

Research Article

Comprehending the Relationship between Socially Responsible Human Resources Management and Individual Performance from the Corporate Social Responsibility Perspective through Automotive Industry Employees

Kurumsal Sosyal Sorumluluk Perspektifiyle Sosyal Sorumlu İnsan Kaynakları Yönetimi ile Bireysel Performans İlişkisini Otomotiv Sektörü Çalışanları Üzerinden Anlamak

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Abstract

Every business has competition and sustainability concerns. Businesses act socially to mitigate or eliminate these concerns. Thus, beyond the laws and contracts, they adopt the principle of improving the welfare quality of their employees, customers, and society, and support local and global improvement. The execution of this process through human resources management points to socially responsible human resources management. In this research study, the desire of human resources to conduct their social responsibility actions with an employee-oriented approach is explained with the stakeholder, social system, corporate, and corporate responsibility performance theories. At this point, socially responsible human resources management assumes a crucial role in the steps to be taken so that employees, as internal stakeholders, develop a sense of belonging to their institutions, and feel loyal, productive, and valuable. In the research study, it was aimed to reveal the impact of socially responsible human resources management on individual performance. A survey questionnaire technique was used as the data collection method in the research and 201 participants were reached by employing the convenience sampling method. A quantitative approach was adopted to test the research hypothesis, and the measurement model of the research and structural analyses of the model were estimated using the SmartPLS 4.0.8.3 software. As a result of the research, it was determined that socially responsible human resources management was effective in eliminating concerns regarding employee rights, and increasing employee productivity and performance. In the study, it was revealed that socially responsible human resources management and internal stakeholders in the automotive sector, which has an important place in the global economy, are prioritized and that it is an application that creates benefits in corporate, local, and global terms. In the research study, theoretical and practical implications regarding the socially responsible human resources method as an antecedent of individual performance were included, and suggestions were made for future research studies.

Keywords: Corporate social responsibility, socially responsible human resources management, individual performance, automotive industry.

Öz

Her işletme rekabet ve sürdürülebilirlik endişeleri taşır. İşletmeler, bu endişeleri hafifletmek veya ortadan kaldırmak için sosyal sorumlu davranırlar. Böylece, yasa ve sözleşmelerin ötesinde kendi istekleriyle çalışanların, müşterilerin, toplumun refah kalitesini geliştirmeyi ilke edinir, yerel ve küresel anlamda kalkınmaya destek

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olurlar. Bu sürecin insan kaynakları yönetimi üzerinden yürütülmesi sosyal sorumlu insan kaynakları yönetimine işaret eder. Bu araştırmada, insan kaynaklarının sosyal sorumluluğa yönelik eylemlerini çalışan odaklı yürütme istekleri, paydaş, sosyal sistem, kurumsal ve kurumsal sorumluluk performansı teorileriyle açıklanmaktadır. Bu noktada iç paydaşlar olarak çalışanların kurumlarına karşı ait olma hissi geliştirmeleri, bağlılık duymaları, verimli olmaları ve onların değerli olduklarını hissetmeleri için atılacak adımlarda sosyal sorumlu insan kaynakları yönetimi önemli rol üstlenir. Araştırmada sosyal sorumlu insan kaynakları yönetiminin bireysel performansa olan etkisini ortaya koymak hedeflenmiştir. Araştırmada veri toplama yöntemi olarak anket tekniği kullanılmış ve kolayda örnekleme yöntemi ile 201 katılımcıya ulaşılmıştır. Araştırma hipotezini test etmek için nicel yaklaşım benimsenmiş, araştırmanın ölçüm modeli ve modele ilişkin yapısal analizler SmartPLS 4.0.8.3 programı kullanılarak hesaplanmıştır. Araştırma sonucunda çalışan haklarına ilişkin endişeleri ortadan kaldırmada, çalışanların verimliliğini ve performansını artırmada sosyal sorumlu insan kaynakları yönetiminin etkili olduğu tespit edilmiştir. Çalışmada sosyal sorumlu insan kaynakları yönetimi ile iç paydaşların önceliklendirildiği, ayrıca kurumsal, yerel ve küresel anlamda fayda yaratan bir uygulama olduğu küresel ekonomide önemli bir yeri olan otomotiv sektöründe ortaya konulmuştur. Yapılan araştırmada bireysel performansın öncülü olarak sosyal sorumlu insan kaynakları yöntemine ilişkin teorik ve pratik çıkarımlara yer verilmiş, gelecek araştırmalar için önerilerde bulunulmuştur.

Anahtar Kelimeler: Kurumsal sosyal sorumluluk, sosyal sorumlu insan kaynakları yönetimi, bireysel performans, otomotiv sektörü.

1. Introduction

Sustainable development refers to the actions taken to enable all people to live prosperously within the global context (Lis, 2012). In this regard, beyond legal and contractual obligations, social responsibility helps to improve the welfare of employees and the people, and, in general, contributes to social and economic development (Davis, 1973; Jones, 1980; McWilliams and Siegel, 2001). Kotler and Lee (2005) described corporate social responsibility as “a voluntary undertaking of business practices that enhance social welfare by utilizing corporate resources”. Thus, corporate social responsibility (CSR) provides a broad framework that needs to be examined.

