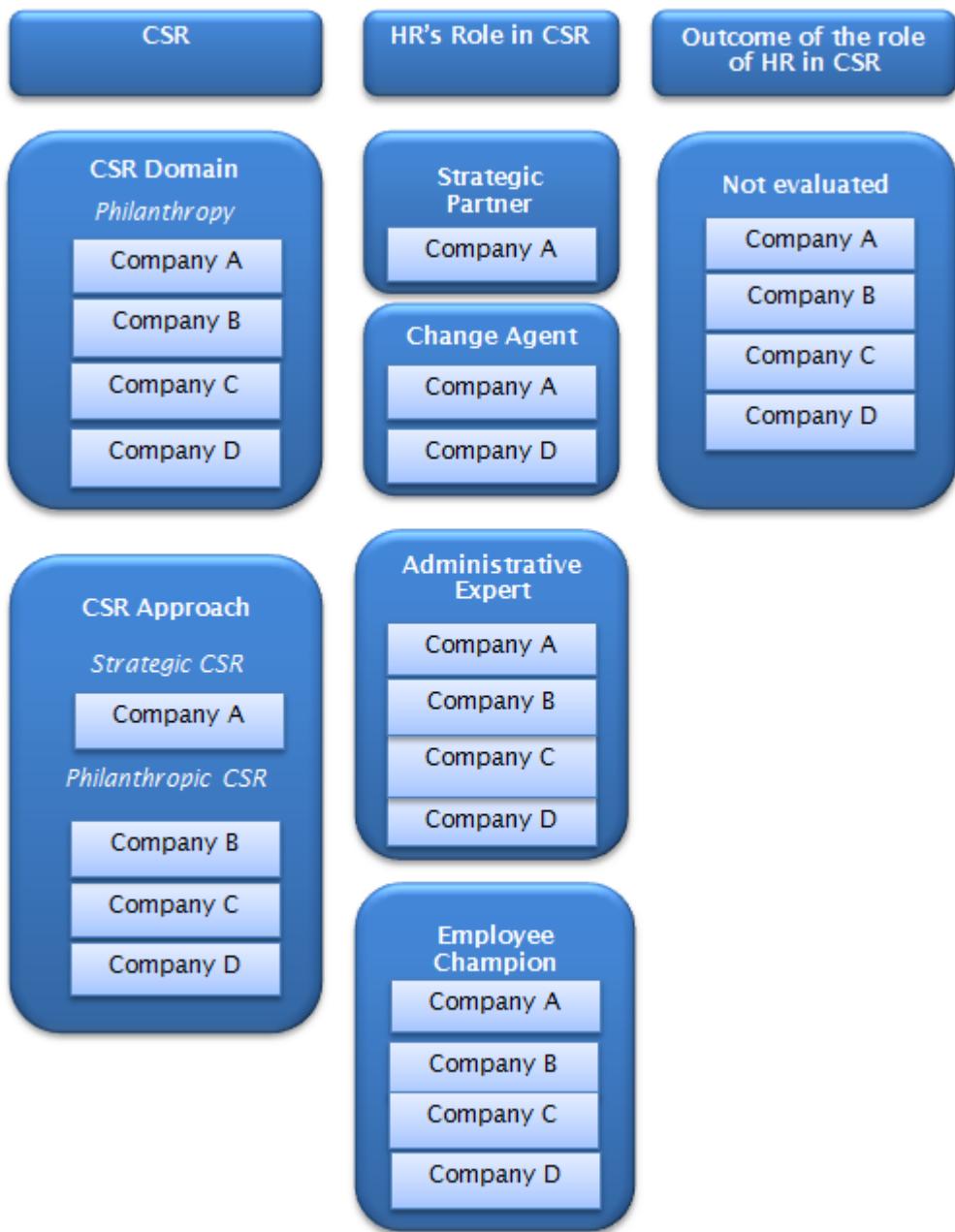
On the CSR fold, the findings revealed that CSR within the four organizations is solely practiced within the philanthropic domain and only in one organization that a strategic CSR approach (Lantos, 2002) exists compared to the philanthropic CSR approach that exists within the other three. Hence, the initial proposition for a strategic CSR approach within which HR assumes its CSR roles and adds value is plausible although it succeeded to explain the findings in one case. CSR activities within three organizations are unfocused and scattered (Jamali and Mirshak, 2007) and were not linked to the organizations' mission or core competences (Porter and Kramer, 2006).

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 As for the role of HR in CSR, only in one organisation did the HR Department play a strategic partner role that covers multiple roles, including, a change agent role limited to taking some CSR initiatives and administrative expert and employee champion roles. In one other organisation, the same change agent role is assumed by the HR Department. The only common roles assumed by HR within the four organizations are the administrative and employee champion roles. Thus, the initial proposition for a strategic HR partner role in CSR is plausible despite explaining the findings in one case. Finally, in none of the four organizations the outcome results of the role of HR in CSR is being evaluated.

