



Human Resource Management (HRM) and Corporate Social Responsibility (CSR): Integrating Social Goals with Employee Engagement

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ARTICLE INFO	ABSTRACT
<p>Article History: Received: December 24, 2024 Revised: January 10, 2025 Accepted: January 11, 2025 Available Online: January 13, 2025</p> <p>Keywords: Human Resource Management, Ethical Governance, Corporate Social Responsibility, Organizational Commitment, Job Satisfaction.</p> <p>*Corresponding Author: Nasrat Ullah Azizi Email: azizinasratullah@gmail.com</p>	<p>The integration of corporate social responsibility (CSR) and human resource management (HRM) in Pakistani firms is examined in this study, with an emphasis on the effects of CSR-driven efforts on employee engagement. 300 workers from a variety of industries, including manufacturing, services, and education, were surveyed using a standardized questionnaire as part of a quantitative research design. Employee engagement metrics (job satisfaction, motivation, and organizational commitment), HRM practices (employee training, performance evaluation, and inclusivity), and CSR practices (community development, environmental sustainability, and ethical governance) made up the three sections of the questionnaire. An online survey platform and in-person distribution was used to gather data, guaranteeing a balanced representation of demographic groupings and industries. A high positive correlation between CSR activities and employee engagement was shown through statistical analysis, including regression and correlation tests. Notable impacts were seen in community development and ethical governance projects. The results emphasize how important it is for Pakistani companies to match HRM strategies with social objectives in order to create an inclusive and purpose-driven work environment.</p>



Introduction

Consequently, human resource management (HRM) has historically concentrated on the work performance, acquisition, and satisfaction of employees for the purpose of improving organisational results. Nevertheless, the emerging trends in the global business environment have given CSR a new value in terms of its incorporation into organisational systems, bringing a chance to link HRM practices to corporate social and environmental goals. The CSR includes activities for improving welfare in society and solving existing problems, for example in environmental protection, in community support, in ethical management, and so on, which can be considered a manifestation of the norms of the organization in the values that are not limited with the main sales goals (Carroll & Shabana, 2010). When done effectively the integration of HRM and CSR becomes the cornerstone of social business where workplaces are made to have a higher purpose beyond economic gains. , motivation, and organizational commitment, are considered to be among the most significant predictors of work force productivity and organizational performance (Saks, 2006).

Research conducted by Beenish Sarfaraz and other researchers , students who tended to perceive themselves to be accepted by their teacher reported high self-esteem. Hence it is clear that teacher acceptance is the significant predictor of student self-esteem. From the above-mentioned points, it is clear that CSR activities can be effectively combined with the HRM policies in order to harmonize the goal and objectives of organizational tasks together with the interest of employees and the company. Based on the literature, there is empirical evidence that clinical employees can demonstrate higher performance or job engagement when they have confidence that their organization imbues socially desirable operations and ethics (Glavas, 2016). For example, the CSR activities with reference to the community and the environment enhance the organization's image while CSR actions taken by employees are aligned with employee self-identity and enhance affective commitment (Aguinis & Glavas, 2012).

In the context of the discussed country, namely Pakistan, integration of the CSR into the HRM practices is especially significant because of the sociopolitical problems of the state such as poverty, pollution, and problems of governance. The organisations of Pakistan have slowly started to understand that both the HRM and CSR are useful in sustainable success of the business while solving these issues. For instance, firms that seek and implement better social responsibilities, ethical standards in their HRM processes improve on the ability to attract right human capital, boost morale among the employees, thus gaining trust among the stakeholders (Jamali, 2014). Moreover, the CSR-inspired practices like the support of the local communities and the focus on the environmental issues' solutions proved to have a positive impact on the employees' engagement, which prove the relevance of the integration of the HRM with social objectives that oriented on the similar priorities (Khan et al., 2020). Research conducted by Sarfaraz and associates (2024) suggests that there is a need for early recognition of emotional and behavioral problems among children but unfortunately in Pakistan, there is a lack of mental health facilities.

The present quantitative research focuses at the impact of CSR activities on employee engagement within the context of the Pakistani organizations participating an amalgamated sample of 300 employees extracted randomly from manufacturing firms, service sector and education institutions. Through the structured questionnaire used in the study, it accommodates employee perceived HRM practices, CSR activities, and their engagement levelably. A correlation and regression analysis shows a strong positive relationship between CSR initiative and towards employees. Interestingly, the data shows that CSR most strengthens the impact on employees in the aspects of community development and ethical governance. Such conclusions are generally in line with the

current theoretical works considering CSR as the source of meaning and inclusion within organizations (Rupp et al., 2013).

This study also shows that HRM has a key role to play in the implementation of CSR inside organizations. Trainings, appraisals, and diversity and inclusion policies act as the essential channels through which the CSR values are incorporated in the workplace (Sharma et al., 2019). For example, when training employees in sustainable practice and ethical issues to support CSR then this goes a long way in supporting CSR objectives as well as in supporting the idea that people can do something to support these objectives. Moreover, other HRM policies, which aim at reporting bias free employment, effective equal opportunity policies increase positive attitude towards work and increase organizational commitment (Briscoe et al., 2014). Although this paper shows the advantage of linking both CSR and HRM, the problems may surface in future include; availability of resources, lack of awareness and resistance to change among organizations in Pakistan. Eliminating these barriers entails the enhancement of organizational capacity for CSR, leadership when commitment, and SAP employee engagement at all level (Khan et al., 2020). However, the present research indicates that it is not only about how CSR can be linked with HRM to increase the level and interest of the employees, but, it is also a process to move towards the long-term organizational sustainability and social responsibility. Finally, CSR and HRM integration is a strategic way of handling new age organizational and social issues.