It is seen that CSR practices are the subject of various studies that determined the attitudes and behaviors of employees affected by those practices (Shen and Zhu, 2011). The relationships of employee satisfaction (Story and Castanheira, 2019), organizational commitment (You et al., 2013), organizational citizenship behaviors (Jones, 2010), organizational identification (Carmeli et al., 2007; Aguilera et al., 2007), image and job satisfaction (Valentine and Fleischman, 2008) with CSR were revealed. Besides, it is striking that the focal point of CSR research has shifted toward employee green behavior (Ahmed et al., 2020; Kong et al., 2021) and even green innovation (Shahzad et al., 2020). CSR researchers have examined the concept in various sectors such as tourism, healthcare, banking, and textile (Ahmad et al., 2021; Cooke and Qiaoling, 2010; Font and Lynes, 2018; Kong et al., 2021). It is seen that CSR applications have been adopted more strongly in the automobile industry (Sharma and Kiran, 2012). The automobile industry attracts attention with its place in the global economy, which adopts economies of scale, contributes to sustainability with its role that cares about climate change, responds quickly to customer expectations (Lin et al., 2020) with its ability to develop products (Held et al., 2018), reduces costs on the environment, uses resources effectively (Fuzy et al., 2018), and concentrates on expectations for internal and external stakeholders (Russo-Spena et al., 2018).

Despite all these studies, the scope and boundaries of CSR still remain unclear (Santana et al., 2020; Wu et al., 2015). For instance, Waddock and Graves (1997) stated that CSR consisted of social impact, environment, product line, and employee relationships. Dahlsrud (2008), however, argued that CSR should have been addressed in terms of such contexts as economic, environmental, social, stakeholders, and volunteerism. On the other hand, Zhang et al. (2019) attracted attention to the benefits provided by human resources as a motivation provider among the antecedents of CSR. From this point of view, it is claimed that socially responsible human resource management (SRHRM) has separate characteristics from CSR and should be handled differently from CSR (Diaz-Carrion et al., 2018; Lechuga Sancho et al., 2018; Shen and Benson, 2016; Santana et al., 2020). Scavarda et al. (2019) concentrated on human resource management (HRM) in the automobile industry and examined it by combining CSR applications with Industry 4.0 and sustainability. Lin et al. (2020) asserted that CSR practices had positive impacts on business efficiency, attracted potential workforce to the business, motivated employees, and kept them within the organization. It is seen that CSR makes positive contributions to

the performance of employees in public institutions (Sun and Yu, 2015). The performance of employees regarding their roles in the enterprises is considered individual performance (Peccei and Van De Voorde, 2019). With this research study, the impact of CSR that enhanced employee performance is discussed from the SRHRM perspective. As noted by Santana et al. (2020), more work is needed to contribute to expanding the field of SRHRM. This research differs from previous research studies since it is one of the limited numbers of examples examining the impacts of SRHRM in the automotive industry. It also expands the relevant literature by aiming to address the impacts of SRHRM on employee behaviors (individual performance) and by illuminating the unknowns about the concept.

2. Theoretical Background

Social Systems Theory

Social systems theory is defined as a system in which values that would ensure the effective use and distribution of resources, clarification of priority in compliance with the determined objectives, coordination of relationships, and satisfaction of each stakeholder are revealed (Parsons, 1961; Voegtlin and Greenwood, 2016). The theory argues that while the activities of organizations support sustainable development, they should be in compliance with environmental actors and take responsibility by considering the satisfaction of the parties affected by the results of these activities (Nejati et al., 2011).

Institutional Theory

It is a theory that concentrates on explaining the impacts of external factors affecting the organization on internal practices (Hirsch, 1975). It asserts that institutions develop practices to meet the norms and expectations of external factors in order to gain acceptance (legitimacy), while claiming that institutions are similar to each other (Zhao et al., 2017). Enterprises utilize their internal resources to create value, but they all encounter similar external factors.

Stakeholder Theory

It is the theory that explains that enterprises take responsibility for their stakeholders with a strategic approach by assuming the aim of creating value for all of their stakeholders (Freeman, 1984; Freeman and Dmytriiev, 2017). Enterprises are affected by and affect their stakeholders, concentrating on creating benefits for their employees, suppliers, customers, governments, and society (Schaltegger et al., 2019).

Corporate Social Performance Theory

Policies implemented by institutions to fulfill social needs, programs prepared to enhance the social benefit and regulate relationships with society, and the principles adopted to realize all these constitute the scope of corporate social performance theory (Wood, 1991). On the other hand, the compatibility of the results in accordance with these principles, practices, and policies with the determined goals expresses corporate social performance (Melé, 2008).