The CSR-HR value chain model succeeded to capture all HR's roles in CSR as being practiced across the four organizations although the proposition for the role of HR in CSR at its highest strategic level was not plausible. The researcher even found explanation for the emerging findings within the initial predetermined constructs examined in the literature such as the strategic CSR approach (2006), the definition of the CSR domains (1979; 1991), the CSR responsiveness approach (1991), the stakeholder theory (1984), HR's strategic partner framework, and the RBV. Combined together they formulated the inherent rational of the CSR-HR value chain model which was articulated by the researcher prior data collection and analysis. The main objective from synthesising this model and adapting those theoretical constructs was to explain the role of HR in CSR within the context of the four cases. In this sense, the research findings were nicely fitting with the to the CSR-HR value chain model as it is clearly shown in Figure 17. Consequently, it is necessary to recall in this concluding chapter those theoretical constructs and evaluate their merit to the role of HR in CSR within the context of the four cases from Lebanon. The following sections are designed to further probe and explore the usefulness of those theoretical constructs in explaining the research findings before moving and presenting the research conclusions, limitation and recommendations for future research.

7.2.1 CSR Conceptualizations within the CSR-HR Value Chain Model

The overall findings of this research suggest the salience of an altruistic CSR approach (Lantos, 2002) practiced mainly within the domain of philanthropic activities in the absence of a CSR strategic approach and systematic responsiveness process. The four organizations from the Lebanese context do not formulate their CSR activities within a clearly defined strategy and long-term objectives like their other business strategies. They also do not prioritize their stakeholders based on instrumental considerations when deciding on their CSR activities, and CSR and stakeholder management are

considered as separate and not related frameworks. This particular finding does not lend support to Jamali's (2008) finding which showed that the 14 Lebanese firms that comprised the sample of her study do indeed prioritize their stakeholders based on instrumental considerations as a more practical context for CSR. This difference in the findings might be explained by the fact that 8 out of the 14 Lebanese firms are subsidiaries of international corporations and the results showed that they are making systematic efforts at managing the spectrum of stakeholder relationships within their CSR framework. It was interesting, however, to notice that for the sample of this research most of the interviewed stakeholders, including employees, NGOs, customers and suppliers, consistently referred to the idea that any CSR activity should respond to their needs and wants. The four organizations from the Lebanese context appear clearly not to follow an engagement process with their stakeholders when deciding on their CSR activities and domains of CSR intervention. The conclusion drawn by the researcher in this context is that the propositions provided within the stakeholder theory are still not prominent in the managerial understanding and application of CSR. The same conclusion could be drawn in relation to the strategic CSR approach and the CSR responsiveness process. In the understanding of the of Porter and Kramer (2002; 2006) and McWilliams, Siegel and Wright (2006), the strategic CSR approach links any CSR intervention to the core competences and mission of organization and to an economic as well as social outcome benefits. CSR is thus a systematic process with clearly defined objectives and long-term deliverables. Wood refers to this process as the responsiveness process which includes stakeholder management, environment assessment and issue management. This process is considered incomplete and insufficient if it was not followed by evaluation to outcome benefits of CSR. Having being organized within this process and strategic frame, CSR is thus a performance that requires evaluation, reporting, and communication with different stakeholders. The initial research proposition for a strategic HR role and as reflected clearly within the CSR-HR value chain model (see Figure 6), was embodied within a strategic CSR approach and responsiveness process and outcome benefits.

As the findings of this research revealed, however, CSR is still not a strategic priority and not being designed within a systematic responsiveness process, and this conclusion lends support to Jamali's (2008) finding that CSR in the Lebanese context is mostly practiced in a scattered way and being linked to the core competence and strategic business goals. CSR is still largely characterized as being an altruistic contribution by nature and not completely covering the domains of economic, ethical and legal responsibilities as suggested in the literature (Carroll, 1991) and adopted within the CSR-HR value chain model. As consistently emphasized by interviewed

managers, the responsibility of the four organizations within these three domains is taken as for granted and not as part of CSR, which is only understood as a contribution within the philanthropic domain.

This dynamic of CSR approach across the four cases were nicely captured and found explanations for them within the initial literature discussion presented in chapter two and the proposed CSR-HR value chain model. Whether it ranges from being altruistic to being strategic, the CSR approach within the four cases was a reflection of the literature debate presented earlier. The researcher's excursion in this regard is that the initial adapted CSR conceptualizations within the CSR-HR value chain model (please refer to chapter 2, sections 2.2, 2.3, and 2.4) are indeed suitable and capable of capturing existing and future HR's roles in CSR. This specific finding will later be explained more through presenting the parallel development of CSR and HR at the four organizations.