The primary element that improves a company's performance is sustainable corporate social responsibility. Long-term organizational growth (firm performance) is achieved by improving staff motivation (self-efficacy), performance bonuses, employee needs, and corporate social responsibility (Jamil, Rasheed et al. 2022). Corporate social environment has a very favorable effect on the sustainability of the company. Social capital is an intangible resource of the company, and its function as a mediator is very beneficial, improving employee social activity and company results (Jamil and Rasheed 2023). Environmentally friendly and socially conscious corporate environment Organizational performance is significantly improved by CO2 emissions. The role of social capital as a mediator is extremely beneficial and improves employees' social environmental CO2 emissions and business results; show that social capital, eco-friendly CO2 emissions, and corporate social environment have intangible potential A company's capital and its substantial influence on organizational performance (Jamil and Rasheed 2023; Salman et al., 2025; Ma et al., 2022) .

Through the integration of CSR objectives into an organisation's HRM strategies, institutional involvement is achieved, which adds a purpose to work, boosts employee morale, contributes to community welfare and encourages free enterprise consistency. Whereby for the organizations in Pakistan and particularly, human resources function, this alignment presents a golden chance of using the people capital as a social constructive internal driving force and a going-concern business success. There is potential for future research to examine the effectiveness of CSR and detailed analysis of how the establishment's efforts contribute to change the employees' behaviour Further, spotlighting the issues of best practices of the CSR and its integration with HRM, there is a potential for future research to focus on the effectiveness of different strategies of CSR implementation throughout a myriad of organisations.

Literature Review

CSR Practices and Their Impact

CSR as a strategic management concept is an aspect that has grown to be adopted by firms willing to manage social and environmental issues together with improving organizational image and competitive edge. The mainly areas, that are usually covered by CSR practices, are the development of community programs, ecological programs and questions of ethical management. Research has it that organizations which practice CSR significantly have an advantage than those organizations that do not, in that they have better stakeholder trust, customer loyalty, and satisfied employees (Carroll & Shabana, 2010).

Corporate social responsibility and diversity in employee financing increase a company's worth, assets, growth, and profit while fostering consumer loyalty and trust. With the Employee Financing Diversity and CSR model, Tobin's Q and ROA performance is more favorable and sustainable, and better and sustainable value is produced within the account base performance of ROA and ROE, while company size is always highly significant and vital. Employee financing, diversity, and corporate social responsibility all play important roles in increasing business output and improving long-term business performance (Jamil, Rasheed et al. 2023). Substantial long-term association between the variables (Zia, Ali et al. 2025). Businesses and effective employees are linked to a diverse workforce, according to study. Workforce diversity and the efficiency of businesses and its employees; The performance of organizations is correlated in a paradoxical way (Mukhtar, Kazmi et al. 2022). The health of the company is significantly improved by corporate social behavior. Human capital is the company's intangible asset, and their function as a mediator is extremely beneficial, enhancing both employee social interaction and business results (Jamil and Zeeshan 2022). There are uneven and extremely important correlations with a growth (Jamil and Rasheed 2024).

The specific aspects of CSR activities that evolved within the frame of developing countries, including Pakistan, are aimed at the principal social issues like poverty, illiteracy and diseases (Jamali, 2014). By so doing, such companies enhance the quality of life in society while at the same time placing their operations within a positive light. Environmental responsibility is one of the CSR components that have attracted interest to CSR. Hussain (2012) found that waste production reduction, energy conserved, and cleaner energy generation improve corporate image and green consumer appeal (Aguinis & Glavas, 2012). Likewise, the ongoing community development effort, including education and health investment activities within community enhance goodwill. These CSR components include: voluntary policies, which are principles that promote corporate social responsibility; ethical governance, which is the practice of ethical and legal policies that are mutual between the company and its stake holders. The financial advantages of ethical governance are loyal relations with the overall controller and investors, and minimum future instabilities (Khan et al., 2020).

Equally impressive is the effect that CSR has on employees. Studies show that IM preferred CSR activities as showing what organization valued indicating that it may have a positive effect on how people in the organization regard the company (Glavas, 2016). When the employee feels that his/her organization is socially responsible then the employee readily identifies with the organization, increasing employee satisfaction and /or turnover intention. Moreover, voluntary CSR opportunity, which is engagement of employees has been proven to boost employee's satisfaction and provide them with a sense of direction and productivity. Given these results, CSR could be highlighted as the factor that promotes business performance and fosters employees' loyalty.

HRM and Employee Engagement

Human resource management (HRM) is central in this case to the issue of employee engagement as they defined it as the employee's attachment to their organization both emotionally and intellectually. Generally, the component of the extent of human resource management like selection, training and development, performance appraisal and management, and diversity management are reported to have an impact on extent of employee engagement. reward, motivation and organizational commitment positively influence employee engagement and subsequently general organisational performances (Saks, 2006).

Out of all the effective HRM techniques, training and development are seen as the most necessary to increase engagement. Profession growth is not only improves the competencies of the workers but also shows the organization's investment in its human capital through skill development, leadership training and skills advancement not excluding career development programs (Briscoe et al., 2014). This in turn develop the feeling of belonging or a need to do more for the group and hence motivation. In the same light, systems of performance management that are fair, transparent, and involve reward relate with enhanced levels of job satisfaction among employees, as well as the degree of organizational commitment. Diversity is also essential in the HRM approaches being used to increase engagement among employees. More recent studies showed that diverse workplaces, in which employers and employees have an understanding of diversity and actively pursue its implementation, thoughtfully structuring their work environment to embrace all and encourage the employees to stay (Sharma et al., 2019).