SRHRM

By arguing that social responsibility should have been seen as a way of conducting business, Pauzuoliene and Mauriciene (2013) envisaged the improvement of stakeholders through the implementation of ethical systems, sustainable management practices, and the integration of both. First of all, effective social responsibility practices should be established while fulfilling their responsibilities toward their employees, and human resources management assumes the leading role in these practices (Cooke and Qialong, 2010; Mees and Bonham, 2004).

The focal point of SRHRM involves internal stakeholders (Diaz-Carrion et al., 2018). SRHRM prioritizes the needs of employees in their personal and family lives (for example, flexible or home-based work opportunities or patient care services for the employee with a family member in need of care). On the other hand, organizations require meeting the standards set by the International Labor Organization (ILO), as well as meeting the minimum requirements in accordance with the business law (Rhoades and Eisenberger 2002; Shen and Zhu, 2011). For example, while not being able to pay below the minimum wage is an obligation with which HRM should comply, enhancing the welfare of the employees by paying above such a standard is an indication that SRHRM has been put into effect.

Bryson et al. (2011) asserted that the importance of SRHRM became evident with the existence of inadequate business laws in developing countries. Because, by acting more sensitively, SRHRM is a strategy that has the power to implement practices that would enhance the welfare of employees and society in a foreseeable way, even if it does not exist in the law.

Individual Performance

Performance is the consistency between the efforts to achieve goals and the obtained result (Özkan et al., 2019). It is possible to examine performance in two dimensions such as individual performance required by the role in the organization, and organizational performance that affects organizational productivity and can be measured financially (Peccei and Van De Voorde, 2019). Although it is desired that the employees do their best to achieve organizational goals (Özkan et al., 2019), low welfare in working life may reduce individual performance (Peccei and Van De Voorde, 2019). Individual performance; is affected by personality values, skills, and motivation (Marchant, 1999); and it is closely associated with positive organizational behaviors such as resilience and coping with difficulties (Cooper et al., 2019). The individual performance also contributes to organizational performance (Lechuga Sancho et al., 2018). Chaudhary (2020) attracted attention to the positive relationship between employee performance and perceived positive CSR; whereas Sun and Yu (2015) emphasized that firm sales revenue and employee performance were associated with CSR. Therefore, individual performance is important for the success of an institution (Blom et al., 2020).

2.1. Hypothesis Development

Although organizations gain high reliability in the eyes of society thanks to their social responsibility practices (Garavan and McGuire, 2010), these practices also support the stable conduct of relationships with suppliers (Yang et al., 2022). The positive difference created by CSR practices on profitability can be noticed in the financial statements (Chandrasekaran, 2022; Lin et al., 2020; Sharma and Kiran, 2012). On the other hand, Sun and Yu (2015) stated that CSR practices in public institutions strengthened employee performance. Getele et al. (2020) examined the impact of CSR on image and employee motivation over all its dimensions. It is seen that the impact of CSR practices on employee performance is evaluated by the supervisor and job satisfaction assumes a mediating role in this relationship (Story and Castanheira, 2019). It is known that CSR motivates environmental employee behaviors (Kong et al., 2021), enhances employee job satisfaction and commitment levels (You et al., 2013), and positively affects innovative behaviors (Ahmad et al., 2021). Moreover, Svergun and Fairlie (2020) emphasized the positive contribution of CSR to the organization in terms of work dedication, organizational belonging, and low work stress. The existence of studies concentrating on CSR and pointing out that it contributes to the development of positive organizational behaviors so far is more remarkable in terms of quantity (Ahmad et al., 2021; Story and Castanheira, 2019; You et al., 2013).

It is worth noting that CSR is external stakeholder-oriented in nature, whereas SRHRM concentrates on internal stakeholders based on HR through its environmental and economic dimensions (Diaz-Carrion et al., 2018). Motivating elements of human resources such as recruitment and remuneration (Carnahan et al., 2015) increase productivity as an indicator that human resources policies refer to social responsibility (Lin et al., 2020). The implementation of high-wage policies, as an indicator of social responsibility, in a way that does not harm the profitability of the enterprise, also ensures that high-performing employees are attracted to the enterprise and retained (Hedblom et al., 2019). Besides, institutions can refresh the corporate image that they fulfill their social responsibilities while ensuring that social expectations for the environment are fulfilled with human resources management (Getele et al., 2020). This emphasis motivates employees as internal stakeholders (Hur et al., 2018).

The implementation of social responsibility, which serves all stakeholders as a management strategy, should first begin with internal stakeholders (Diaz-Carrion et al., 2018; Pauzuoliene and Mauriciene, 2013). As the provider of this strategy, HRM puts “applications, procedures, and systems that affect employee attitude/behavior/performance” into effect (Gope et al., 2018). When HRM concentrates on employee well-being, it also supports the improvement of individual performance (Cooper et al., 2019). Thus, each step taken with a sense of social responsibility enhances the performance of institutions (Sun and Yu, 2015). Therefore, there is a strong link between HRM and employee performance (Blom et al., 2020).