7.2.2 HR Conceptualizations within the CSR-HR Value Chain Model

The overall findings of this research also suggest the salience of an operational/ short-term employee champion and administrative expert HR roles in CSR and give a hint to an introductory strategic/long-term partner and change agent HR roles. Whether it is being operation or strategic, the focus and domains of added values of the role of HR in CSR were explicitly mentioned and depicted in the CSR value chains; as influenced by the strategic HR partner framework. Even sustainable competitive advantages of the role of HR in CSR and despite not being yet evaluated at any of the four organizations, were highly emphasized and recognized and anticipated by most of the interviewed managers and stakeholders. This is the logic of the RBV framework as introduced by Wernerfelt (1984) and refined by Barney (1991). Drawing on the research findings for the sample of organizations for this research, the researcher suggests that the strategic HR partner framework and the RBV qualified as relevant theoretical constructs in capturing the plausible explanation for the role of HR in CSR. In the theoretical as well as the empirical sections of this thesis, both theoretical constructs provide a novel and interesting application to the case of the role of HR in CSR. This allows in turn the delineation of relevant suggestion to consider the adoption of the HR strategic partner and RBV logic is assessing the role of HR in CSR and its sustainable competitive outcome advantages for future research.

7.3 Research Conclusions

7.3.1 HR and CSR: Parallel Development Stage

One important conclusion for this thesis is that the role of HR in CSR within the context of the four organizations could be better evaluated in relation to the actual development and maturity of both CSR and HR practices and strategies. The identified plausible explanation for an operational/short-term role of HR in CSR could be understood more when comparing how the evolving CSR approach and the evolving role of HR within the four organizations are interrelated. Even though there was evidence for a strategic CSR approach at Company A, it was only within the "COMPANY A" educational programme. The bank is involved in different CSR areas such as sports and environment but within a purely philanthropic approach characterised by taking the ad hoc form as interviewed managers clearly explained. The CSR strategic approach that links the bank's different CSR activities is still absent and still within an embryonic stage. In addition, the HR initiative role in CSR through designing some new CSR programmes was evaluated as an introductory change agent role that assumes CSR as a change to the organizations' business performance and stakeholder relations. In the three other organizations, the findings revealed evolving interest in the applications of CSR as a strategic concern. Interviewed managers showed interest in findings link between their CSR expenditures and their financial performance.

On the CSR fold, the researcher's conclusion is that the operational/short-term role of HR in CSR could be grounded within the evolving CSR approach at the four organizations. The researcher sees that CSR is passing through a transition stage in its development to being understood and applied within a strategic long-term focused approach (Figure 18). Interviewed CSR and HR managers at the four organizations, without any exceptions, showed interest in gaining more knowledge and awareness about the strategic applications and implications of CSR in order to adopt them. They asserted their commitment to move their CSR approach into the strategic realm beyond its current philanthropic short-term focused approach.

Figure 18 Evolving CSR Approach in Lebanon

Philanthropic CSR	Transition stage	Strategic CSR
Unfocused CSR approach Unplanned CSR approach Not assessed	CSR as change Responding to stakeholders' needs Stakeholders' engagement Employees' engagement Internal focus	Focused and planned CSR approach Assessed Link with mission Link with core competences Benefit on the bottom-line Long-term range
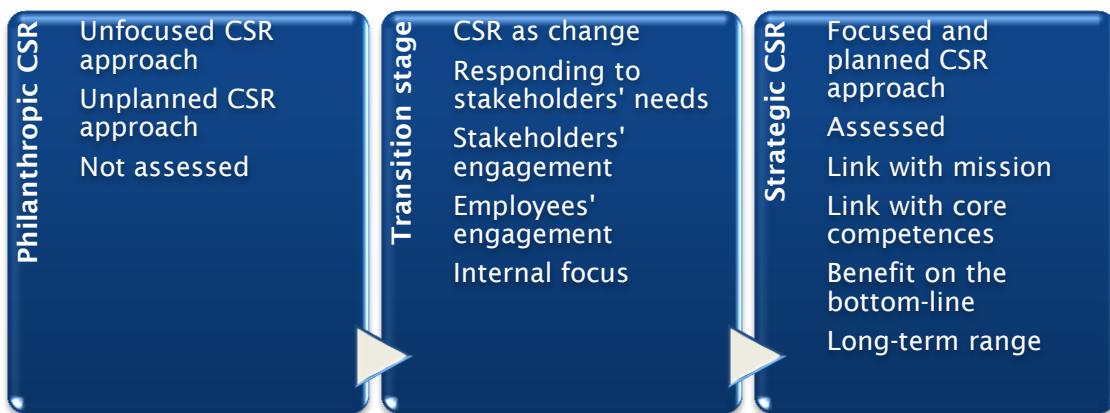
Figure 18 illustrates the main features of the transition stage that makes CSR evolve from being only practiced within a philanthropic approach to being practiced as a strategic approach. The variables included within the transition stage were concluded from the empirical analysis. For example, evidence for internal CSR focus and stakeholders' engagement in CSR especially employees were obtained from Company A and Company D cases.

