

The Relationships Between Corporate Social Responsibility and Talent Management: An Analysis Through Human Resources Management

Kurumsal Sosyal Sorumluluk ve Yetenek Yönetimi İlişkisi: İKY Üzerinden bir İnceleme

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This article is an improved version of the paper presented in the 17th Labor Economics and Industrial Relations Congress.

Geliş Tarihi/Received: 16.03.2022

Kabul Tarihi/Accepted: 19.07.2022

Yayın Tarihi/Publication Date: 26.01.2023

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Cite this article as: Bozma, K., & Karcioğlu, F. (2023). The relationships between corporate social responsibility and talent management: An analysis through human resources management. *Trends in Business and Economics*, 37(2), 81-90.



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ABSTRACT

Nowadays, with the emergence of Industry 4.0, the talent management and the social responsibilities of the industrial companies have been taken into consideration in human resources management, which is an influential factor in the sustainable success of businesses. Talent management strategies are needed to attract and retain talented employees in organizations. Similarly, the employees also seek an organization that cares and makes investments in the employees to have better life and work conditions. In this respect, the main objective of this study is to reconcile the human resource policies that can be created for current employees and potential candidates within the framework of the social responsibilities of businesses and the ethical approach of business management with talent management. In this study, the relationship between the concept of social responsibility and talent management practices is examined. After the theoretical information, a field study was conducted with a sample of call center employees in Erzurum (158 people). Our results show that the role of human resource management practices that have social responsibility concerns is related to corporate social responsibility and is an effective instrument for talent management. Furthermore, the results show that corporate social responsibility activities that the organization applies affect the organization's human resources policies, which offer the holistic structure of the characteristics of human resources.

JEL Codes: J54, J62, O15

Keywords: Corporate social responsibility, human resources management, talent management

ÖZ

Günümüzde Endüstri 4.0'ın ortaya çıkmasıyla birlikte işletmelerin sürdürülebilir başarısında etkili bir faktör olan insan kaynakları yönetiminde (İKY) sanayi şirketlerinin yetenek yönetimi (TM) ve sosyal sorumlulukları (SR) dikkate alınmaktadır. Bu nedenle, işletmeler için yetenekli çalışanları çekmek ve elde tutmak için yetenek yönetimi stratejilerine ihtiyaç vardır. Benzer şekilde, bireyler için de daha iyi yaşam ve çalışma koşullarına yönelik fırsatlara sahip olunmasına özen gösteren ve çalışanlarına yatırım yapan işletmeler aramaktadır. Bu doğrultuda, mevcut çalışanlar ve potansiyel adaylar için oluşturulabilecek İK politikalarının, işletmelerin sosyal sorumlulukları çerçevesinde yetenek yönetimi ile ilişkilendirilmesi bu çalışmanın temel amacıdır. Bu çalışmada kurumsal sosyal sorumluluk (KSS) kavramı ile yetenek yönetimi (TM) uygulamaları arasındaki ilişki incelenmiştir. Teorik bilgilerin ardından Erzurum'da (158 kişi) çağrı merkezi çalışanlarından oluşan bir örnekleme saha çalışması yapılmıştır. Sonuçlarımız, sosyal sorumluluk kaygısı taşıyan İKY uygulamalarının rolünün KSS ile ilgili olduğunu ve yetenek yönetimi için etkili bir araç olduğunu göstermektedir. Örgütsel anlamda uygulanan KSS faaliyetlerinin insan kaynakları politikalarını etkilediğini sonucu insan kaynakları yönetiminin örgüt stratejileriyle olan bütünsel yapısını göstermektedir.

JEL Kodları: J54, J62, O15

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk, Yetenek Yönetimi, İnsan Kaynakları Yönetimi

Introduction

Meeting human needs both materially and morally in working life depends on effective and efficient human resources management (HRM). For businesses to fulfill their responsibilities toward internal and external environmental factors and to implement necessary managerial practices within the framework of work ethics through HRM has vital importance. With this understanding, reaching talented employees, seen as a part of shareholder of organization, and keeping them within the organization becomes a social responsibility (SR) for business management (Carroll, 1991).