Employees' welfare levels, attitudes, and behaviors associated with their individual and developmental needs are affected by SRHRM (Newman et al., 2016; Shen and Zhu, 2011; Shen and Zhang, 2019; Shao et al., 2019). Besides Shen and Zhu (2011) who examined the impact of SRHRM on employee engagement, Shen and Zhang (2019) found that SRHRM positively affected organizational commitment and job satisfaction of employees. It is also seen that SRHRM enhances the organizational citizenship behaviors of employees (Newman et al., 2016; Shao et al., 2019). It is seen that SRHRM has positive impacts on employee performance (Shen and Benson, 2016) and organizational performance (Lechuga Sancho et al., 2018).

Institutions are not independent of their environments (the systems to which they belong). To adapt to the system, they utilize their own resources to generate policies and practices concentrated on value creation (Voegtlin and Greenwood, 2016). According to social system theory, each member of the system (employees, environment, society, customers, etc.) influences each other. If HRM policies are generated and implemented to enhance the employees' welfare level, employees who perceive that the quality of welfare increases would perform with a willingness to create a higher level of welfare (Blom et al., 2020). The hypothesis established in compliance with the findings of previous research studies and in light of social systems theory is given below:

H₁: SRHRM is positively related to individual performance.

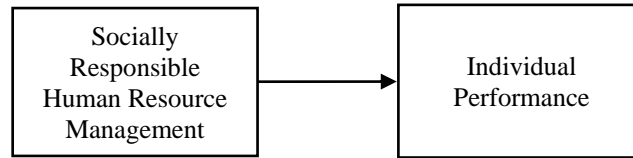


Figure 1: Theoretical Model

3. Method

The research design is based on the relational design, since it is aimed to reveal the causality between SRHRM and individual performance.

3.1. Sample and Procedure

The research population consists of the employees (N=988) of factory manufacturing automobiles in Kocaeli. Since it is not possible to reach all the individuals in the population, sampling (a small structure representing the population) is used.

A questionnaire form is prepared regarding the aim of the research. The questionnaire form consists of two sections. In the first section, there are questions for determining the demographic data of the employees. In the second section, there are scales whose reliability and validity are tested with SRHRM to measure individual performance variables. Research data are collected over the period September 06 - November 04, 2022.

It is recommended that the sample size should be 277 in the 95% confidence interval (Yazıcıoğlu and Erdoğan, 2004). Through convenience sampling, 221 participants are reached via the WhatsApp group established for employees by the human resources department, however, the responses of 201 participants are evaluated after excluding the forms of 20 participants who responded to the control questions (aiming to confirm that they responded by reading the survey form) inconsistently. Since it is obligatory to respond to all of the questions in the survey questionnaire, there is no data loss in the dataset. The sample size is accepted as adequate and attention is paid to the ratio of the number of participants/ number of items being equal to 10 as suggested by Hair et al. (2014). Accordingly, upon considering the number of items (twelve for SRHRM and four for individual performance) of the scales in the survey questionnaire, it is determined that a sufficient sample size is provided in the study. Upon considering the demographic information of the participants, it is seen that the majority of them are between the ages of 26-30 (28%), male (70%), married (57%), has acquired associate degree (43%), and have taken part in a responsibility project (36%).

3.2. Measures

The survey questionnaire is arranged in accordance with a 5-point Likert-type and the participants are asked to choose the statement that they best see fit between “(1) Strongly Disagree” and “(5) Strongly Agree”.

SRHRM: Özkan et al. (2021) translated the scale, which was developed by Shen and Zhu (2011), into the Turkish language. The statement “Working hours in my institution do not exceed the upper limits specified in the labor law.” can be exemplified as one of the items representing the scale consisting of twelve items.

Individual Performance: The four-item scale was developed by Sigler and Pearson (2000) and adapted into the Turkish language by Çöl (2008). The statement “I complete my tasks on time.” can be exemplified as one of the scale items.

4. Findings

Measurement model findings, descriptive statistics and correlation values, and structural model results are presented below. Moreover, common method variance (CMV) bias is tested in the study, since the data are collected from a single source. The measurement and structural model of the research are calculated with the SmartPLS 4.0.8.3 software.

4.1. Measurement Model

The structures in this study are analyzed by utilizing a reflective approach. Therefore, convergent and divergent validity is calculated (Hair et al., 2017).

Table 1: Convergent Validity

Structures	Items	Factor Load	α	CR > AVE
SRHRM	SRHRM1	.63	.74	.81 > .43 ^a
	SRHRM4	.71		
	SRHRM5	.60		
	SRHRM6	.73		
	SRHRM7	.71		
	SRHRM8	.51		
Individual Performance	IP1	.72	.74	.84 > .56
	IP2	.76		
	IP3	.81		
	IP4	.71		

Note: α =Cronbach's Alpha; CR=Composite Reliability; AVE=Average Variance Extracted

a=According to Fornell and Larcker, if AVE is lower than .50, but CR exceeds .60, the convergent validity of the construct is still adequate.

