

Corporate Social Responsibility In Human Resource Management Sustainability – A Study In NTPC

PVV Satyanarayana¹, Prof. N. Kishore Babu²

¹Lecturer, Department of Commerce
Government College (A)
Rajahmundry
East Godavari Dist.
Andhra Pradesh

²Department of Commerce and
Management Studies
Andhra University
Visakhapatnam, A.P.

Abstract

The sustainability of human resource management (HRM) is the basis for an organization's future growth and success. Whereas Corporate Social Responsibility guidelines the social atmosphere of the organization in such ways that are advantageous both to the organization and the human resources. The aim of this study is to investigate role of CSR on HRM sustainability in NTPC. To study the objectives a quantitative research method used to investigate the CSR responsibilities determine the HRM sustainability at NTPC. In this process a sample size of 500 employees were considered for data collection with the help of a questionnaire with 33 statements based on a 5-point Likert scale. The findings show that sustainability of human resource management is influenced by moral ethical, and legal responsibilities of CSR, which have positive and significant effects on HRM sustainability at NTPC. Findings indicate that it is essential to consider the implementation of adequate CSR practices and related ethical, moral and legal supports for HRM sustainability in CSR that can lead to the competitiveness of the development in NTPC.

Keywords: Corporate Social Responsibility, Human Resource Management, Sustainability.

Introduction

Corporate Social Responsibility (CSR) is a people-driven approach that creates authenticity, and this process encourages the employees to stay loyal to their organisation. If the Human Resource (HR) department considers CSR to be a part of the organisation's recruiting process, it will create a self-sustaining cycle of corporate social responsibility. Moreover, research on CSR and Human Resource Management (HRM) has experienced an unprecedented boom in the last decade, this increase has not only come from researchers and academics, and the business world has also taken a deep interest in this field (Denisi, et al., 2014). Employees are an excellent source of CSR initiatives. It is HR's role and responsibility to create a few easy ways for them to share their ideas and encourage the same behavior across the organisation. Once this becomes an integral part of the organisation culture, the organization will never fall short of ideas for CSR activities. However, CSR is not the sole responsibility of HRM initiatives, everyone who is working in the organization should uphold this aspect. But, HRM has the highest impact on recruitment people, management, or learning and development, and it's these activities that can make sure the CSR permeates your entire business (Nick Barney, 2019).

The most obvious role has to play by HRM is as the expert on ethical employment practices, which is a core strand of CSR (CIPD, 2013). But beyond this, HRM is also the single function best placed to pick up on and develop organisational culture and values to embed CSR. HRM's remit for leadership capability, people management practices and employee behaviours means that it can add value to all aspects of the business, and it must be prepared to speak up on these (CIPD 2010). There is emerging evidence that effectively implemented of CSR can have significant impact in motivating, developing and retaining staff (human resource). Thus, both the CSR and the HRM are described and analyzed from different perspectives, usually linked to the objective of the research in

progress, or the discipline from which the study is carried out. One of the common points of CSR and HRM in the organisation is sustainability. Sustainability has been mainly related to the environmental dimension (Starik and Rands, 1995), although another stream of research adopts the broader definition offered by the World Commission on Economic Development (WECD, 1987), which also considers the economic and social dimensions (Bansal, 2005). The role of human resource management within sustainability CSR remains relatively underdeveloped area of research, although numerous papers have appeared in recent years as overviewed in this manuscript. Gond et al. (2011) indicate how HR managers in organizations tend to delegate CSR and sustainability issues to other members of the organization. The development of research on corporate sustainability is converging towards a common point, where a vision is obtained that balances social and environmental concerns with business operations and relationships with all stakeholders (Montiel, 2008).

The role of CSR in HRM sustainability is evolved and interacted over time, linked by a series of binding elements, such as stakeholders or green-management. This relationship has generated an administrative problem within the organization regarding the definition of competencies and functionality between CSR and HRM with reference to sustainable management, where a balance of power has become necessary (Beer, et al., 2015). NTPC identify up to these aspects of how CSR and HRM interact with each other, with different degrees of balance between them and with respect to sustainability. NTPC has responded to the new social demands of their stakeholders with the implementation of CSR actions, which include environmental and social activities that go beyond the mere economic interests that traditionally characterize organisation. CSR and HRM can give organisation a competitive advantage by aligning its practices towards business and environmental sustainability (Juan and Carlos, 2020).