In the conditions of our age that require continuous development and change, organizations are aware that human resources (HR) can be the most fundamental factor that will provide significant difference against competitors and customers to lead continual success and to gain an advantage in the global competitive environment. For this purpose, it is important to find talented employees, include them in the business, and ensure their loyalty to the organization by training them in line with business purposes. The perspective of HR, which was perceived as a cost in the past, should be seen as an investment in the most valuable asset of the enterprises in today's conditions. The perception of using employees only as a resource has been replaced by "talent management (TM)" (Doğan & Demiral, 2008). Sustainable success of the business passes through the "success of the individual." For this reason, it is important for the management to turn to the individual in various applications, and for this purpose, it is important to create opportunities for the determination and development of the talents of the employees.

The concept of SR, which is another factor that will cause businesses to make a difference in the environments in which they operate, enables businesses to move away from purely profit-oriented initiatives and adopt a management approach based on moral behavior (Petrenko et al., 2016). It is considered as SR for businesses to observe the activities that benefit the society and the welfare level of the society, together with the activities that will benefit the institution (Aydınoğlu, 2013). The increasing sensitivity of the public and employees in this direction is effective in the efforts of business administrations to place SR in their management understanding with concerns such as market share and loss of image. The concept of SR is the application area of business ethics in terms of businesses. The inability to maintain the existence of any social institution that does not have an ethical element on its basis shows the necessity of SR practices for businesses that are trying to maintain their existence and continuity in working life.

The aim of this study is to examine the relationships between the SR perception of HRM applications, corporate social responsibility (CSR) and TM, which is the practical equivalent of the value of labor in business life. The differences between the activities that businesses can do within the framework of their SRs and the HRM practices based on talent are emphasized. In this context, the objectives of the enterprises are discussed within the framework of the approach of "the primary purpose of business management is to serve the society." The concept of talent, what needs to be done to attract and retain talented employees, and the necessity of an enterprise based on TM within the framework of the ethical approach of business management are explained.

Literature

The reason for the existence of the business determines its purpose. In the context of "the sole purpose of businesses is to make a profit" approach, the first factor that business management will consider as a cause and also as a result is profit. Profit is an indispensable element in terms of business management, both as a means of measuring, evaluating, and auditing its activities, and as an assurance tool in terms of the continuity and development of the business, the group it serves and fulfilling its obligations (Can et al., 1999). Today, it has been understood that the continuity, survival, and sustainable business success of businesses cannot be achieved only by maximizing their profits. In the context of "the primary purpose of business management is to serve the society approach," the businesses' meeting the needs of the society, evaluating the demands coming from the society, in other words, ensuring the welfare of the society, causes the profitability and survival of the business as a direct result (Wilson & Post, 2013). It is necessary for businesses to continue their activities, especially in the long term, to keep up with environmental and global conditions.

The survival of businesses in increasingly competitive environments depends on being in rapid and continuous change and development. Changing competitive conditions, rapid development of information and communication technologies create a driving force for both businesses and HRM to keep their expectations high from employees, and for employees to adapt to changing conditions, reveal their potential, and implement the necessary HR policies for development (Schuler et al., 2011b, p. 507). In this context, businesses' attracting and retaining talented workforce, ensuring their loyalty and identity, and improving education and career opportunities emerge as vital situations for businesses (Schuler et al., 1993, 2011a). In terms of employees, businesses, where continuous development and innovation activities and continuous learning policies are implemented, are the subject of preference, it can be said that the enterprises that cannot provide this environment to their employees lag behind in the success rankings. In this respect, ensuring sustainable business success requires the adoption of objectives such as environmental protection, SR and consumer rights, as well as contributing to economic development (Ilic, 2010, p. 304).

Corporate Social Responsibility

It is defined as a working strategy in accordance with economic and legal conditions, and business ethics of the institutions is referred to as making the people and institutions inside and outside the institution happy and satisfied (Atlıç, 2006).