Therefore, there is an evolving trend to embed CSR within the inside organizational structure and engage more with employees, rather than focusing only on the external community environment. Promoting CSR within the organizational culture and raising employees' awareness and sensitivity to CSR issues and values are evolving issues, especially at Company A and Company D. CSR, at both organizations, has more internal domains than CSR at Company B and Company C; and the need for a strategy that defines the CSR objectives is greater. The HR's strategic partner role in CSR at Company A and evolving change agent role through taking some CSR initiatives at Company D, are explained within this evolving stage for the understanding and application of CSR. In this sense, CSR will require translation into organizational processes and culture of change and thus HR's role in CSR progress to be focusing more on the long-term/strategic range rather than being limited to the short-term/operational range.

7.3.2 HR's Role in the Business Model

On the HR fold, the findings revealed many factors as playing a role in shaping HR's contributions into CSR. The extent of the strategic role that the HR Department plays within the organizational structure plays an important role in enhancing or hampering its role in CSR. If the HR Department is playing a strategic partner and change agent role whereby its main objective is to align HR strategies and practices with business

strategy, then the CSR strategy turns into a priority for HR. The HR Department will then be responsible to help the organization to ensure the success of the CSR strategy and increase the capacity to execute it and HR practices are structured in a way to adapt the CSR change. HR policies and programmes have also to be fully aligned with the CSR strategy so for example to promote the organizational culture around CSR values and principles.

Indeed, this strategic role of the HR Department empowers the role of HR in CSR and allows the HR Department to take the CSR initiative and pioneering CSR roles in the absence of the strategic CSR framework. On the other hand, when in the first place the role of HR is less strategic and more concerned with performing transactional tasks within short-term benefits then its role in CSR will be hampered. The role that the HR Department is playing in CSR at Company D is an example within this context. At the bank, despite the fact that the CSR strategy is not yet developed, the HR Department is taking some initiative and being responsible for planning and implementing some CSR activities. The interviewed HR Manager at the bank emphasized how the strategic value and participation of the HR Department in the success of Company D to achieve its strategic objectives is aiding HR's efforts to convince the bank's board of directors in agreeing on some CSR initiatives. The success of the HR Department in pioneering people-management practices such developing employees' core competences and training and development gives the department the credibility to take the CSR initiative.

Thus, parallel to the development on the CSR fold the role of HR within the organizational structure of the four organizations is evolving into becoming more strategic. The concluding remark here is that as the understanding of CSR continues to develop as well as the role of the HR Department within the business strategies, HR's contribution on the long-term/strategic range is expected to increase. The findings reveal that where employees are being engaged in CSR through a systematic approach, the HR Department plays a strategic role in CSR. While the irregular employees' participation in CSR makes HR's contribution into CSR operational with a short-time range focus, its role in organizing and planning employees' engagement in CSR requires a more strategic and change agent role as it is the case at Company A. Data analysis, especially from the cross-case analysis, unveiled that at Company A, the HR Department plays a strategic role in CSR and employees' engagement in CSR is essential for the success of CSR. In fact, CSR at the bank focuses on the development of employees' social potentials before moving to investing in the community care activities within the external environment of the bank. This includes raising employees' CSR sensitivity and knowledge to CSR orientations in general and to the bank's CSR

initiatives and domains in order to develop employees' skills and capabilities to best contribute to CSR. Consequently, a change in the way employees understand their social roles and responsibilities as going beyond their expected work performance is essentially required, and the HR Department at Company A is playing the leading role in this context.

HR can add value into CSR through engaging more employees and aligning HR's practices such as training and development, communication, retention and staffing with CSR strategies (Ulrich and Brockbank, 2005). By contributing within those domains, HR increases the capacity of the organization to execute its CSR strategies and helps to ensure the success of these strategies. In addition, HR helps the organization adapt to CSR change through managing CSR change and ensuring the capacity for the change (Buyens and De Vos, 2001).