Literature review

Cohen, et al., (2012) revealed HR sustainability is a set of skills,

motivation, values, and trust created to avoid detrimental environmental effects by adopting justice, development, and welfare. Thus, sustainable HRM practices make it possible to achieve the financial, social, and environmental objectives of an organization's internal and external stakeholders through CSR. Moreover, Jabbour, et al. (2016) stated sustainable practices can limit unintended consequences and adverse feedback and seek outcomes that meet stakeholder expectations, the emerging study of Shen and Zhang 2019) suggested employees may differentiate CSR initiatives based on various stakeholder groups instead of considering it as a unidimensional concept. Thus, CSR has traditionally referred to corporate activities as more socially responsible and a better corporate citizen (Aguinis 2011). These results may be more critical for some organizations which do not follow corporate responsibility than others. Sustainable HRM contributes to developing an influential organizational culture, job security, health promotion, flexibility, participative leadership, sustainable competitive advantage, a value-added economy, self-responsibility, and work-life balance, which are influenced by CSR.

Statement of the problem

The contribution of HR to the development of sustainable business organizations has been analyzed on multiple occasions, including their assistance to human sustainability itself (Ehnert and Harry, 2012). It is clear that the CSR and HRM are partners in the current policy of the organizations, where sustainability stands as a moderating component of this relationship. However, we could ask ourselves if the relationship between these two elements is the result of modern management in organizations, or if human resource management has positioned itself as an effective tool to promote sustainable Corporate Social Responsibility. Technological developments, competition, and globalization have caused drastic changes within and between organizations, modifying, among other things, human resource management strategy (Ehnert, 2009). As Guerici and Pedrini point out, human resources represent a key element in driving change towards the sustainability of organizations, through the implementation

of sustainable practices, as well as meeting the needs of all stakeholders. The purpose of this paper is to provide an overview of research addressing CSR in HRM sustainability, and the interaction between them. Hence, the objectives of this study are:

Objectives

1. to study the Corporate Social Responsibility of NTPC with reference to moral, ethical and legal aspects
2. to study the sustainable HRM practices followed by NTPC with reference to CSR of NTPC

Methodology

The aim of this paper is to understand the Corporate Social Responsibility and Human Resources Management sustainability of NTPC. The proposed study is based on the perspective analysis of the employee perceptions and attitudes about CSR and HRM sustainability in NTPC by using the questionnaire for data collection in the selective unit of NTPC, Ramagundam. A analysis examines the perceptions, attitudes, and opinions of the employees from an objective and quantitative perspective that is useful for organizing information within a field specification (Albort and Ribeiro, 2016). Therefore, a systematic analysis of the data allows for the analysis of the frequency and percentages of the main research topics within a domain and the relationships at the micro level, generating useful information through tables for readers' evaluation. In the process of analysis, a detailed statistical method of regression has been made by two different sets of variables i.e. dependent and independent where HRM sustainability considered dependent and CSR dimensions (moral, ethical and legal aspects) considered as independent variables. The observation and study of the selected unit reveal the evolution of research related CSR and HRM sustainable activities. Likewise, the information extracted from the study, such as the perceptions, attitudes, results and analysis will allow the author to make a complete outline of what this study find out in this field has meant.

Results and discussion

The main aim of this study is to find out the role of corporate social responsibility of NTPC on its human resource management sustainability. In this process of investigation the data was collected from the employees of selected unit of NTPC in Ramagundam with the help of questionnaire from the 500 employees on random sampling method. The data was process by SPSS and required results were outlined through a limited statistical method and presented in the following tables and the results are analysed and discussed in the following.

Moral Responsibility

Morally speaking, CSR is an act of reciprocity according to which the firm has duty/obligation towards its stakeholders. Through the CSR framework, the regulators have ensured the contribution of certain profitable organisations towards the progress of the society. In this context the perceptions of the respondents on the moral responsibility of CSR at NTPC is presented in the following table.