There are various definitions in the literature regarding the concept of SR. As Shanklin (1976) expresses, the varicosity of the definitions relies on the exaggerating differences between the conflict of so-called advocates and opponents of SR, and the conflict according to aiming profitability or SR. There are many publications where the concept has changed over time and its functions caused by different political perspectives are discussed (Carroll, 1979; Dahlsrud, 2008; Rahman, 2011; Sarkar & Searcy, 2016). Table 1 has a summary of definitions.

In the 1960s, Keith Davis emphasized that the concept of SR in terms of businesses is "the decisions and practices of businesses for reasons outside the direct economic or technical interest" and associated this concept with operating outside the main purpose

Table 1.
Summary of Definitions of the Concept of Corporate Social Responsibility

Writer(s) (Year)	Definition
Davis (1967)	Institutional actions and all social effects on systems
Friedman (1970)	A management approach that complies with the basic rules of the society, including legal and ethical traditions, while managing the organizations of business owners or stakeholders in order to gain more profit
Davis (1975)	The process of balancing social and economic goals by voluntarily responding to these responsibilities, free from fear of law
Sethi (1975)	Bringing organizational behavior to a level that is compatible with existing social norms, values, and performance expectations
Crowther and Aras (2008)	Business and its activities in relationship to the society
Adefolake et al. (2012)	Voluntary actions undertaken to solve social problems and misleading corporate behavior
Bowen (2013)	The whole of the obligations of institutions to determine and implement policies in line with their goals and society expectations, make decisions and carry out activities, and improve social life
Perez and Bosque (2014)	Business activities that involve incorporating social and environmental concerns into business operations and relationships with stakeholders, based on businesses' corporate sustainability levels
Schipani et al. (2018)	A voluntary commitment beyond legal requirements and economical goals
Tamer (2019)	A concept used in the regulation of relations between businesses and socio-cultural structure that are not included within the legal boundaries
Kealy (2020)	Businesses to continue their activities by taking the goals and values of the society into account

of the business (Carroll, 1991, p. 43). Especially in the 1960s and 1970s, when the human-centered governance approach came to the fore, businesses whose main purpose was to make profits began to fulfill the aims that put people in the center in the context of "SR" (Carroll, 1991). In Rachel Carson's book *Silent Spring* published in the 1960s, it is stated that CSR emphasizes the SR of businesses and the effects of the environment on businesses.

The emergence of the CSRs of business organizations relies on some important causes and effects in the 1970s USA. Precisely, Carroll has defined the 1970s as the era of CSR management (Carroll, 2015, p. 88) after the oil spill and high inflation in Santa Barbara Beach, in 1969, have shaken business confidence. All these have led to the emergence of large protest movements (Waterhouse, 2017). As a result, the U.S. federal government has made significant progress in social and environmental regulations such as Environmental Protection Agency, the Consumer Product Safety Commission, the Equal Employment Opportunity Commission, and the Occupational Safety and Health Administration. All of these are CSRs to some extent (Carroll, 2015).

The definitions of CSR in eyes of the International Organizations focus on the efforts of companies to fulfill their economic, ethical, social, legal, and environmental obligations toward their internal and external stakeholders without neglecting the main purpose of making profit. For example, The United Nations Conference on Trade and Development has defined SR as a set of procedures in which its social role is integrated into its business policies and activities. Compliance with the law constitutes the minimum commitment to the standards that companies must comply with (UNCTD, 2004, p. 4). The World Bank has defined the term as "the contribution of the business sector to the achievement of economic, social and environmental development goals in a way that increases profits and reduces losses" (WB, 2006, p. 11). And according to the European Commission, CSR means "businesses are responsible for their impact on society" (EC, 2011).

In conclusion, the basic idea behind CSR is that businesses work for social improvement. It can be perceived as the voluntary decisions and steps taken by the business management to increase the welfare of the public and the employees of the business.

From this point of view, CSR is not just a form of philanthropy. It is a consistent policy that supports long-term goals. It is not just a project but an approach that aims to identify social needs and issues. It is not a kind of expenditure; in contrast, it is an investment with a return. On the other hand, CSR is not an investment that is expected to bring profit but also an investment that will only provide and protect profitability.