However, exercise in diversity that intends to improve and precipitate equal opportunities coupled will enhance and stabilize high morale as well as low turnover. The third factor that relates to the concept of the management of human resources is employee wellness. Employees in safe workplaces with good work-life balance and providing access to mental health support perform well. Practices such as these, not only increase interest but also minimize many forms of truancy and exhaustion, factors that affect organizational performance positively (Rupp et al., 2013). In light of this, practices that cut across the Pakistani context and seek to manage employee engagement levels in light of particular cultural and socioeconomic pressures are paramount in Pakistani organizations.

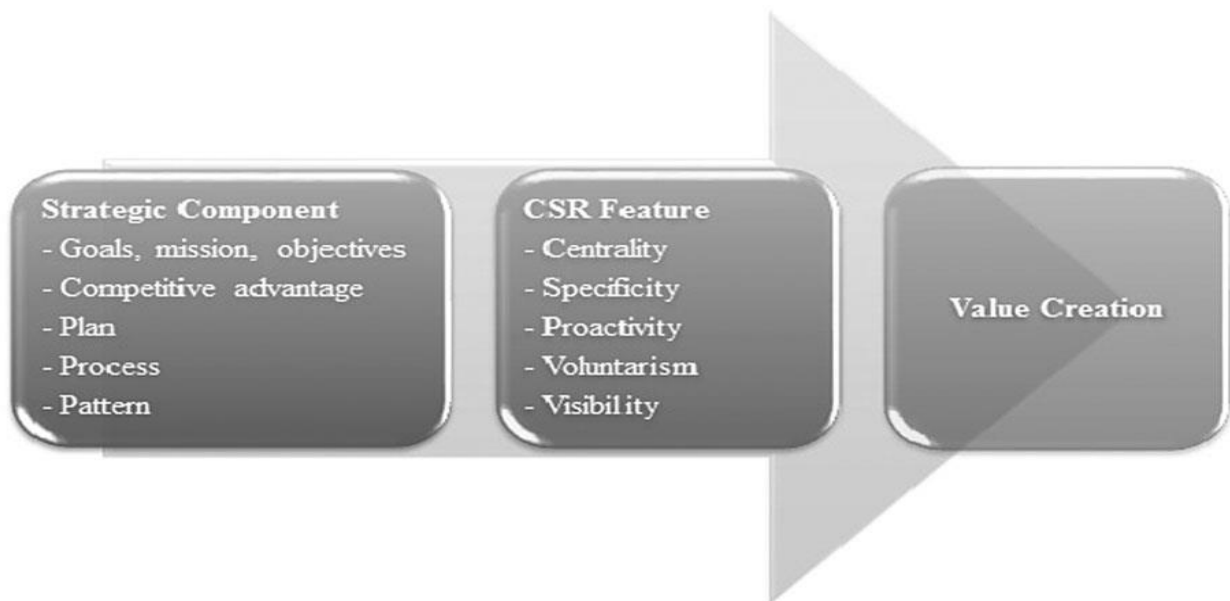


Figure 1

Integrating HRM and CSR

Realization of HRM and CSR is a strategic management approach that bears an organizations' goal of providing purposeful organizational goals for development that reflect societal needs. This integration is predicated on the proposition that, through implementation of CSR values in HRM practices, it is possible to instill appropriate CSR culture and practices within organizational employee population. For example, training in CSR and sustainability may improve specific knowledge about CSR activities and the part of employee in their accomplishment (Aguinis & Glavas, 2012). With those issues in mind, organizations should ensure that employees want to take personal responsibility in implementing CSR activities.

There are also correlations between HRM and CSR embodied in the performance management systems. This research by Sharma et al. (2019) argued that by integrating CSR objectives into performance evaluations and reward structures, organizations can motivate its employees regarding social objectives. For instance, rewarding employees in areas of community involvement and environmental activism can remind the corporation the benefit of CSR in the company's structure. Holding practices not only serve to engage the employee but also assist expand the organization's parameters of social responsibility. Diversity management could be seen as another way through which it is possible for the organization to align the concepts of HRM and CSR. This way, organizations can demonstrate how society's issues, including gender inequality and underrepresentation of minority groups, can be resolved. They also help boost the organization's CSR performance, yet, create volunteer and productive personnel (Jamali, 2014). In Pakistan, however, due to culture and structure, such initiatives have potential for a positive change for both organizational and societal entities convincingly.

Corporation social responsibility and employee involvement Successful implementation of CSR programs thus depends on the following elements. Those organizations which involve the Employees in carrying out CSR activities; either volunteering to work for a specific cause, or participating in community service programs, provide a platform for Employee to make some contribution that they cherish. This not only helps to boost the morale and increase the satisfaction level of the employees but also increases their psychological ownership towards the organisation (Glavas, 2016). Further, the mentioned engagement helps employees to see the real results of their work and to be inspired more. The previous analysis also shows that the integration of HRM and CSR also encompasses leadership practices. When the leaders support CSR and act ethically, the corporate culture will be promoted because the employees will emulate the new attitudes/behaviors of their leaders. Scholars in the field have reported that, more than in other cases, CSR programs are implemented effectively when the leadership is positive, imbued with vision, inspiration, and ethical behaviors (Rupp et al., 2013). Thus, if leadership practices are in harmony with attitudes to CSR, the organization creates a harmonious work environment built by the goals of sustainable development.