The above Table-1 infers the perceptions of the respondent on the moral responsibilities of CSR. It is found that 1st rank is given to “Takes up capacity building activities for the local communities for enriching capabilities” with a scale value of 2092, from which 60.4 percent agreed and 30.0 percent strongly agreed, 2nd rank is given to “Mitigates local community suffering in times of disaster” with a scale value of 2067, from which 62.4 percent agreed and 27.6 percent strongly agreed, 3rd rank is given to “Engage their stakeholders and the community representatives in CSR decisions” with a scale value of 2032, in that 64.6 percent agreed and 22.8 percent strongly agreed, 4th rank is given for “Extends charity and philanthropy for social cause” with a scale value of 2030, from that 70.2 percent agreed and 19.6 percent strongly agreed, 5th rank is given to “Provides useful CSR communication to its stakeholders and the public” with a scale value of 2023, from which 58.2 percent agreed and 25.2 percent are strongly agreed, 6th rank is given to “Strikes partnership with local community in developmental initiatives” with a scale value of 1998, from those 67.4 percent agreed and 18.4 percent strongly agreed, 7th rank is given to “Takes utmost care in

protecting the local environment” with a scale value of 62.4 percent and 18.0 percent strongly agreed, 8th rank is given to “CSR Provides civil resources like schools, roads, hospitals, piped water etc., with local community” with a scale value of 1813, in that 46.8 percent agreed and 13.2 percent strongly disagreed.

Table – 1: Perceptions of the respondents on Moral Responsibility of CSR

Sl. NO	Statement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
	Scale value	1	2	3	4	5	
1	Provides civil resources like schools, roads, hospitals, piped water etc., with local community	5 (1.0)	43 (8.6)	152 (30.4)	234 (46.8)	66 (13.2)	500 (100.0)
	Frequency x scale value	5	86	456	936	330	1813-VIII
2	Takes utmost care in protecting the local environment	11 (2.2)	-	87 (17.4)	312 (62.4)	90 (18.0)	500 (100.0)
	Frequency x scale value	11	0	261	1248	450	1970-VII
3	Extends charity and philanthropy for social cause	2 (0.4)	13 (2.6)	36 (7.2)	351 (70.2)	98 (19.6)	500 (100.0)
	Frequency x scale value	2	26	108	1404	490	2030-IV
4	Takes up capacity building activities for the local communities for enriching capabilities	1 (0.2)	8 (1.6)	39 (7.8)	302 (60.4)	150 (30.0)	500 (100.0)
	Frequency x scale value	1	16	117	1208	750	2092-I
5	Mitigates local community suffering in times of disaster	3 (0.6)	15 (3.0)	32 (6.4)	312 (62.4)	138 (27.6)	500 (100.0)
	Frequency x scale value	3	30	96	1248	690	2067-II
6	Strikes partnership with local community in developmental initiatives	1 (0.2)	21 (4.2)	49 (9.8)	337 (67.4)	92 (18.4)	500 (100.0)
	Frequency x scale value	1	42	147	1348	460	1998-VI
7	Provides useful CSR communication to its stakeholders and the public	2 (0.4)	16 (3.2)	65 (13.0)	291 (58.2)	126 (25.2)	500 (100.0)
	Frequency x scale value	2	32	195	1164	630	2023-V

8	Engage their stakeholders and the community representatives in CSR decisions	2 (0.4)	15 (3.0)	46 (9.2)	323 (64.6)	114 (22.8)	500 (100.0)
	Frequency x scale value	2	30	138	1292	570	2032-III
	Total possible score						16025
	Maximum score for Moral Responsibility	5 (Maximum score points) X 500 (number of respondents) X 8 (number of statements)					20000
	Percentage of Moral Responsibility	Total score for moral responsibility/Maximum Possible Score X 100					80.1

As per the above analysis the perceptions of respondents on CSR moral responsibilities at NTPC revealed that it takes up capacity building activities for the local communities for enriching capabilities. It also mitigates local community suffering in times of disaster and engage their stakeholders and the community representatives in CSR decisions. Moreover, NTPC extends charity and philanthropy for social cause it provides useful CSR communication to its stakeholders and the public. On the other hand NTPC strikes partnership with local community in developmental initiatives and takes utmost care in protecting the local environment. Therefore, NTPC shares and provides civil resources like schools, roads, hospitals, piped water etc., with local community as their CSR activity.

Ethical Responsibility

Ethical responsibility refers to a company's commitment to operate their business in an ethical manner that upholds human rights principles, such as fair treatment of all stakeholders, fair trade practices and equal pay. Hence, the perceptions of the respondents on the ethical responsibility of CSR at NTPC are presented in the following table.