7.3.3 Methodological approaches

Other important remarks relating to the methodological approaches were concluded. Those remarks support the orientation of the researcher to adopt a qualitative inquiry with an inductive flexible and open approach into the role of HR in CSR. Firstly, since there is not yet an agreement on the definition of CSR and the domains of CSR activities, the adopted methodological approach plays an important role in conveying the reality. The variables influencing CSR are not controlled and the more the methodological approach of academic research in the area of CSR is open and flexible the more the research can capture the dynamics of CSR. What is offered in the literature on CSR is not enough to formulate for example hypotheses concerning the role of HR in CSR to be tested using statistical models or methods. Though the findings revealed a general trend in the understanding of CSR definition and implementation, some differences exist from one organization to another. In addition, the factors that are affecting the role of HR in CSR vary from one organization to another.

Secondly, the gap that exists on the role of HR in CSR in the literature on HRM prevents the researcher from using a quantitative inquiry. The model that integrates both HR and CSR in one theoretical context is novel and has not yet been offered in the literature on HRM. In fact, there is a dearth of academic research on CSR as a concept within the HRM literature. So, the best methodological approach to be adopted to cover the CSR-and-HR interrelations and dynamics and the variables shaping and influencing this interrelations is the qualitative approach.

The unexplored area of research in both the literature on CSR and HR which this thesis aims to cover requires an open flexible methodological approach to study the phenomenon as understood by participants - in the case of this research, managers and different stakeholder groups. The objective of the researcher is to define, describe, and explain the participants' experiences and perceptions, and thereby the meanings assigned by those participants that reflect their perceptions of the examined phenomenon relating to the role of HR in CSR within the Lebanese social context is what the researcher is interested in capturing. The qualitative method allows the researcher to interact with respondents, and get in-depth probing and comprehensive information in responses relating to the role of HR in CSR and the perception of managers rather than posting structured questions through a survey. Thus, capturing those perceptions and meanings is the objective of the research inquiry, and the openness and flexibility to modify the methodological design and focus during the research remain important to understand rival findings and explanations for the relationship between CSR and HR. Going back to the research questions, the 'what' type of the raised question to understand the dynamics of the role that the HR Department can assume in CSR in addition to the 'how' type covering the contribution of HR into the success of CSR aim to investigate the processes, mechanism, and social complexity in the relation. Only the qualitative research method allows examining the phenomenon as created by the social actors whether employees, customers, NGOs, managers, or suppliers and offers a deep in-depth quality of data within each case study and across cases.

7.4 Research Limitations

Whilst the findings from this research enabled the discovery of a plausible explanation for the role of HR in CSR and the dynamics and factors affecting this role, it is important to recognize a number of limitations that were present. Firstly, although the Lebanese context has similar contextual realities, the fact that the findings from this research are from only four cases does not allow generalizability over population. According to Yin (2011), the generalizability over the population from the sample of the research is not an objective for a case study research. However, the replication of the identified patterns within the examined phenomenon beyond the sample of cases verifies the findings and increases their plausibility over the population. The complexity of the context will then enrich the research and allow the researcher to propose recommendations and contributions valid for the whole population. Taking into account that proving the validity of the research findings is not an objective for

the research, the generalizability over the population is evaluated as limitation for this research.

Secondly, the sole qualitative data analysis method was used and the nature of the research findings was more subjective, and this is another limitation. While the adapted research paradigm has strong links to both reality and subjectivity, supporting the findings with quantitative data would have made the method and findings compatible. However, the justification for adapting the reality oriented paradigm was the adoption of a predetermined theoretical framework with a perception that existing conceptualization within the HR and CSR literatures have objective connections with the real world. The employment of a qualitative measurement for the role of HR in CSR and its outcome variables was not possible due to the embryonic stage of this research in the Lebanese context. The variables controlling this examined phenomenon have not been explored and this research is considered novel in this regard.

7.5 Recommendations for future research

In recommending potential areas of research, the researcher benefits from the existing limitations of this research. While there might be general recommendations for future research into the areas of CSR and HRM separately, this research is concerned with recommendations related to the role of HR in CSR. One recommendation is to expand the sample of any future research to include cases with diverse profiles as to the size, industry and number of employees is concerned. This number of cases included in this research was four cases, three of which are banks. In this research, the industry within which the organizations operate in was not chosen purposely. The researcher contacted fifteen organizations with known CSR activities; however, only four agreed to participate in the research and facilitated conducting interviews especially with their employees. Thus, the diversity in the sample was not significant to allow comparison with the profile of the organizations. This might have deprived the research from rich data and cast a cover over some variables that might be influencing the role of HR in CSR. Therefore, what is recommended for future research is to carefully select the sample for the study so as to reflect as much organization profile diversity as possible.

Another recommendation is to validate the findings of this research over the population within the Lebanese context and beyond that to the Middle East context. To do so, the findings might need to be tested for quantitative evidence that enhance the generalizability of the findings over population. The researcher suggests in this regard that the benefit of the variables were defined as influencing the role of HR in CSR and

translating them into a research hypothesis to measure the correlation between those variables and HR's role in CSR. Survey data collection method and quantitative data analysis could be employed.