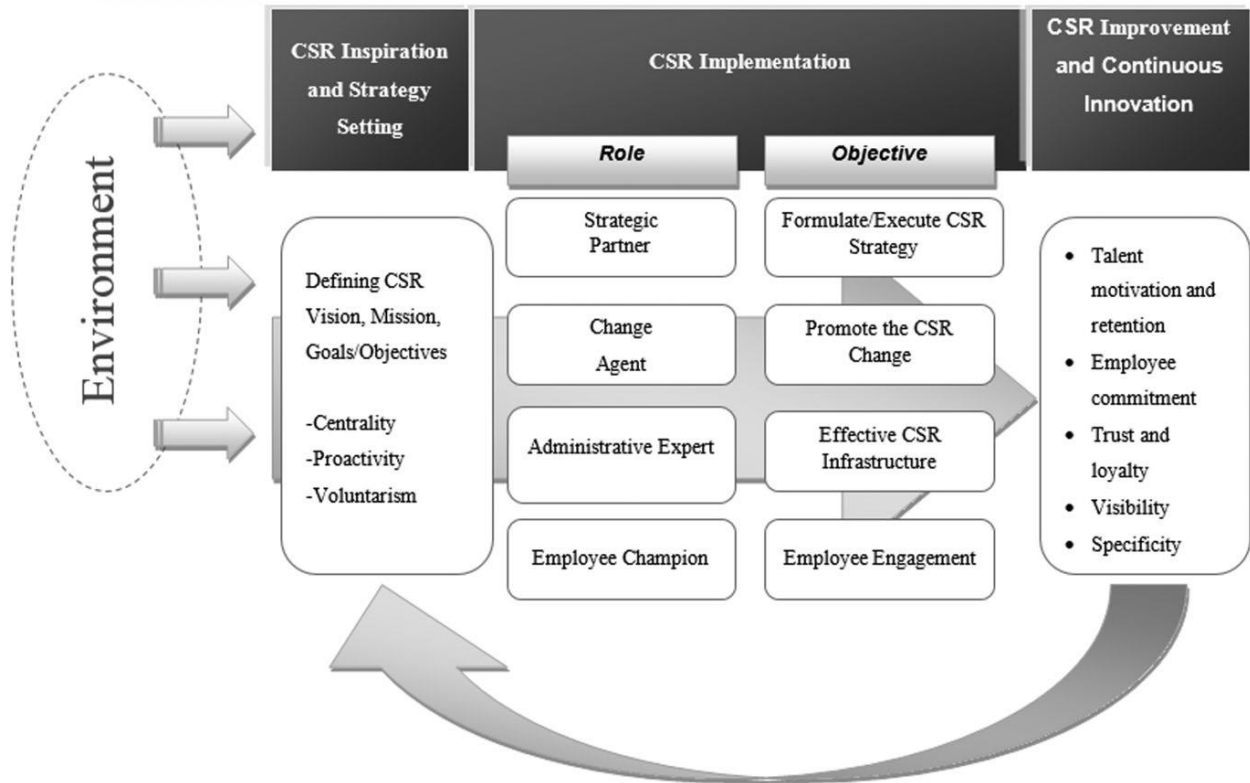


Figure 2

CSR Inspiration and Strategy Setting

This section focuses on defining the vision, mission, goals, and objectives of CSR within an organization.

Key attributes:

Centrality: CSR should align closely with the organization's core operations.

Proactivity: Organizations should proactively seek to address social and environmental challenges.

Voluntarism: CSR initiatives should stem from the organization’s voluntary efforts rather than external compulsion.

CSR Implementation

This phase emphasizes the roles and objectives associated with operationalizing CSR strategies.

Roles:

Strategic Partner: Ensuring CSR is integrated with organizational strategy.

Change Agent: Driving change within the organization to align with CSR goals.

Administrative Expert: Establishing effective systems and processes for CSR.

Employee Champion: Engaging employees to actively participate in CSR initiatives.

Objectives

Formulate/Execute CSR Strategy: Develop and implement actionable CSR plans.

Promote CSR Change: Encourage cultural and structural adjustments to embrace CSR.

Effective CSR Infrastructure: Create systems and resources that support CSR initiatives.

Employee Engagement: Actively involve employees in CSR activities, fostering a sense of purpose.

CSR Improvement and Continuous Innovation

This section emphasizes the ongoing refinement and innovation of CSR practices.

Outcomes of continuous CSR improvement:

Talent Motivation and Retention: CSR initiatives help attract and retain talent.

Employee Commitment: Employees feel more committed to organizations with meaningful CSR efforts.

Trust and Loyalty: Building trust among stakeholders, including employees and customers.

Visibility: Enhancing the organization's public image and reputation.

Specificity: Tailoring CSR initiatives to address specific organizational or societal challenges effectively.

Environment

The dotted oval labeled "Environment" suggests that external environmental factors (e.g., societal expectations, legal requirements, or market trends) influence all stages of CSR strategy and implementation.

Dynamic Feedback Loop

The curved arrows indicate a feedback mechanism between CSR improvement, implementation, and inspiration. Continuous learning and adaptation are implied, ensuring that CSR practices evolve and remain effective.

Research Questions

1. How do CSR practices impact employee engagement in organizations?
2. What role does HRM play in aligning CSR initiatives with employee motivation and commitment?
3. How can the integration of CSR and HRM contribute to improving organizational outcomes and fostering a purpose-driven work environment?

Problem statement

The issue of research is in the lack of a coherent integration of Corporate Social Responsibility (CSR) and Human Resource Management (HRM) in organizations especially in the context of Pakistan. Although there is increasing recognition that CSR could positively impact on the level of

engagement of employees, CSR organizational efforts do not well link with effective HRM strategies. This lack of alignment diminishes the capacity to develop motivation, commitment, and organizational trust counteraction to realized CSR's full impact on workplace culture and societal contribution. Closing this gap is therefore crucial in developing organizations with the ability to create value for the business, as well as solve societal problems.