Table – 2: Perception of the respondents on Ethical Responsibility of CSR

Sl.NO	Statement	Strongly Disagree	Disagree	Neither Agree nor	Agree	Strongly Agree	Total
-------	-----------	-------------------	----------	-------------------	-------	----------------	-------

				Disagree			
	Scale value	1	2	3	4	5	
1	Effective grievance redress system for its investors	2 (0.4)	11 (2.2)	31 (6.2)	320 (64.0)	136 (27.2)	500 (100.0)
	Frequency x scale value	2	22	93	1270	680	2067-V
2	Built sustainability features in all generation process	2 (0.4)	11 (2.2)	45 (9.0)	347 (69.4)	95 (19.0)	500 (100.0)
	Frequency x scale value	2	22	135	1388	475	2022-IX
3	Ensures equity at work place without discriminating gender or race	-	8 (1.6)	44 (8.8)	342 (68.4)	106 (21.2)	500 (100.0)
	Frequency x scale value	0	16	132	1368	530	2046-VII
4	Effective grievance redress system for its employees	1 (0.2)	8 (1.6)	56 (11.2)	310 (62.0)	125 (25.0)	500 (100.0)
	Frequency x scale value	1	16	168	1240	625	2050-VI
5	Provides fair return on loss to its surrounding people	-	4 (0.8)	32 (6.4)	353 (70.6)	111 (22.2)	500 (100.0)
	Frequency x scale value	0	8	96	1412	555	2071-IV
6	Take care of all the employees after work	1 (0.2)	12 (2.4)	33 (6.6)	362 (72.4)	92 (18.4)	500 (100.0)
	Frequency x scale value	1	24	99	1448	460	2032-VIII
7	Provides safe work environment to its workers	1 (0.2)	10 (2.0)	52 (10.4)	347 (69.4)	90 (18.0)	500 (100.0)
	Frequency x scale value	1	20	156	1388	450	2015-X
8	Provides safety for investors' investments	1 (0.2)	3 (0.6)	38 (7.6)	297 (59.4)	161 (32.2)	500 (100.0)
	Frequency x scale value	1	6	114	1188	805	2114-II
9	Effective grievance redress system for its workers	3 (0.6)	4 (0.8)	36 (7.2)	327 (65.4)	130 (26.0)	500 (100.0)
	Frequency x scale value	3	8	108	1308	650	2077-III
10	Produces ethical products not affecting man, animal and planet	1 (0.2)	2 (0.4)	18 (3.6)	301 (60.2)	178 (35.6)	500 (100.0)
	Frequency x scale value	1	4	54	1204	890	2153-I
	Total possible score						33032
	Maximum score for Ethical Responsibility	5 (Maximum score points) X 500 (number of respondents) X 17(number of statements)					42500

	Percentage of Ethical Responsibility	Total score for Ethical Responsibility /Maximum Possible Score X 100	77.7
--	--------------------------------------	---	------

The above Table-2 gives the information related to the perception of the respondents on ethical responsibilities. It is noticed that 1st rank is given to “Produces ethical products not affecting man, animal and planet” with a scale value of 2153, in that 60.2 percent agreed and 35.6 percent strongly agreed, 2nd rank is given to “Provides safety for investors’ investments” with a scale value of 2114, from that 59.4percent agreed and 32.2 percent strongly agreed, 3rd rank is given to “Effective grievance redress system for its workers” with a scale value of 2077, from that 65.4 percent agreed and 26.0 percent strongly agreed and “Provides fair return on loss to its surrounding people” is given 4th rank with a scale value 2071, where 70.6 percent agreed and 22.2 percent strongly agreed. The 5th rank is given to “Effective grievance redress system for its investors” with a scale value of 2067, for which 64.0 percent agreed and 27.2 percent agreed and 6th rank is goes to “Effective grievance redress system for its employees” scored the value of 2050, in which 62.0 percent agreed and 25.0 percent strongly agreed. The 7th rank is given to “Ensures equity at work place without discriminating gender or race” with a scale value of 2046, in that 68.4 percent agreed and 21.2 percent strong agreed and 8th rank is given to “Take care of all the employees after work” with a scale value of 2032, in that 72.4 percent agreed and 18.4 percent are strongly agreed and 9th rank is given to “Built sustainability features in all generation process” with score value 2022, from that 69.4 percent agreed and 19.0 percent agreed. And finally the 10th rank is obtained by the statement “Provides safety work environment to its workers” with a scale value of 2015, for that 69.4 percent agreed and 18.2 percent strongly agreed.