Another recommendation is to study cases where there are no CSR practices applied by the organization and examine how the HR Department is behaving. The main objective is to delineate whether or not the HR Department is taking the initiative and lead in driving CSR. The findings from this research revealed that in some cases the HR Department is taking some CSR initiatives, but within CSR frameworks that are already defined and existing. The benefit from such future research is to emphasize the new paradigm which CSR might bring into the HR literature beyond the historical disagreement over the soft and hard HR models (Legge, 1989; Storey, 1999; Huselid, 1995; Wood, 1999; Boxall and Purcell, 2000; Buyens and De Vos, 2001; Legge, 1995). Mainly benefiting from the recent development in the CSR literature to understand CSR as a strategic contribution with social and economic benefits, HR's contribution into CSR could adopt this combination. For example, employees' engagement in CSR emphasizes the social value to their work in addition to their work performance. As a result, employees' normative commitment to the organization will be enhanced. Here, HR plays a critical role in covering this gap through linking employees' competences to CSR strategy and increasing their engagement, commitment and motivation for CSR. For example, employee volunteer programs give employees the opportunity to contribute and get involved in CSR activities. When employees feel that their contribution is recognized and rewarded by the organization, their willingness and commitment to achieve CSR goals will increase. In this regard, the researcher refers to the Organizational Behaviour (OB[5]) literature to emphasize the importance of employee commitment and normative organizational values. Especially the works of Meyer, Stanley and Parfyonova (2011), Meyer and Parfyonova (2010) and Meyer, Allen and Smith (1993) are highly relevant, especially in relation to the normative values that CSR can bring to employees. According to them, employees' normative attachment to the organization with which they share a set of moral and social values makes them more willing to stay and work for this organization. The SHRM survey (Society for Human Resource Management, 2007) showed that CSR employees' engagement in CSR increases their loyalty by 41% and their retention by 29%.

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[5]   OB is the study of how people behave and interact within the organizational context (Langton, Robbins and Judge, 2010)

The researcher's evaluation is that the strategic CSR approach is an interesting new area for future research within the HR literature, and this research and its contribution highlights the connections between CSR and HR.

7.6 Thesis Conclusion

Finally, therefore, in relation to my research questions of the role of HR in CSR posed in the introduction of this thesis, the plausible explanation and collected evidence from the four cases clearly hints to a potential development from its current practices on the operation/short-term focus to a strategic/long-term focus. I have argued that CSR is going through an evolving stage into becoming a strategic priority for the four organizations and linked to their human resources and core competences and embedded within their businesses practices. Also, parallel to this development in CSR, the role of HRM within the four organizations is also becoming more and more connected with the overall strategy and responsible for building core competences that are necessary for the competiveness of the organizations. In addition, the Lebanese contextual realities such as the influence of the founder in the family owned business in shaping the CSR understanding and practice and the lack of the regulatory governmental role and stakeholders' awareness remains influential in shaping HR's role in CSR.

I have argued that the current CSR practices are mainly being altruistic with minimal social benefits as they are being unfocused and unplanned to systematically respond to stakeholders' needs and not matching the organizations' mission and core competences. The role of HR in CSR is mainly being operational and minimal and less focusing and asserting the sustainable competitive advantages for organizations. However, the findings revealed a clear interest; especially among interviewed managers and NGOs and HR professionals, with the strategic applications of CSR and the role of HR in CSR with a continuous lack of the enough theoretical knowledge and managerial practices as how this could be achieved. Thus, the contribution of this research comes in a critical stage and timely to contribute to knowledge and practice. To knowledge, this thesis offers the CSR-HR value chain model which integrates CSR and HR and finds links with the strategic management literature especially the RBV and building core competences for sustainable competiveness. To practice, this thesis is a substantial contribution as how HR can play a strategic role in CSR supported with the factors influencing this role. The CSR-HR value chain was flexible enough to capture all these factors and current HR practices in CSR, and that is my contribution to the CSR-HR knowledge within the context of the four cases and I expect to be beyond that to cover

the Lebanese and Middle Eastern context. However, this requires future research as suggested earlier. The findings of this thesis could be also beneficial for the government to assume an active role in organizing CSR through legislations and facilitating the dialogue between businesses and civil society representative.

This returns me to the CSR-HR value model which admittedly was synthesised to reflect a level of complexity and interrelated factors, and the contributions made by this thesis show that the role of HR in CSR remains grounded within managerial as well as institutional considerations.

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APPENDICES

Appendix A - Interview questions guide

Conceptions and principles of CSR

➢ How does your organization define and understand CSR?