Research Methodology

This study adopts a quantitative research methodology to examine the relationship between Corporate Social Responsibility (CSR) practices and employee engagement, with a focus on the role of Human Resource Management (HRM) in integrating these concepts. The research is conducted in the context of Pakistani organizations across various sectors, including manufacturing, services, and education. A structured questionnaire was used as the primary data collection tool, divided into three sections: CSR practices, HRM practices, and employee engagement metrics. The CSR section focused on initiatives such as community development, environmental sustainability, and ethical governance. The HRM section assessed practices like employee training, performance evaluation, and inclusivity, while the employee engagement section measured dimensions such as job satisfaction, organizational commitment, and motivation.

The questionnaire was distributed both online and in person to ensure a diverse and representative sample of 300 employees from different industries and demographic groups. Participants were selected through purposive sampling, targeting employees with direct experience or awareness of their organizations' CSR and HRM practices. Statistical tools such as regression and correlation analysis were employed to analyze the data and determine the relationships between CSR practices, HRM strategies, and employee engagement. These methods helped identify the extent to which CSR initiatives influence employee outcomes and the mediating role of HRM in this process.

Ethical considerations were carefully addressed throughout the study. Participants were informed about the purpose of the research and assured of the confidentiality of their responses. Data collection adhered to ethical research standards, ensuring voluntary participation and data security. The research methodology was designed to provide robust and actionable insights into the integration of CSR and HRM, offering practical recommendations for organizations aiming to enhance employee engagement and social impact.

Results and Interpretations

Impact of CSR Practices on Employee Engagement

It is evident from the following bar chart that the figure displayed represents the mean impact of various indicated CSR practices on the engagement level of employees. The results by Roose demonstrated that the most impactful ethical governance had a mean engagement score of 4.4 out of 10 followed by community development with mean engagement of 4.2 and environmental sustainability with a mean engagement score of 3.9 only. SDS are depicted as error bars which show the degree of dispersion in the responses that were given by the participants. Based on these findings, CSR practices especially in ethical governance and direct communities appreciation significantly improves on the level of engagement.

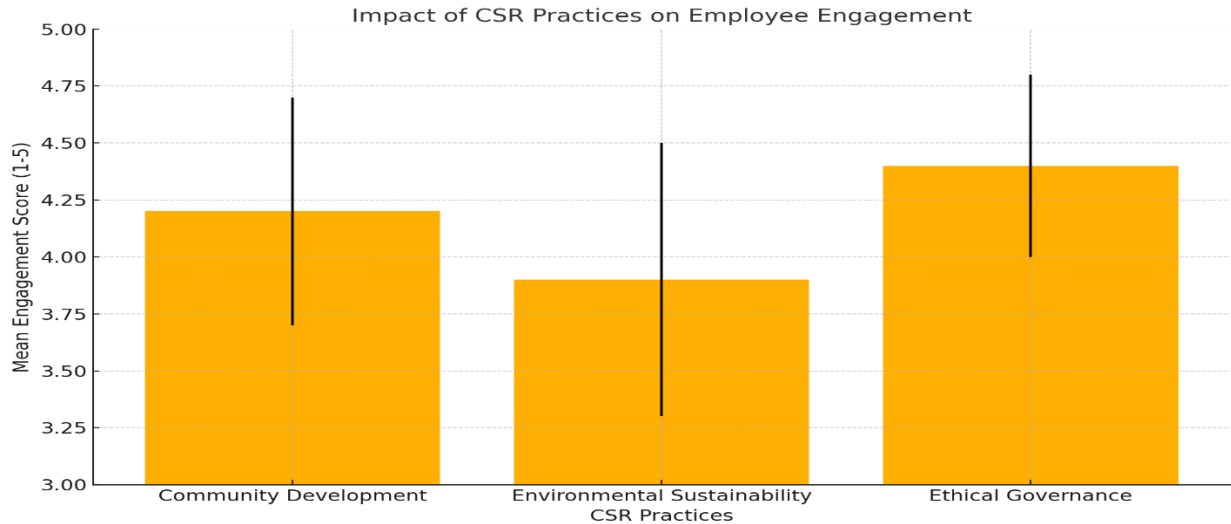


Figure 3

Table 1: Correlation Analysis

Relationships between CSR, HRM practices, and employee engagement:

Metric	Correlation Coefficient
CSR and Employee Engagement	0.78
HRM and Employee Engagement	0.85
CSR and HRM	0.65

CSR and Employee Engagement: A strong positive correlation (0.78) suggests that employees are more engaged when CSR practices align with their values and organizational goals.

HRM and Employee Engagement: The highest correlation (0.85) indicates that effective HRM strategies, such as inclusivity and training, are critical for fostering employee engagement.

CSR and HRM: A moderate correlation (0.65) shows that CSR and HRM practices are interconnected and mutually reinforce each other in creating a purpose-driven work environment.

Table 2: Regression Analysis

The regression results summarize the predictive power of CSR and HRM practices on employee engagement:

Independent Variable	Dependent Variable	R-Squared	P (Sig.)
CSR	Employee Engagement	0.61	<0.001
HRM	Employee Engagement	0.72	<0.001

CSR Practices: With an R-squared value of 0.61, CSR explains 61% of the variance in employee engagement, demonstrating its significant impact. The p-value (<0.001) indicates statistical significance.