As per the above analysis, the perceptions of the respondents on Ethical Responsibility of CSR indicate that CSR produces ethical products which are not affecting man, animal and planet. For for this it provides safety for investors’ investments. The CSR implement effective grievance redress

system for its workers and provides fair return on loss to surrounding people of the company. It also implements effective grievance redress system for its and employees. The organization ensures equity at work place without discriminating gender or race to take care of all the employees after work. The CSR of the organization built sustainability features in all generation process and provides safety work environment to its workers.

Legal Responsibility

Corporate Social Responsibility has evolved from being a voluntary practice to a legally mandated obligation for businesses across the globe. It embodies a company's commitment to contribute positively to society by addressing social, environmental, and ethical concerns. Legal responsibilities of CSR are not only liable to the individuals in the society but also to the businesses in the society. As business of NTPC is an entity itself, it must also follow some laws and rules in its functioning and administration. In this context the present study has collected the perceptions of the employees in the study unit about the legal responsibility of CSR at NTPC and presented in the following tables with frequencies, percentages, score values and ranks of each statements. Hence, the results of the data are presented in the following table.

Table – 3: Perception of the respondents on Legal Responsibility of CSR

SI.NO	Statement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
	Scale factor	1	2	3	4	5	
1	Strictly adheres to labour laws	16 (3.2)	153 (30.6)	73 (14.6)	178 (35.6)	80 (16.0)	500 (100.0)
	Frequency x scale value	16	306	219	712	400	1653-IV
2	Complies with all CSR regulations	3 (0.6)	81 (16.2)	40 (8.0)	278 (55.6)	98 (19.6)	500 (100.0)
	Frequency x scale value	3	162	120	1112	490	1887-II
3	Follows statutory pollution control		117	42	251	90	500

	norms	-	(23.4)	(8.4)	(50.2)	(18.0)	(100.0)
	Frequency x scale value	0	234	126	1004	450	1814-III
4	Supports governments' economic and social policies and participate in nation building	1 (0.2)	44 (8.8)	29 (5.8)	271 (54.2)	155 (31.0)	500 (100.0)
	Frequency x scale value	1	88	87	1084	775	2035-I
5	Strictly adheres to legal requirements in products and process	57 (11.4)	192 (38.4)	19 (3.8)	160 (32.0)	72 (14.4)	500 (100.0)
	Frequency x scale value	57	384	57	640	360	1498-V
	Total possible score						8887
	Maximum score of Legal Responsibility	5 (Maximum score points) X 500 (number of respondents) X 5 (number of statements)					12500
	Percentage of Legal Responsibility	Total score for Legal Responsibility / Maximum Possible Score X 100					71.1

The perception of the respondents on Legal responsibilities is the data represented in the above Table-3. It is noticed that 1st rank is given to "Supports governments' economic and social policies and participate in nation building" with a scale value of 2035, in which 54.2 percent agreed and 0.2 percent strongly disagreed, 2nd rank is given to "Complies with all CSR regulations" with a scale value of 1887, from which 55.6 percent agreed and 0.6 percent strongly disagreed, 3rd rank is given to "Follows statutory pollution control norms" with a scale value of 1814, from which 50.2 percent agreed and 8.4 percent neither agree nor disagreed, 4th rank is given to "Strictly adheres to labour laws" with a scale value of 1653, from those 35.6 percent agreed and 3.2 percent strongly disagreed, 5th rank is given to "Strictly adheres to legal requirements in products and process" with a scale value of 1498 from which 38.4 percent disagreed, 32 percent agreed and 3.8 percent neither agreed nor disagreed.

According to the above analysis it is found that CSR supports economic and social policies and participate in nation building. So the organization complies with all CSR regulations. In the CSR legal responsibility the organization follows statutory pollution control norms and also strictly adheres to labour laws

and legal requirements in products and process.