Social Responsibility in Human Resources Management

Human resources management aims to effectively manage the HR of the organization in a way that will be beneficial to the organization, to the environment in which the organization is located, and to its employees, within the legal framework. The fields of activity of HRM in this framework are Planning, Selection and Placement, Evaluation and Rewarding, Training and Development, Industrial Relations, and Occupational Health and Safety (Bingöl, 2014). In terms of all these functions, it is important for businesses that HRM has a SR understanding. Human resources practices and SR understanding are integrated around the principles of "efficiency and efficiency, humane behavior, equality, assurance, openness and confidentiality" (Alkan, 2004).

The SR of HRM is a part of CSR internally. Internal CSR refers to the policies and practices of an organization regarding employees such as respect for human rights, employee health and safety, work-life balance, employee training, and equal opportunity (Gond et al., 2011; Shen & Jiuhua Zhu, 2011). The internal CSR focuses on the following:

- Employee health and safety: Meaning the protection of HR in the workplace (Friend & Kohn, 2007). In a safe working environment, employees will feel that the organization is interested in them, and in this case, they will be able to perform their jobs with loyalty and satisfaction (Adugyamfi et al., 2021).
- Organizational justice: It is related to employees' perceptions of the fairness of wage policy, promotions (Gallie et al., 2021), and the justice of the decision-making process (Folger & Cropanzano, 1998). In addition to fairness, it occurs in resolving conflicts within the organization (Bies & Moag, 1986).

- Work–life balance: It is to find a balance between personal life and work needs, without affecting each other (Clutterbuck, 2003).
- Training and development: It refers to workshops, seminars, and conferences that organizations offer to their employees in order to improve their existing knowledge, skills, and abilities to achieve their goals (Nguyen, 2012).

Today's competitive conditions foresee the necessity of SR in order to reach and retain different and talented employees with HRM policies that can make a difference in terms of sustaining the existence of businesses by achieving sustainable success. Today, managing talent in HRM has become an increasingly important understanding, as globalization shows continuous development and change with increasing competition and advances in information and communication technologies (Doğan & Demiral, 2008).

In summary, the advantages of SR practices in HRM can be stated as follows (Aktan & Börü, 2007; Şimşek et al., 2015):

- The SR practices in HRM enable to play a more active role in business processes and to increase the loyalty of both employees and customers.
- The SR practices ensure the development of cooperation between civil society and the private sector which enables the organizations to reach the exact need of labor force.
- It benefits the environment by using environmental technology, reducing environmental pollution, supporting the protection of cultural heritage, saving energy, and giving importance to recycling.
- The SR practices in HRM provide employees with a safe working environment and better working conditions; HR policies based on ethical principles, equality of opportunity, and improvement in worker standards.
- They provide a reputable and safe environment for both internal and external stakeholders.
- Social activities that take a role in the SRs of businesses address the need for new HR to maintain social activities. As a result, obtain new employment opportunities, although this result causes new costs for the organization.

In addition, CSR redefines the concepts of success, organizational honesty, and accountability in terms of businesses. As a result, an HRM practice area with higher SR can be created. Thus, while organizational management is restructured within the framework of the concept of SR, its reflection on HRM systems allows organizational performance and commitment to be defined with a broader perspective (Simmons; 2003, p. 129).

Talent Management

In the words of Lewis and Heckman (2006), it is very difficult to make a general definition of TM due to the confusion caused by many assumptions and definitions made by the authors. However, a general definition can be made as “ensuring the right person to work at the right job at the right time” (Schuler et al., 1996). It can be seen that HR planning, career management, and TM are intertwined in different definitions such as that of Rothwell (2010): “the systematic and planned effort on the part of the organization to support the continuity of the leadership to be provided by the key positions and to support the individual advancement”; “the management of the supply, demand and flow of talent with the human capital system” (Rothwell, 1994; cited in Lewis, 2006).