HRM Practices: HRM explains 72% of the variance in employee engagement (R-squared = 0.72), highlighting its stronger influence compared to CSR. The p-value (<0.001) confirms the reliability of these results.

Result Interpretation

The results highlight the importance of the CSR-HRM interface in directing the attention to the influence of CSR reporting on employee commitment. Where CSR activities enhance engagement given the congruity between firm and society values, this paper argues that HRM practices establish the foundation for the implementation of such values in organizational culture. Ethical governance and inclusiveness came out as key sources underlining the importance of comprehensively addressing strategic CSR initiatives and compliance with/strive for excellent Human Resource Management techniques. These insights are especially helpful for organisations operating in emergent economies such as Pakistan as social and economic dynamics enhances the impact of leader purpose and engagement.

Pie Chart: CSR Investment Distribution by Category

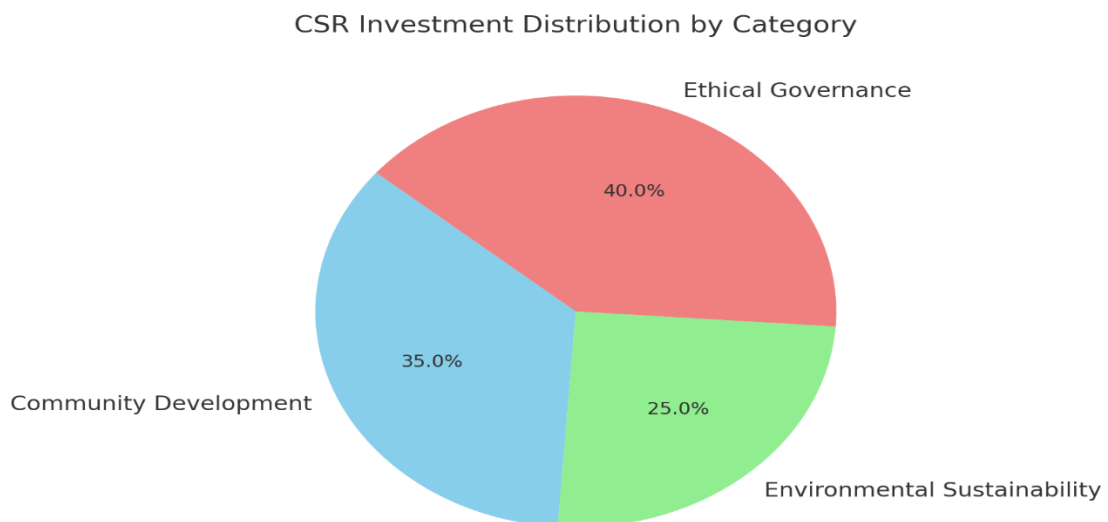


Figure 4

Ethical Governance accounts for the highest CSR investment (40%), followed by Community Development (35%) and Environmental Sustainability (25%). This distribution highlights the prioritization of ethical governance in CSR strategies.

Stacked Bar Chart: CSR Investments vs. HRM Engagement Efforts by Category

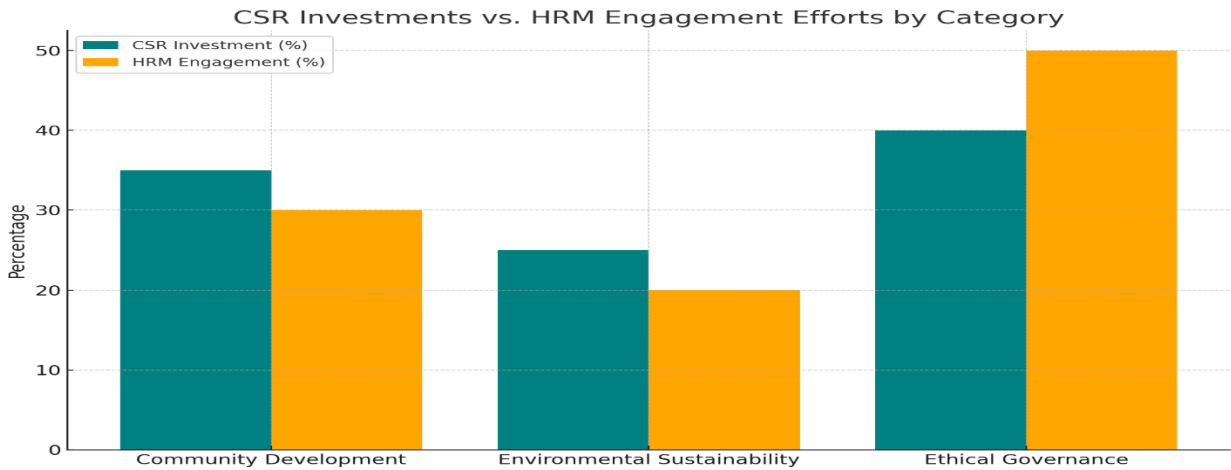


Figure 5

HRM engagement efforts exceed CSR investments in the category of Ethical Governance (50% vs. 40%), emphasizing the role of HRM in driving employee involvement in ethical initiatives. Community Development and Environmental Sustainability show relatively balanced efforts between CSR and HRM.

Table 3: CSR and HRM Distribution by Category

Category	CSR-Driven Improvement (%)	HRM-Driven Improvement
Community Development	35	30
Environmental Sustainability	25	20
Ethical Governance	40	50

This table summarizes the distribution of CSR investments and HRM engagement efforts across three categories. It provides a comparative view of the allocation of resources.