Sustainable Human Resource Management

Table – 4: Attitude of the respondents towards sustainable Human Resource Management in NTPC

Sl.No	Statements	Very low	Low	Average	High	Very high	Total
	Scale factor	1	2	3	4	5	
1	Management of organisation conduct the conceptual understanding programs of CSR	40 (8.0)	51 (10.2)	67 (13.4)	133 (26.6)	209 (41.8)	500 (100.0)
	Frequency x scale value	40	102	201	532	1045	1920-I
2	Satisfied with the CSR initiatives for the employee welfare measures in the organisation	43 (8.6)	45 (9.0)	64 (12.8)	155 (31.0)	193 (38.6)	500 (100.0)
	Frequency x scale value	43	90	192	620	965	1910-II
3	CSR activities contribute to the development of employees	50 (10.0)	63 (12.6)	90 (18.0)	130 (26.0)	167 (33.4)	500 (100.0)
	Frequency x scale value	50	126	270	520	835	1801-X
4	Human Resource Management fosters a culture of CSR with reference to performance of employees	51 (10.23)	69 (13.8)	77 (15.4)	122 (24.4)	181 (36.2)	500 (100.0)
	Frequency x scale value	51	138	231	488	905	1813-IX
5	Human Resource Management of organisation plays a key role to achieve CSR objectives	50 (10.0)	57 (11.4)	83 (16.6)	127 (25.4)	183 (36.6)	500 (100.0)
	Frequency x scale value	50	114	249	508	915	1836-VII
6	HR professionals of the organization embed the CSR ethics to gear up the managerial cadres	31 (6.2)	71 (14.2)	85 (17.0)	112 (22.4)	201 (40.2)	500 (100.0)
	Frequency x scale value	31	142	255	448	1005	1881-III
7	Integrated CSR work place is possible with robust employee engagement	44 (8.8)	67 (13.4)	88 (17.6)	133 (26.6)	168 (33.6)	500 (100.0)
	Frequency x scale value	44	134	264	532	840	1814-VIII
8	CSR key is genuine involvement of employees in management activities	43 (8.6)	60 (12.0)	75 (15.0)	142 (28.4)	180 (36.0)	500 (100.0)
	Frequency x scale value	43	120	225	568	900	1856-IV
9	Management of the corporation is able to incorporate the CSR perspective into the employee value proposition	50 (10.0)	53 (10.6)	78 (15.6)	146 (29.2)	173 (34.6)	500 (100.0)
	Frequency x scale value	50	106	234	584	865	1839-VI
10	Corporations' commitments and CSR policies of organisation indicate employee satisfaction	37 (7.4)	62 (12.4)	89 (17.8)	141 (28.2)	171 (34.2)	500 (100.0)

	Frequency x scale value	37	124	267	564	855	1847-V
	Total possible score						18517
	Maximum score of Sustainability human resource management	5 (Maximum score points) X 500 (number of respondents) X 10 (number of statements)					25000
	Percentage of Sustainability human resource development in NTPC	Total score for Sustainable human resource management /Maximum Possible Score X 100					74.1

The Table-4 reveals the attitude of the respondents towards sustainable Human Resource Development in NTPC. It is noticed that 1st rank is given to “Management of the organisation conduct the conceptual understanding programs of CSR” with a scale value of 1920, in which 41.8 percent said very high and 8.0 percent said very low, 2nd rank is given to “Satisfied with the CSR initiatives for the employee welfare measures in the organisation” with a scale value of 1910, from which 38.6 percent said very high and 8.6 percent said very low, 3rd rank is given to “HR professionals of the organisation embed the CSR ethics to gear up the managerial cadres” with a scale value of 1881, from which 40.2 percent opined very high and 6.2 percent opined very low, 4th rank is given to “CSR key is genuine involvement of employees in management activities” with a scale value of 1856, from those 36.0 percent said very high and 8.6 percent said very low, 5th rank is given to “Corporations’ commitments and CSR policies of the organisation indicate employee satisfaction” with a scale value of 1847 from which 34.2 percent opined very high and 7.4 percent opined very low.

The data shows that the 6th rank is given to “Management of the corporation is able to incorporate the CSR perspective into the employee value proposition” with a scale value of 1839, in which 34.6 percent felt very high and 10.0 percent felt very low, 7th rank is given to “Human Resource Management of the organisation plays a key role to achieve CSR objectives” with a scale value of 1836, from which 36.6 percent said very high and 25.4 percent said very low, 8th rank is given to “Highly integrated CSR work place is said to be possible with robust employee engagement” with a scale value of 1814, from

which 33.6 percent opined very high and 8.8 percent opined very low, 9th rank is given to “Human Resource Management fosters a culture of CSR with reference to performance of employees” with a scale value of 1813, from those 36.2 percent said very high and 24.4 percent said very low and 10th rank is given to “CSR activities contribute to the development of employees” with a scale value of 1801 from which 33.4 percent opined very high and 10.0 percent opined very low.