Talent management is considered as the process of predicting the talent need in the strategic positions of the enterprises, and meeting this need generally focuses on managerial positions (Cappelli & Keller, 2014). Basically, TM is based on future business needs in human labor. It is expressed as a set of processes, cultural norms, and programs designed to attract, develop, recruit, and retain talent so that businesses can meet their strategic goals and achieve their strategic goals (Bass, 2010). According to Lewis and Heckman (2006), managing talent actually requires implementing the processes of the HR department more quickly across the organization. Despite this, there is also some criticism that the concept of managing talent does not contribute to the understanding of HR and the development of TM strategies; unnecessarily, it redefines the process of HRM (Wahba, 2016).

Beyond this debate, there are some factors that had led the concepts of TM raised apart from HRM. It is known that since the 1980s, the changes in the competitive conditions and environmental conditions of the organizations brought many innovations together with the new structuring, globalization. With globalization, businesses have the opportunity to compete outside national areas, gaining advantageous production opportunities in sales and marketing (Topaloğlu & Koç, 2017). Additionally, HRs have different characteristics and expectations with the effect of demographic changes. An HR profile that has increased knowledge and self-confidence, can think globally, can use communication resources effectively, maintains a work–life balance, is goal-oriented, and has high expectations emerges. The differentiation of expectations and trends is due to generational differences (Özkan & Solmaz, 2015; Dinçer, 2017). For career-oriented individuals, new skill requirements mean new employment opportunities. In addition, important social changes such as divorce, increase in crime and suicide rates, increase in homeless people, bankruptcies, and increase in the number of women in the workforce are also effective on career decisions (Yarnall, 2008).

Furthermore, technological developments, which are effective in determining which duties or technical assessments will be needed and for those to apply these duties to have which qualifications will be searched for, make it necessary for businesses to change and adapt to the developments. By using information technologies, businesses can have more strategic, flexible, customer-oriented, and effective cost management. Technology affects the HRM process and technologies are adopted by businesses that will enable the restructuring of the HR function. Human resources specialists are responsible for managing the process by being prepared for organizational and job design changes caused by technology (Mishra & Akman, 2010). These factors result in the search for a qualified and elastic workforce that can be adapted to newly raised technical positions which insist on the role of TM. Especially, with the emergence of Industry 4.0, that is, digital manufacturing and quoted as “smart factory,” smart networking between industry units, mobility in processes, flexibility and interoperability of industrial operations, integration with customers and suppliers, and adoption of innovative business models have gained crucial roles in business administration (Jazdi, 2014). Besides, Industry 4.0, with all its new standards, has some effects on HRM, in implementation complexities, skills gaps, and threats to existing jobs (Kamble et al., 2018).

Link Between Corporate Social Responsibility, Human Resources Management, and Talent Management

The Report of International Labor Organization on sustainable development goals (2018) has implementations about Industry 4.0 and to cure its negative SR repercussions for human employment, skills, and decent work. A recent study on sustainable development strategies of Industry 4.0 by Mukhuty et al. (2022) has focused on HR impediments for Industry 4.0 and searching for answers within the scope of SR. The findings show that practices of SR in HRM can be a crucial enabler for sustainable Industry 4.0 development. Li et al. (2019) and Ghobakhloo et al. (2021) emphasize the crucial role of HRM for Industry 4.0 and TM that can offer significant sustainable development. Research has shown that HRM can facilitate sustainable development through strategic HRM with SR. In a cooperative study on CSR and global TM practices in UK and Korea, Kim and Scullion (2011) have also found that although there are culturally different conceptions between the two countries, a positive relationship between CSR and TM strategies was found.

Human resource professionals can play a strategic role in meeting the challenges of multi-stakeholder strategic partnerships with collaborating and competing firms and government agencies as a part of CSR (Brunetti et al., 2020; Mukhuty, 2022; Stahl et al., 2020). Moreover, to have the least possible disruption in employment strategies, HR department need to be a strategic partner in business decisions (Galang & Osman, 2016), so that socially responsible decisions are made in the application of Industry 4.0 technology (Mukhuty, 2022). Human resources as a part of TM strategies can help step-change toward smart factories by promoting socially responsible solutions (He et al., 2020). An example can be adapting technology to legacy machines (Arnold et al., 2016; Müller et al., 2018), so that existing workers can continue to employ them with nominal skills.