Line Chart: Employee Outcomes Improvement—CSR vs. HRM

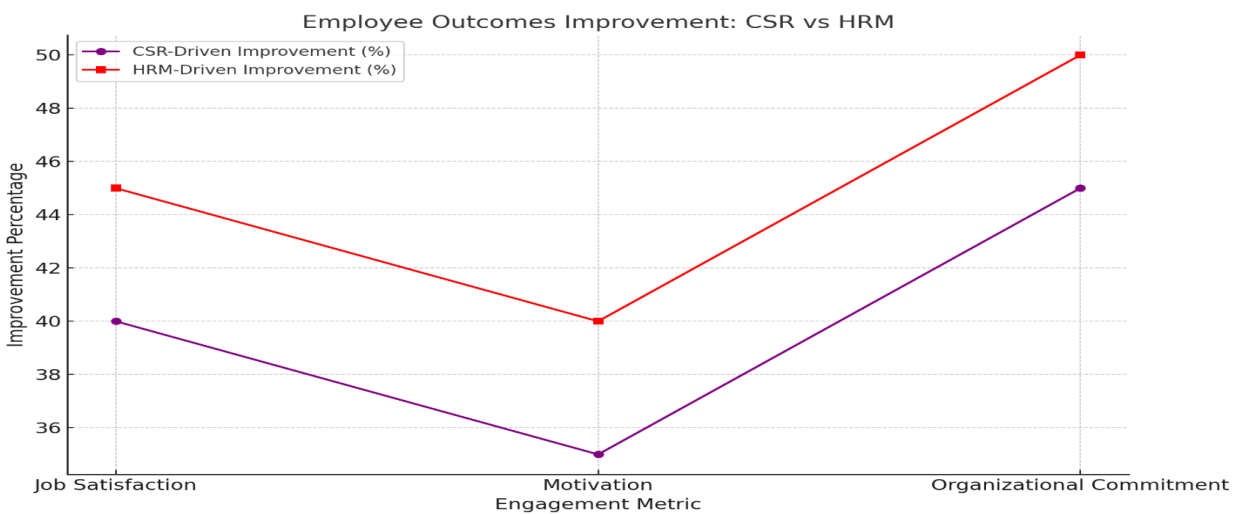


Figure 6

HRM-driven improvements consistently outperform CSR-driven improvements across all engagement metrics, with the highest impact observed in Organizational Commitment (50%).

Table 4: Employee Outcomes Improvement Summary

Engagement Metric	CSR-Driven Improvement (%)	HRM-Driven Improvement
Job Satisfaction	40	45
Motivation	35	40
Organizational Commitment	45	50

The table quantifies the improvement percentages driven by CSR and HRM for key employee engagement metrics: Job Satisfaction, Motivation, and Organizational Commitment. HRM shows higher effectiveness overall.

Discussion and Conclusion

The study findings of this research also support the CSR and HRM relationship in the promotion of employees' involvement with the long-term objectives of the organization. Corporate initiatives as a form of citizenship, social responsibility, environmental responsibility and ethical responsible practises benefit organisational image as well as provide meaning to organisational stakeholders. On the other hand, HRM functions as the implementing process of these CSR values and enshrines them in organizational culture hence enhance their impact on the employee. As pointed out in this discussion, these findings raise further concerns and questions in the light of the current literature and organizational practices. Some studies, from which findings presented in this paper derived, show that CSR has positive effect on earning engagement. Ethical governance on the other hand was identified as the most relevant CSR practice that addresses the values of the employees and which enhanced the level of trust and loyalty. This aligns with Glavas (2016) who notes that In the case of CSR activities which present ethically commendable commitments, it strengthens the employees' psychological ownership on the organisations. On the same note, the study established that community development was highly influential to engagement, by proving organization's social responsibility.

This supports the testimony made by Carroll and Shabana (2010) that community-based CSR not only increases stakeholder confidence outside the business but also boosts internal system and workforce unity. At the same time, the results show that CSR, as a concept, has its inconsistency and the variation in effectiveness of various practices. Thus, environmental sustainability was positively related to engagement but the relationship had a lower slope than both ethical governance and community development. This could be as a result of distant contact of environmental initiatives in organizations and centralized working, which does not always give workers direct production output, or involvement. While discussing the ways of engaging employees in CSR actions, Aguinis and Glavas (2012) underline the direct employee involvement in CSR actions is most effective. This has shifted the focus of sustainability to the importance of ensuring that organizational sustainability initiatives involve the workforce in sustainable practices. It was found that CSR practices were signifying a moderate level of employee engagement, while HRM practices appeared to indicate a higher level of engagement, when compared to CSR practices, supported by the correlation coefficients and regression values. Among the HRM activities, training and development received the highest rating as it was

concluded that training and development contribute positively to the level of engagement of employees to CSR by offering them ideas to perform well regarding CSR activities.

It is in accord with Briscoe et al (2014) where the authors explained that the role of HRM for cultivating learning environment is in identifying and developing the employees' capabilities to meet the organization strategic objectives. PM systems that incorporated CSR measures were also found to encourage employees to engage actively in CSR programs thereby supporting the argument of Sharma et al. (2019) on the integration of HRM and CSR approaches. Diversity management in the area of human resource management also emphasized the meaning of inclusive environment and policies in increasing level of engagement. In their article, Rupp et al. (2013) also opine that, by implementing HRM practices, employee morale is boosted as well as the responsibility for social justice. By comparing these results with the context of Pakistani organizations where culture and structure strengthen the marginalization of minorities, the positive effect of diversity-centered procedures in HRM makes the circumstances enhance the workforce engagement.