According to the above analysis, the attitude of the respondents towards sustainability of HRM in NTPC revealed that management of the organisation conduct the conceptual understanding programs of CSR. So a dominated group of employees satisfied with the CSR initiatives for the employee welfare measures in the organization. It is observed that HR professionals of the organisation embed the CSR ethics to gear up the managerial cadres. Moreover, a predominant group agreed that CSR key is genuine involvement of employees in managerial activities, corporations’ commitments and CSR policies of the organisation indicate employee satisfaction. Thus, management of the corporation is able to incorporate the CSR perspective into the employee value proposition. This makes human resource of the organisation plays a key role to achieve CSR objectives. On the other hand the highly integrated CSR work place is said to be possible with robust employee engagement. Therefore, the management fosters a culture of CSR with reference to performance of employees. Hence, it is found that CSR activities contribute to the development of employees.

Table-5: Role of Corporate Social Responsibility on Human Resource Management Sustainability

Regression Summary for Dependent Variable: HRM sustainability R= 0.518 R ² = 0.268 Adjusted R ² = 0.263 F(3,446)=54.406 p<0.000 Std. Error of estimate: 3.478						
Independent Variables	BETA	St. Err. of BETA	B	St. Err. of B	t(446)	p-level
Intercept			4.065	1.611	2.523	0.012

Moral responsibility of CSR	0.232	0.046	0.165	0.033	5.071**	0.000
Ethical responsibility of CSR	0.326	0.046	0.245	0.035	7.092**	0.000
Legal responsibility of CSR	0.132	0.041	0.133	0.041	3.226**	0.001

The Table-5 represents the role of Corporate Social Responsibility on Human Resource Management Sustainability. Here HRM sustainability considered as dependent variable and the determinants like moral responsibility of CSR, ethical responsibility of CSR and legal responsibility of CSR considered as independent variables, and both depending and independent variables measured by quantitative values. Hence the regression analysis has applied to estimate the impact of independent variables on dependent variable.

Moral responsibility of CSR: This variable is expecting a positive relationship with Human Resource Management Sustainability, where the coefficient of t-value 5.071 indicates significant at 1% level because the p-value 0.000 is less than 0.01. This infers that Human Resource Management Sustainability significantly influenced by moral responsibility of CSR.

Ethical responsibility of CSR: Ethical responsibility of CSR is expecting significant relationship with the Human Resource Management Sustainability, where the coefficient of t-value 7.092 indicates significant at 1% level because the p-value 0.000 is less than 0.01. This infers that Human Resource Management Sustainability significantly influenced by ethical responsibility of CSR.

Legal responsibility of CSR: This variable is expecting a significant relationship with Human Resource Management Sustainability, where the coefficient of t-value 3.226 indicates significant at 1% level because the p-value 0.001 is less than 0.01. This infers that Human Resource Management

Sustainability significantly influenced by legal responsibility of CSR.

This regression model is best fit for analyse the role of Corporate Social Responsibility on Human Resource Management Sustainability because the adjusted R^2 is 0.263, R^2 is 0.268 and R is 0.518. Since, the f-value 54.406 indicates significant at 1% level because the p-value is 0.000. Hence, the above analysis revealed that sustainability of HRM in NTPC is influenced by its CSR activities, where moral responsibility, ethical responsibility and legal responsibility of the CSR of NTPC mostly influenced on its HRM sustainability. The coefficients of the results indicate that 1% of change in moral, ethical and legal responsibility influence 26.3 percent change in HRM sustainability.

Conclusion

The sustainability of human resource management (HRM) is the basis for an organization's future growth and success. Whereas Corporate Social Responsibility guidelines the social atmosphere of the organization in such ways that are advantageous both to the organization and the human resources. The aim of this study is to investigate role of CSR on HRM sustainability in NTPC. Here the study use a quantitative research method design to investigate the factors of CSR influence the HRM sustainability at NTPC. As the study's statistical population included 16,798 employees, a sample size of 500 employees was calculated using the Cochran formula. A questionnaire with 33 statements based on a 5-point Likert scale was used to collect the data, which were analyzed using SPSS software. The findings show that sustainability of human resource management is influenced by moral ethical and legal responsibilities of CSR, which have positive and significant effects on HRM sustainability at NTPC. Findings indicate that it is essential to consider the implementation of adequate CSR practices and related ethical, moral and legal supports for HRM sustainability in CSR that can lead to the competitiveness of the development in NTPC.