Upon examining the values shown in Table 1; Cronbach's α (>.70), composite reliability (CR) (>.60), average variance extracted (AVE) (>.40), and factor loading (.51/.81) findings indicate that internal consistency reliability and convergent validity are fulfilled in the model (Fornell and Larcker, 1981). Nonetheless, due to the low factor values, the 2nd, 3rd, 9th, 10th, 11th, and 12th items of the SRHRM scale are excluded from the measurement model in order to increase the AVE values. However, since the CR and AVE values calculated for all constructs exceed the threshold value, items with factor loadings below .708 are not excluded from the model (Hair et al., 2017). In light of the findings, it can be claimed that the constructs used in the research have internal consistency reliability, and convergent validity (Bagozzi and Yi, 1988; Hair et al., 2014; Hair et al., 2017).

Table 2: Discriminant Validity

Fornell-Larcker Criterion		
	Individual Performance	SRHRM
Individual Performance	(.75)	
SRHRM	.32	(.65)
Heterotrait-Monotrait Ratio Criterion		
	Individual Performance	SRHRM
Individual Performance	.00	.00
SRHRM	.39	.00

Fornell and Larcker (1981) and Heterotrait-Monotrait Ratio (HTMT) criteria are used to test divergent validity. According to the Fornell and Larcker (1981) criterion, it was observed that the square root of the AVE value exceeded the coefficient of correlation with the other structure. According to the findings in Table 2, it is seen that the HTMT coefficients are below .85. In light of the findings, it can be stated that the constructs used in the research study have divergent validity (Henseler et al., 2015; Hair et al., 2019).

4.2. Descriptive Statistics

The results indicating the mean values, standard deviations, and correlation coefficients of the variables used in the study are shown in Table 3. A positive and significant relationship exists between SRHRM and individual performance ($r=.29$; $p<.01$).

Table 3: Descriptive Statistics and Correlations

Variable	Mean	SD	1	2
1. SRHRM	3.56	0.66	1	
2. Individual Performance	4.20	0.58	.29**	1

Note: $n=201$; ** $p<.01$; SD=Standard Deviation

4.3. CMV Assessment

Harman's single-factor method is used to detect CMV bias in the study. All variables are taken into consideration for factor analysis. Since the amount of variance explained in a single factor is 24.33% (<50%), it is seen that there is no CMV bias problem in the study (Podsakoff et al., 2003).

4.4. Structural Model

The Partial Least Squares-Structural Equation Modeling (PLS-SEM) is employed to test the hypothesis of the research.

Table 4: Structural Model Results

Model Summary	R ²	f ²	VIF
Individual Performance	.10	.12	1.000
Effect	Path Coefficient	SD	p-value
SRHRM → Individual Performance	.32	0.05	.000***

Note: *** $p<.001$; R²=Explained Variance; f²=Effect Size; VIF=Variance Inflation Factor; Coefficients are standardized (β); SD=Standard Deviation

Considering the R^2 values in Table 4, it is seen that 10% of individual performance is explained by SRHRM (Hair et al., 2017). Upon examining the effect size coefficients (f^2); it is understood that SRHRM has a low effect size on individual performance (Cohen, 1988). The fact that the VIF coefficients are lower than the threshold value of 5 indicates that there is no multicollinearity problem in the model (Hair et al., 2014).

According to the result in the table; it is determined that the impact of SRHRM on individual performance is positive ($\beta=.32$; $p<.001$). In light of this finding, Hypothesis 1 is accepted.

5. Conclusion and Suggestions

This research demonstrates the ability of CSR to address the concerns (ethical, social, economic and environmental) of all stakeholders in the system, by concentrating on HRM and internal stakeholder relationships. There are few studies concentrating on this goal (Diaz-Carrion et al., 2018; Lechuga Sancho et al., 2018; Shen and Benson, 2016; Santana et al., 2020; Shen, and Zhu, 2011). The research study examines the extent to which the role of institutions in fulfilling their responsibilities (SRHRM) toward employees as internal stakeholders is perceived by the employees and how the employees react (individual performance). This research study expands on what is little known about SRHRM (Santana et al., 2020) in the automotive sector and reveals that SRHRM applications have the impact of enhancing individual performance.

In the automotive sector, the impact of CSR on financial profitability (Chandrasekaran, 2022; Lin et al., 2020), resource usage cost, technology usage (industry 4.0), and its contribution to sustainability is indicated (Scavarda et al., 2019). Held et al. (2018) emphasized ensuring sustainability in the German automotive industry; whereas Fuzi et al. (2018) highlighted the importance of CSR practices (prosperity promotion) for all stakeholders affected by the Malaysian automotive industry. Sharma and Kiran (2012) concentrated on the automotive sector's power to implement CSR practices such as health-education-environment that the country (India) urgently needs. Examining the CSR practices of the top three distributors in the Turkish automotive industry, Yilmaz (2008) stated that practices that could enable competition in the international arena should have been related to productivity and innovation development. On the other hand, Story and Castanheira (2019) assessed employee performance with CSR practices, but they found that those practices did not affect employee performance. Although the impact of SRHRM on the task performance of the employees in the banking-manufacturing-service sector has not been determined, it is seen that it strengthens the organizational citizenship behaviors of the employees. Nonetheless, the mediating effect of role ambiguity has a weakening impact on the relationship between SRHRM and task performance (Shao et al., 2019). With this research, it was found that SRHRM had a positive impact on employee performance in the automotive industry. Shen and Benson (2016) stated the task performance of SRHRM; whereas Lechuga Sanscho et al. (2018) asserted that they had a positive impact on business performance. The results of this study also support the findings of the mentioned authors.