➢ Do you adapt any formal policy or strategies when deciding on your CSR policies and programs?

➢ Is CSR being linked to your mission and core competences and business objectives?

➢ Why do you engage in CSR activities? Do you report/disclose your CSR initiatives and activities to your stakeholders whether internal or external? What are the most salient drivers that motivate you to engage in CSR? Or might prevent you? Please explain.

➢ What are the CSR areas and activities that your organization focuses on and within which domains? Why?

➢ Do you measure and track the outcomes and impacts of your social interventions? Why or why not? And if yes, how?

Responsibility

➢ Who is responsible for defining and implementing CSR within your organisation?

➢ Which function at your organization plays the primary role in CSR? Why?

General HR's role in CSR

➢ Do you think HR should have role to play within CSR? If yes, why and what are those roles? If no, why?

➢ Do you think that HR's knowledge, skills and expertise are important and can add value to CSR? Why?

HR's Role in Formulation, Coordination, Alignment and Execution of CSR

➢ Does HR take part in formulating the CSR approach at the organization? Why or Why Not?

➢ To what extent HR is being responsible for the communication, coordination and execution of CSR strategy?

➢ Is there an existing alignment between CSR initiatives and values and HR and practices Why, How or Why Not? Could you provide examples?

➢ Are there any other strategic partner roles for HR within CSR? Please give examples.

HR's Role in Managing the CSR Change

➢ Does CSR represent a change for your organizational culture and management? Is HR playing any role in managing and promoting this change or does it have other priorities? Could you please provide examples?

➢ Are there any specific capabilities that HR is building for managing the CSR change? Could you provide examples?

➢ Does HR play any role in promoting and raising CSR awareness within your organization and among external stakeholders?

➢ Is HR taking any CSR initiatives to protect and maintain basic social and ethical values? If yes, please provide example?

➢ Are there any other change roles for HR within CSR? Please give examples.

HR's Role in Efficiency, Infrastructure, Costs, Reports

➢ Does HR play a role in performing and delivering CSR efficiently? Could you please support with examples?

➢ Does HR help in managing CSR costs and results? Is HR being responsible for reporting on progress toward CSR at your organization?

➢ Are there any other administrative roles for HR within CSR? Please give examples.

HR's Role in Employee Engagement & Contribution

➢ Are your employees aware of CSR initiatives that the organization adopts? Is HR playing the role of raising this awareness?

➢ Does HR gather and share information with employees in relation to CSR? How and why or why not?

➢ Does HR design activities and programs that help employees serve the community? Can you give examples of these programs and activities?

➢ Are there any other employee champion roles for HR within CSR? Please give examples.

Role Importance

➢ Do you consider that the role of HR essential for the success of CSR strategy at your organization?

➢ Could CSR be successful without the contribution of HR? In other words is CSR viable without HR?

➢ Does the absence of committed and engaged HR function affect the overall success of CSR? Does this have any effect on the execution of CSR strategy and managing the CSR change?

➢ Does your organization conceive of CSR independent of HR?

Outcomes and Results: Added Values and Benefits

➢ Do you evaluate the role of HR in CSR?

➢ Are there any ethical and social outcomes that can result from HR's involvement in CSR? Do you assess these outcomes? How? Please provide examples.

➢ Are there any business outcomes that can result from HR's involvement in CSR? Do you assess these outcomes? How? Please provide examples

➤ Is there any current domain or domains within which HR adds strategic sustainable values into CSR? If not, what do you think those possible domains would be?

➤ Do you measure the outcome benefits of the role of HR in CSR within any of those domains?

Future Plans

➤ How do you see the future of CSR in your organization? Are there any plans to expand your organization's engagement and investment in CSR?

➤ Do you think that CSR should be practiced within a strategic framework?

➤ Do you believe that CSR should be embedded in your business objectives and core values?

➤ What do you perceive to be the salient future challenges and opportunities that CSR brings to HR?

➤ What are the skills and expertise that HR needs to leverage or nurture in order to meet these challenges and foster the opportunities?

➤ Should HR be in the future solely responsible for efficient people management and administrative roles?