References

1. Denisi, A.; Wilson, M.; Biteman, J. Research and practice in HRM: A historical perspective. *Hum. Resour. Manag. Rev.* 2014, 24, 219–231.
2. Nick Barney (). What is human resource management (HRM)? <https://www.techtarget.com/searchhrsoftware/definition/human-resource-management-HRM>
3. CIPD (2013). The role of HR in corporate responsibility. Royal Charter Registered charity no.1079797
4. Chartered Institute of Personnel and Development (2010). Next generation HR: time for change: towards a next generation for HR. London: CIPD. Available at: <http://www.cipd.co.uk/hr-resources/research/next-generation-hr-time-for-change.aspx>.
5. Society for Human Resource Management (SHRM) (2007). Corporate Social Responsibility: United States, Australia, India, China, Canada, Mexico and Brazil: A Pilot Study. Virginia, US: Author

6. Starik, M.; Rands, G. Weaving An Integrated Web: Multilevel and Multisystem Perspectives of Ecologically Sustainable Organisations. *Acad. Manag. Rev.* 1995, 20, 908–935.
7. WECD. *Our Common Future*; Oxford University Press: Oxford, UK; New York, NY, USA, 1987.
8. Bansal, P. Evolving sustainably: A longitudinal study of corporate sustainable development. *Strateg. Manag. J.* 2005, 26, 197–218.
9. Lam, H.; Khare, A. HR's crucial role for successful CSR. *J. Int. Bus. Ethics* 2010, 3, 3–15.
10. Gond, J.; Igalens, J.; Swaen, V.; El Akremi, A. The Human Resources Contribution to Responsible Leadership: An Exploration of the CSR–HR Interface. *J. Bus. Ethics* 2011, 98(Suppl. 1), 115–132.
11. Montiel, I. Corporate Social Responsibility and Corporate Sustainability: Separate Pasts, Common Futures. *Organ. Environ.* 2008, 21, 245–269.
12. Beer, M.; Boselie, P.; Brewster, C. Back to the Future: Implications for the Field of HRM of the Multistakeholder Perspective Proposed 30 Years Ago. *Hum. Resour. Manag.* 2015, 54, 427–438.
13. Juan Herrera and Carlos de las Heras-Rosas (2020). Corporate Social Responsibility and Human Resource Management: Towards Sustainable Business Organizations. 12(3), 841; <https://doi.org/10.3390/su12030841>
14. Cohen, E.; Taylor, S.; Muller-Camen, M. *HRM's Role in Corporate Social and Environmental Sustainability*; SHRM Foundation: Alexandria, VA, USA, 2012; Volume 1, pp. 1–16.
15. Jabbour, C.J.C.; de Sousa Jabbour, A.B.L. Green human resource management and green supply chain management: Linking two emerging agendas. *J. Clean. Prod.* 2016, 112, 1824–1833.
16. Shen J and Zhang H (2019). Socially responsible human resource management and employee support for external CSR: Roles of organizational CSR climate and perceived CSR directed toward employees. *J Bus Ethics*, 156, 875-888, DOI:10.1007/s10551-017-3544-0.
17. Aguinis H (2011). Organizational responsibility: DOIng good and DOIng well. *Bus. Benchmark Farm Animal Welfare*, 10:12171-024, DOI:10.1037/12171-024.
18. Ehnert, I.; Harry, W.; Zink, K. *Sustainability and Human Resource Management: Developing Sustainable Business Organisations*, 1st ed.; Springer: Berlin/Heidelberg, Germany, 2014.
19. Ehnert, I. Paradox theory as a lens of theorising for sustainable HRM. In *Sustainable Human Resource Management*; Physica-Verlag HD: Heidelberg, Germany, 2009; pp. 123–162.

20. Guerci, M.; Pedrini, M. The consensus between Italian HR and sustainability managers on HR management for sustainability-driven change—Towards a “strong” HR management system. *Int. J. Hum. Resour. Manag.* 2014, 25, 1787–1814.
21. Albort-Morant, G.; Ribeiro Soriano, D. A bibliometric analysis of international impact of business incubators. *J. Bus. Res.* 2016, 69, 1775–1779.