In the research study, SRHRM practices are handled independently of CSR, the employees' perception of SRHRM is determined, and the impact of such perception on the individual performance of the employees is revealed. The positive impact of SRHRM on employee attitudes and behaviors (Lechuga Sancho et al., 2018; Newman et al., 2016; Shen and Zhu, 2011; Shen and Zhang, 2019; Shao et al., 2019) and its positive contribution to employee performance (Shen and Benson, 2016) are revealed again as a result of this research. This research highlights the impact of SRHRM on internal stakeholders (Shen and Zhu, 2011). Competition in the local and global sense is provided by "human resources", this resource cannot be easily substituted. Competition and sustainability are directly related to employees and depend on their positive attitudes and behavior (Appelbaum et al., 2001). At this point, SRHRM plays an important role in the steps to be taken so that internal stakeholders can feel belonging to their institutions, be productive, and feel valuable.

This research is able to explain the impact of SRHRM on employee performance, in light of four theories, that there are parties (stakeholder theory) affected by the actions of each institution and that it is the responsibility of the institutions (social systems theory) to care about the satisfaction of these parties and aims to be approved by the relevant parties (institutional theory), and how much of their responsibilities can be fulfilled (CSR performance) (Freeman and Dmytriiev, 2017; Mele, 2008; Nejati

et al., 2011; Zhao et al., 2017). Moreover, considering the large-scale production structure of the automotive industry (Held et al., 2018) and its place in the global economy (Russo-Spena et al., 2018), socially responsible (SR) practices attract the attention of every actor in the social system. Different economic conditions and the perception of fairness in income distribution can differentiate employee-wage expectations. While cost-profit analysis is conducted in HRM remuneration policies, SR would also provide an opportunity to increase the quality of the workforce (Hedblom et al., 2019). This strategy can be achieved with SRHRM integration.

In order to put the title of SR at the head of the human resources management, It is suggested to form a mechanism that is attentive to the employees (business stakeholders) in the implementation of occupational health and safety, can provide all kinds of training to the employees, can create illuminated and ventilated work areas, eliminate discrimination in the workplace and bring women to leadership positions, support unionization activities, taking all kinds of precautions against mobbing and harassment in the workplace, opening kindergartens in the workplace to support child care, organizing flexible working hours for employees with disabilities, pregnant or needing care, ensuring that suggestions/complaints are shared without being hindered by sanctions (Farooq et al., 2014; Jamali et al., 2015; Lis, 2012; Newman, 2016; Tetreanova and Jelinkova, 2019).

Each research study has certain limitations. In the research model, there are two variables, one as a prediction and one as a result. In this study, the impact of SRHRM on individual performance is examined. Relationships are evaluated based on employee perception. The research results are reached by collecting cross-sectional data. It is recommended to collect data from different sources (customers, local people, supervisors) in future studies. Furthermore, the antecedents of SRHRM should be determined, and different variables that can assume a mediating/regulating role in the relationship between variables should be used. This research study is carried out to examine the impact of SRHRM in the automotive industry, where examples from all over the world are called “corporate”. The results of the research are obtained from the sample of Turkey. In order to obtain more generalizable results from the research, it is necessary to apply the research to a few factories that manufacture automobiles. Conducting future research studies on corporate private enterprises and public institutions may provide a different perspective in terms of public-private distinction.

With this research study, it is underlined that SRHRM practices are the most ideal way to eliminate concerns regarding employee rights and enhance employee productivity. The research study reveals that SRHRM is a practice that prioritizes internal stakeholders, but creates benefits in the corporate, local, and global senses. It also points out that SRHRM has a strategic power that positively affects employee performance. This perspective renders HRM a purpose as SRHRM, rather than an instrument of CSR.