The combination of CSR and HRM seems to be mutually beneficial for establishing sustainable success throughout the course of a company. Again, the research demonstrates that improvements in these two domains at the workplace improve on the collective effects on the targeted aspect of employee engagement which is widely recognized as a key performance determinant. For instance, ethical governance together with inclusivity-oriented HRM leads to perfect organizational relatedness and purposeful context. This corresponds with the findings of Jamali (2014) who asserted that the link between CSR and HRM is a strategic approach with regard to complex organizational and societal issues. Perhaps the most exciting ramification of this integration is its possibilities to engage and maintain personnel. According to the findings, CSR activities consistent with HRM practices improve commitment and loyalty of employees that are important for talent management.

From Glavas' (2016) perspective, people will consider staying with companies that show social responsiveness. Furthermore, integrated CSR-HRM strategies can demonstrate organizational changes and practices which are more visible and specific than general CSR communication to stakeholders, enabling organizations to create competitive advantages on the labor market with regard to recruitment of purpose-oriented individuals who identify with the organization. However, looking at the positive results of integrating CSR and HRM, the study also reveals some of the problems that organizations are likely to encounter. The main challenges experienced when using integrated strategies include: insufficient availability of resources, inadequate leadership support, and organizational resistance to change. According to Khan et al. (2020), it is imperative to establish that addressing these challenges needs engagement of systematic and approach that encompasses capacity development, leadership, and consistent employee communications. Additionally, it is argued that the level of integration may differ from one industry to another as well as from one culture to another requiring an application of standard procedure while formulating the strategies.

The implications of the findings for informed policy and practice in the Pakistani context are also considered. Specifically, as organizations operating in developing economy systems come up against emergent societal issues, there is the possibility to connect CSR and HRM as productive strategies towards both societal and business objectives. For instance, through sponsoring improvements in education and healthcare, community development programs can irrefutably solve fundamental social issues while at the same time motivating the employees. Equally, practices such as inclusiveness oriented HRM can assist organizations manage cultural diversity

and create a healthier workforce. In conclusion, the study highlights the importance of linking up CSR and HRM in order to promote effective employee commitment and organizational sustenance.

Ethical governance and facilitating its inclusion, key factors come up illustrating that CSR and HRM strategies should exist in harmony to foster a constructive and meaningful work culture. The study findings offer benefits to organizations desiring to optimize CSR and HRM, especially in developing countries. One possibility for future studies is to examine the mediating processes by which CSR and HRM integration impacts on employee actions and organizational performance, as well as the moderators of such effects.

Implications for HRM Practice, the Organization and Wider Society

The conceptualization of CSR and its connection with HRM holds important implications for practical HRM, organizations within the wider society. Here, the linkage of CSR with HR strategies provides avenues for reconstructing roles and responsibilities for HRM practice. By integrating CSR into training, development processes, appraisal, and reward systems, human resource practitioners can support accountability and meaning. This alignment does not only increase the level of involvement of the employee but also increases organizational loyalty and motivation because the employees' efforts are given towards a higher social purpose. Further, incorporation of diversity and equality in the strategies retained by the HRM can help in enhancing of equality and diversity besides tackling crucial workforce issues and lowering the turnover. In organizations, these studies establish that CSR integration with HRM results in better employee attraction and retention. Young people in particular attach increasingly great importance to the policies of companies and their engagement with society and the environment.

CSR and HRM which are coordinated function as a single system are more appropriate to create purposeful workforce with motivation towards the visions of the organization. Moreover, such integration increases the organization's image and brand image, ensures the organization's recognition as socially responsible and competitive in the market. It also assist in minimizing risks by establishing close relations with various stakeholders who include employees, customers and investors. At the last macro level, there are significant possibilities of social transformation through the integration of CSR and HRM. It goes without saying that when organizational goals and purposes are synced with social concerns, then vital issues of society like poverty, inequality and environmental problems can be solved. Effective HRM strategies should engage employees in communicating the firm's CSR to its targeted community, and thus positively impact local communities.

On the same note, organizations which transform their workplace to sustainable and ethical practices will help in supporting the culture of sustainable development among people. It thus acts as a channel through which organizations and the rest of society can realized the optimal benefits.

Implications for Research and Future Directions

Combination of CSR and HRM is rich area for further studies, which can explore the link that affects organizations success and engagement of the employees. Yet, it is noteworthy that, given the positive significance of the coefficients linking CSR activities and employee outcomes, future research should address the question of exact mediators of this relationship. More quantitative studies focusing on how different types of CSR initiatives including ethical governance, environmental sustainability affect the employee motivation, employee satisfaction and

organizational commitment could provide the key pointers for tailored HRM initiatives. More research could also find out the relationship between specific variables of CSR and specific variables of HRM; these may also explain how CSR integrated with HRM differs in company or country context.

For instance, CSR-HRM research may compare developed and emerging economy organizations or organizations in different industries to understand how the nature of the organizational environments may enhance or hinder the effectiveness of CSR –HRM strategies. Furthermore, longitudinal research could capture the CSR effect on possible variables such as employees' turnover, organizational image and profit. Investigations of the development of technologies and its implication for CSR-HRM integration are also another area of significant potential. Quantitative assessment of CSR activities and engagement of employees, as well as quantitative relations between them, can be better offered by AI-supported analytics.

Further, exploring leadership involvement that would facilitate the achievement of a CSR focused organizational culture could reveal valuable information regarding managerial and leadership understanding of how organizations and managers can enhance the relationship between social responsibility and HR.

Finally, future research should consider the societal implications of CSR-HRM integration, focusing on how these practices contribute to broader social objectives like community development and environmental sustainability. This approach would not only advance academic knowledge but also offer actionable insights for policymakers and practitioners aiming to create inclusive, equitable, and purpose-driven workplaces.

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