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## Socially Responsible Human Resource Management: Foundations, Issues, and Strategic Perspectives

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### Introduction and Problem Statement

Socially Responsible Human Resource Management (SRHRM) is now a fundamental issue as companies increasingly integrate the principles of Corporate Social Responsibility (CSR) into the heart of their strategies. This evolution reflects a global awareness of the effects of economic activity on society and the environment, as well as a reconfiguration of social relations within organizations. In this context, SRHRM transcends simple administrative management to become a strategic lever aimed at reconciling economic performance, social justice, and sustainable development. Current social issues are now embedded in a formal framework where the HR function is called upon to play a key role.

This shift in approach raises a central question: how does Socially Responsible Human Resource Management contribute to improving the overall performance of companies committed to CSR? What is the real impact on employees, their engagement, and satisfaction, as well as on the competitiveness and sustainability of organizations? This article aims to analyze the theoretical foundations, synthesize the literature, present an applied qualitative research methodology, share results from this analysis, and then offer concrete recommendations for effectively integrating SRHRM into corporate governance.

### Literature Review

Reflection on SRHRM is based on two major theoretical currents that nourish the understanding of its mechanisms. The first approach is the Resource-Based View (RBV). From this perspective, a company's sustainable competitive advantage stems not only from technological or financial capacities but essentially from the valorization of its internal resources, which must be rare, valuable, inimitable, and non-substitutable. Human and social capital is thus a fundamental pillar; the mobilization, training, and engagement of employees become sources of differentiation (Price, 2001). Additionally, the well-being theory stresses that fostering conditions favorable to employee development stimulates their potential and increases their effective contribution to overall performance. According to Beaupré et al. (2008), SRHRM covers policies and practices aimed not only at protecting employees but also at recognizing their intrinsic value and supporting their ongoing development.

Empirical studies further illustrate and complement these theoretical foundations. Barthe and Belabbes (2016) highlight the major challenge that concrete integration of SRHRM represents for companies, while also emphasizing the strategic opportunity it offers to strengthen legitimacy and performance within a CSR context. Brammer and Pavelin (2006) show that social responsibility has become a significant competitive advantage for attracting and retaining talent, improving productivity, and enhancing an organization's image. Closon and Leys (2011) confirm that a favorable perception of responsible practices correlates with increased employee engagement and satisfaction. Saulquin (2004) underlines that the social dimension, particularly that relating to human resources, remains a priority in the construction of social responsibility policies. Finally, Beaupré et al. (2008) insist on the need to recognize individual potential in HR policies, confirming that responsible management is rooted in coherent and methodical valorization of skills and contributions.

However, these studies also reveal several limits. The complexity of precisely measuring direct financial impacts, cultural resistance within companies, and the often observed gap between statements and concrete implementation of SRHRM are significant obstacles. Therefore, the success of this approach depends on strong coherence between strategic discourse and everyday managerial practices.

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## Methodology

To deepen understanding of SRHRM in a real context, a qualitative exploratory approach was chosen to collect rich and detailed data on the actual practices and perceptions of stakeholders. The research targeted Moroccan companies formally engaged in CSR, from various economic sectors such as industry, services, and finance. This diversity aimed to capture the specific dynamics of different organizational environments.

Data collection relied on semi-structured interviews conducted with HR managers and employees, supplemented by document analysis of CSR reports, internal charters, and company policies. This dual approach ensured triangulation of data, increasing the reliability and validity of results. The interviews were structured around key themes: socially responsible HR practices, perceived impacts, obstacles, and drivers.

A thematic analysis was carried out to identify the main dimensions of SRHRM as experienced within organizations, along with facilitating or limiting factors for its implementation. It is important to note some methodological limitations: notably, the relatively small sample size, which limits the generalization of results. Furthermore, companies with more developed CSR policies are generally more likely to participate, which can introduce a self-selection bias.

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## Results

The results of this study highlight tangible positive effects of SRHRM on employee perceptions and behaviors. Employees report a greater sense of recognition and fairness, noting an improved work climate with more attentiveness to their needs and greater transparency in career management. This creates favorable conditions for intrinsic motivation, retention, and strengthened organizational engagement.

Socially responsible companies also enjoy increased attractiveness in the job market. The ability to attract competent profiles and reduce staff turnover is therefore an important strategic asset. Increased employee engagement translates into improved organizational performance, in terms of both productivity and the quality of professional relationships, while also reducing social conflicts.

Despite these advances, several barriers remain. The lack of specific manager training in SRHRM challenges and methods can hinder its integration into daily practices. Moreover, certain cultural resistance to change slows generalization. The insufficiency of reliable indicators to assess the impact of actions can also curb executive buy-in.

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## Discussion and Recommendations

The findings support the literature: SRHRM is a strategic lever at the intersection of social and economic issues. To optimize this tool, it is essential to explicitly incorporate SRHRM into overall HR policy, clearly defining its values, objectives, and success indicators. Managers must be trained in new social obligations and their roles in implementation, so they can serve as credible intermediaries within teams.

It is also crucial to encourage transparent internal communication to strengthen employee participation in defining and tracking SRHRM policies. Establishing a continuous evaluation system will make it possible to adjust practices and identify the best drivers for action, considering employee satisfaction, turnover rates, and well-being indicators.

Furthermore, developing external partnerships with NGOs, professional associations, and public institutions will be an asset for bolstering the legitimacy and effectiveness of these efforts. Such collaborations can foster the sharing of best practices and social innovation.

For future research, quantitative approaches could be used to more precisely measure the direct and indirect effects of SRHRM on financial performance and explore its interaction with other CSR dimensions. Comparative intersectoral or interregional analyses could also enrich our understanding of contextual factors.

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## Conclusion

Socially Responsible Human Resource Management is increasingly established as an indispensable lever for companies wishing to combine social responsibility, collective engagement, and economic performance. By structuring labor relations around values of ethics, justice, and individual respect, SRHRM creates an environment conducive to employee fulfillment and the development of a sustainable competitive advantage. Secured by rigorous governance and a clear strategic will, it nevertheless calls for constant monitoring and continuous adaptation to societal and economic changes. Companies that fully integrate the social dimension into their HR policy will be well positioned as innovative and responsible actors in the economic arena.

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