Appendix B - Data coding for strategic philanthropy

Open coding		
Concepts (Ideas Expressed in the Data)	**Codes**	
CSR ensures that communities are going to become future customers for the organization	*CSR linked with organization business goals and core competences*	**Strategic philanthropy**
CSR ensures the long-term humanitarian perspectives as well as the business perspectives		
CSR enhances the image of the organization and makes customers look at banks in different ways, and helps in employee recruitment and retention		
What the organization does in CSR it does it to bring financial reward or enhance its image in the community		
When employees are CSR sensitive that means the higher set of values, commitment, engaged people and it is a win-win situation for the organization		
CSR focuses on the economic and social impacts of the organization		
CSR allows the business to be an business active partner within the society		
CSR is a win-win situation for business and communities		
CSR enhances employees' commitment to the organization		
CSR enhances employees' loyalty and motivation to the organization		
CSR enhances the economic wheel of the community and makes also the business grows and prospers		
Extend organization's business mission to the larger community through CSR activities		
CSR is linked with core competences of the organization		
CSR is linked with the business strategy of the organization		
CSR is about philanthropic contributions and interventions	*Philanthropic domain of CSR*	
CSR is giving back to the society through philanthropy		
CSR goes beyond the ethical and legal responsibility of the organization		
CSR improves the overall well-being of the society through sponsoring civic activities		
CSR meets the community desires through charitable donations		
CSR is voluntary projects improving the quality of life of the society	*Voluntary nature of CSR*	
Employee volunteer programmes		
CSR is voluntary and not mandatory		
CSR goes beyond legal mandatory responsibility		
CSR is influenced by the founder personal motivation and interest and not by governmental laws		
CSR is voluntary with no moral obligations		

Appendix C - Data coding for the philanthropic CSR

Open coding		
Concepts (Ideas Expressed in the Data)	**Codes**	
CSR is about philanthropic contributions and interventions	*Philanthropic domain of CSR*	**Philanthropic CSR**
CSR is giving back to the society through philanthropy		
CSR goes beyond the ethical and legal responsibility of the organization		
CSR improves the overall well-being of the society through sponsoring civic activities		
CSR meets the community desires through charitable donations		
CSR is voluntary projects improving the quality of life of the society	*Voluntary nature of CSR*	
Employee volunteerism programmes		
CSR is voluntary and not mandatory		
CSR goes beyond legal mandatory responsibility		
CSR is influenced by the founder personal motivation and interest and not by governmental laws		
CSR is voluntary with no moral obligations		
The organization does not practice CSR expecting financial benefits	*CSR not linked with the business goals of the organization*	
CSR is not linked with financial benefits		
CSR means being ethical and that part of the revenues of the organization go purely for the community without necessary bringing benefit to the organization		
CSR Improves the overall well-being of all citizens in the society regardless of the direct financial benefits of the organization		
CSR is with no immediate return to the organization but is contribution to the wellbeing of the country and environment		
CSR is not that what the organization contributes should expect to get back		
CSR enhances the community and environment and do not make the organization the greedy commercials that are here for just profit		
CSR means to go back to purely ethical reasons for doing good for the society		
CSR is not giving with expecting something in return		
CSR is doing what is right because it is right by nature		
CSR is not done to expect return and benefits to the organization		
CSR is not investment in society to attract more customers		

Appendix D - Data coding for the role of HR in CSR

Open coding				
Concepts (Ideas Expressed in the Data)	**Codes**			
HR defining CSR projects aligned with the mission of the organization	HR's contribution to the definition of CSR strategy	*HR strategic partner role in CSR*	**HR's strategic/ long-term range contribution into CSR**	**Strategic partnership role in CSR**
HR contributing to the development of long-term CSR vision				
HR shaping the CSR domains and themes				
HR setting CSR objectives for the future				
HR implementing CSR programmes linked with HR core competences	HR translating CSR into HR practices			
HR planning some CSR-HR practices				
HR training employees on CSR practices				
HR including CSR in the induction sessions for new recruits				
HR rewarding employees for their participation in CSR				
HR using its practices to align them with CSR values and principles				
HR taking CSR dimensions into account when recruiting new employees				
HR taking into account CSR dimensions during employee performance appraisals				
HR communicating CSR with employees				
HR proposing CSR as new way of doing business	HR taking CSR initiatives HR embedding CSR in the culture Internal CSR focus	*HR change culture role in CSR*		
HR taking CSR initiative even in the absence of clearly defined CSR vision				
HR challenging existing business model through CSR values				
HR raise awareness to CSR inside the organization				
CSR embedded within the organizational culture				
HR introducing the internal aspects of CSR				
HR raising employees' CSR knowledge	HR raising employees' CSR awareness	*HR employee champion role in CSR*	**HR's operational/ short-term range into CSR**	
HR promote CSR practices that are aligned with organization mission to increase employees' commitment and trust to the organization				
HR educating employees about CSR activities and values				

HR organizing employees' volunteering programmes in CSR	HR enhancing employees' participation in CSR			
HR organizing employees' role in community activities				
HR enhancing employees' participation in CSR activities				
Managing CSR programme costs		HR administrative role in CSR		
Preparing CSR project budget				
HR performing routine daily transactional CSR tasks				
HR preparing reports on CSR progress and efficiency and effectiveness				
HR collecting feedback from employees about their participation in CSR				
Supportive HR role in CSR				