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Araştırma Makalesi

Comprehending the Relationship between Socially Responsible Human Resources Management and Individual Performance from the Corporate Social Responsibility Perspective through Automotive Industry Employees

Kurumsal Sosyal Sorumluluk Perspektifiyle Sosyal Sorumlu İnsan Kaynakları Yönetimi ile Bireysel Performans İlişkisini Otomotiv Sektörü Çalışanları Üzerinden Anlamak

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Genişletilmiş Özet

Sürdürülebilir kalkınma, küresel bağlamda tüm insanların refah içerisinde yaşamasını mümkün kılabilmek için gerçekleştirilen aksiyonlardır (Lis, 2012). Bu doğrultuda sosyal sorumluluk; yasal ve sözleşmelerden doğan yükümlülüklerin üzerinde, çalışanların ve halkın refah düzeyini iyileştirmeyi, genel anlamda hem toplumsal hem ekonomik kalkınmaya destek olur (Davis, 1973; Jones, 1980; McWilliams ve Siegel, 2001). Kotler ve Lee (2005) kurumsal sosyal sorumluluğu, “kurum kaynaklarının kullanılarak toplumsal refahın artırılmasını sağlayan iş uygulamalarını gönüllü üstlenme” olarak tanımlamaktadır. Böylece kurumsal sosyal sorumluluk (KSS) incelenmesi gereken geniş bir çerçeveye sunar.

KSS uygulamalarının, çalışanların tutum ve davranışlarını etkilediği tespit edilen çeşitli araştırmalara konu olduğu görülmektedir (Shen ve Zhu, 2011). Çalışan memnuniyetinin (Story ve Castanheira, 2019), örgütsel bağlılığın (You ve ark., 2013), örgütsel vatandaşlık davranışlarının (Jones, 2010), örgütsel özdeşleşmenin (Aguilera ve ark., 2007; Carmeli ve ark., 2007), imaj ve iş tatminin (Valentine ve Fleischman, 2008) KSS ile ilişkisi ortaya konmuştur. Ayrıca son dönemde KSS araştırmalarının odağının çalışan yeşil davranışlarına (Ahmed ve ark., 2020; Kong ve ark., 2021) hatta yeşil inovasyona (Shahzad ve ark., 2020) kaydığı göze çarpmaktadır.

KSS araştırmacıları, kavramı çeşitli sektörlerde (turizm, sağlık, banka ve tekstil) incelemişlerdir (Ahmad ve ark., 2021; Cooke ve Qiaoling, 2010; Font ve Lynes, 2018; Kong ve ark., 2021). Otomobil sektöründe KSS uygulamalarının daha güçlü bir şekilde benimsendiği görülmektedir (Sharma ve Kiran, 2012). Otomobil sektörü, büyük ölçek ekonomisini benimseyen, iklim değişikliğini önemseyen rolüyle sürdürülebilirliğe katkı sunan ürün geliştirme (Held ve ark., 2018) becerisiyle müşteri beklentilerine hızlı cevap veren (Lin ve ark., 2020), çevreye yüklenen maliyetlerin düşürülmesi, kaynakların etkin kullanımı (Fuzi ve ark., 2018), dış ve iç paydaşlara yönelik beklentilere de odaklanan küresel ekonomideki yeriyile dikkat çekmektedir (Russo-Spena ve ark., 2018).

Tüm bu araştırmalara rağmen KSS’nin kapsamı ve sınırları hala belirsizliğini korumaktadır (Santana ve ark., 2020; Wu ve ark., 2015). Örneğin Waddock ve Graves (1997) KSS’nin sosyal etki, çevre, ürün yelpazesi ve çalışan ilişkilerinden oluştuğunu belirtir. Dahlsrud (2008) ise KSS’nin ekonomik, çevresel, sosyal, paydaş ve gönüllülük boyutlarından meydana geldiğini savunur. Diğer taraftan Zhang ve ark. (2019) KSS’nin öncülleri içerisinde motivasyon sağlayıcı olarak insan kaynaklarından sağlanan faydalara dikkat çekmektedir. Bu bakış açısına göre sosyal sorumlu insan kaynakları yönetiminin (SSİKY) KSS’den ayrı niteliklere sahip olduğu iddia edilmekte ve KSS’den farklı olarak ele alınması gerektiği savunulmaktadır (Diaz-Carrion ve ark., 2018; Lechuga Sancho ve ark., 2018; Shen ve Benson, 2016; Santana ve ark., 2020). Scavarda ve ark. (2019) otomobil sektöründe insan kaynakları yönetimini

(İKY) merkeze alarak, KSS uygulamalarıyla endüstri 4.0 ve sürdürülebilirliği birleştirerek incelemiştir. Lin ve ark. (2020) KSS uygulamalarının işletme verimliliğine olumlu etkiler sunduğunu, potansiyel işgücünü işletmeye çektiğini, çalışanları motive ederek onların kurumda kalmasını sağladığını belirtmiştir. KSS'nin kamu kurumlarındaki çalışanların performansına pozitif katkılar sunduğu da görülmektedir (Sun ve Yu, 2015). Peccei ve Van De Voorde (2019) çalışanların işletmedeki rolüne ilişkin performansını, bireysel performans olarak nitelendirmektedir. Bu araştırmayla KSS'nin çalışan performansını artıran etkisi SSİKY perspektifinden ele alınmaktadır.

Çalışanların refah seviyeleri, bireysel ve gelişimsel ihtiyaçlarına ilişkin tutum ve davranışları, SSİKY'den etkilenmektedir (Newman ve ark., 2016; Shen ve Zhu, 2011; Shen ve Zhang, 2019; Shao ve ark., 2019). SSİKY'nin çalışan bağlılığına etkisini inceleyen Shen ve Zhu (2011)'nin yanı sıra, Shen ve Zhang (2019) SSİKY'nin çalışanlara yönelik iş tatmini ve örgütsel bağlılığı pozitif etkilediğini bulmuştur. Ayrıca SSİKY'nin çalışanların örgütsel vatandaşlık davranışlarını artırdığı da görülmektedir (Newman ve ark., 2016; Shao ve ark., 2019). SSİKY'nin çalışan performansına (Shen ve Benson, 2016), örgütsel performansa (Lechuga Sancho ve ark., 2018) pozitif etkilerinin olduğu görülmektedir. SSİKY'nin bireysel performansı pozitif etkileyeceği varsayılmaktadır (H₁).

Araştırmanın amacına yönelik olarak anket formu hazırlanmış, formda SSİKY ve bireysel performans ölçeğine yer verilmiştir. Araştırmanın evrenini, Kocaeli ilindeki otomobil üretimi yapan bir fabrikanın çalışanları (N=988) oluşturmaktadır. Evrende bulunan bireylerin tamamına ulaşmak mümkün olmadığı için araştırmada örnekleme (evreni temsil eden küçük yapı) yoluna gidilmiştir. %95 güven aralığında örneklem büyüklüğünün 277 olması önerilmektedir (Yazıcıoğlu ve Erdoğan, 2004). Kolayda örnekleme ile insan kaynakları departmanı aracılığıyla 221 çalışandan 201'inin cevapları değerlendirilmeye alınmıştır. Örneklem hacminin yeterliliği kabul edilirken Hair ve ark. (2014)'in tavsiye ettiği katılımcı/madde sayısı oranının 10'a eşit olmalı önerisi dikkate alınmıştır.

Araştırmada, her kurumun eylemlerinden etkilenen taraflar olduğu (sosyal sistemler teorisi), bu tarafların memnuniyetini önemseyerek (paydaşlar teorisi) kurumların, ilgili taraflarca onaylanmayı hedefledikleri (kurumsal teori) ve kurumsal sorumluluklarının ne kadarını gerçekleştirebildikleri (kurumsal sosyal performans teorisi) açıklanmıştır. Bu araştırma, SSİKY'nin çalışan performansına etkisini ortaya koymayı amaçlamıştır (Freeman ve Dmytriiev, 2017; Melé, 2008; Nejati ve ark., 2011; Zhao ve ark., 2017). SSİKY, yasalarda belirtilen asgari şartlara uyan ancak daha duyarlı davranarak yasalarda var olmasa bile öngörülü bir şekilde çalışanların ve toplumun refahını artıracak uygulamaları gerçekleştirebilme gücüne sahip bir strateji, bilinçli bir tercihtir. Bireysel performans ise çalışanın, örgütsel hedeflere ulaşmak için kendi payına düşen çabayı fazlasıyla yerine getirmesidir (Özkan ve ark., 2019).

Santana ve ark. (2020)'in belirttiği gibi SSİKY alanının genişletilmesine katkıda bulunacak daha fazla çalışmaya ihtiyaç vardır. Bu araştırma, otomotiv sektöründe SSİKY'nin etkilerini inceleyen nadir bir örnek olarak, kendinden önceki araştırmalardan farklılaşmaktadır. Ayrıca SSİKY'nin çalışan davranışlarına etkisini (bireysel performans) ele almayı amaçlayarak ve kavrama ilişkin bilinmeyenleri aydınlatarak ilgili literatürü genişletmektedir.

Araştırmada SSİKY uygulamaları KSS'den bağımsız bir şekilde ele alınarak çalışanların SSİKY algısı tespit edilmiş, ayrıca bu algının çalışanların bireysel performansına etkisi ortaya konulmuştur. SSİKY'nin çalışan tutum ve davranışlarına olan pozitif etkisi (Lechuga Sancho ve ark., 2018; Newman ve ark., 2016; Shen ve Zhu, 2011; Shen ve Zhang, 2019; Shao ve ark., 2019) ve çalışan performansına yaptığı olumlu katkısı (Shen ve Benson, 2016) bu araştırma sonucunda tekrar desteklenmiştir.

Bu araştırma ile çalışan haklarına ilişkin endişeleri ortadan kaldırmanın ve çalışan verimliliğini artırmanın en ideal yolunun SSİKY uygulamaları olduğu Türkiye örnekleminde çizilmektedir. Araştırmada SSİKY ile iç paydaşların önceliklendirildiği, ayrıca kurumsal, yerel ve küresel anlamda fayda yaratan bir uygulama olduğu tespit edilmiştir. Ayrıca SSİKY'nin çalışanların performanslarını olumlu yönde etkileyen stratejik bir gücü sahip olduğuna işaret edilmiştir.