There are also researches conducted on CSR activities which are increasingly becoming an important way to attract and retain talented employees. In their study, Vinerean et al. (2013) state that CSR has a positive and significant effect on attracting and retaining employees. Albinger and Freeman (2000) found in their study that there is a positive relationship between CSR and employer attractiveness. It is within the scope of CSR that the enterprise provides support for social issues, provides social assistance, is sensitive to employee-related issues, and produces products and services in an environmentally friendly manner. The activities carried out by businesses within the scope of CSR provide a competitive advantage. It is stated that businesses that are especially sensitive to employee-related issues gain a significant advantage in attracting talented employees.

In the literature, there are researches on the effectiveness of socially responsible HRM applications. According to Syed and Kramar (2017), CSR in HRM contributes to the solution of social problems and is able to create an additional motivation factor for employees. Also, in an organizational environment where a higher level of commitment, loyalty, and performance is expected from employees, HRM's use of socially oriented projects as a tool beyond traditional organizational boundaries will provide an important breakthrough (Zappala & Cronin; 2003).

Methodology

The aim of this study is to examine the relationships between the perception of employees on the SR of HRM, CSR, and TM. Second,

this study investigates the demographic characteristics of the employees that differ according to their perceptions of HRM-SS and its sub-levels, CSR and TM.

This is a descriptive cross-sectional study conducted by the survey. Research data were obtained through a questionnaire applied to call center employees. In the first part of the applied questionnaire, there are questions about the demographic characteristics of the participants. The second part consists of three parts. In the first part, there are questions about the SR in HR Practices scale (Cronbach's Alpha = .92), in the second part, the CSR Scale (Cronbach's Alpha = .855), and in the third part, the TM Process Scale (Cronbach's Alpha = .90) developed by Wellins and Schweyer (2011).

The obtained data were transferred to the digital environment with the Statistical Package for the Social Sciences program and statistical analyses were made. In the analysis, the *t*-test for the sample and in cases where there are more than two variables, one-way analysis of variance, Bonferroni test, Pearson correlation coefficient, and regression analysis were used in order to analyze the sources of differences in the comparison of different dimensions.

As a research model, we thought that the level of SR in enterprises and the importance given to TM are directly related. The level of CSR will positively affect the level of SR in HRM, and therefore, the perception of TM. The research model is shown in Figure 1.

Hypotheses created according to this model:

- H1: There is a significant and positive relationship between CSR and SR in HRM policies.
- H2: There is a significant and positive relationship between SR in HRM policies and TM.
- H3: The demographic characteristics of the employees differ according to HRM-SS and its sub-levels, CSR and TM.

Findings

Table 2 shows the demographic characteristics of the employees. Of the sample, 39.9% is female, the rest is male. The ages of attenders have gathered in between 25-30 ages with the percentage of 46.8, where the attenders between 18-24 ages are in the second rank (34.2%). According to education characteristics; 43.7% of the attenders have a bachelor's degree, 39.9% are graduated from high school, and 10.8% have an MSc degree. The operators have the highest percentage, 78.5%, where managers 12.7%, and other workers have 8.9% according to the profession.

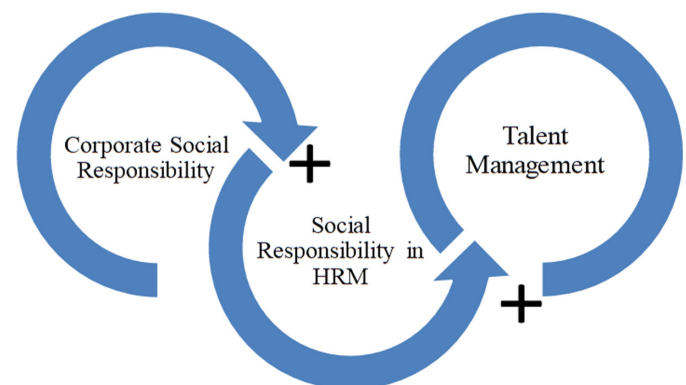


Figure 1.
The Model of the Study.

Table 2.
Demographic Characteristics of the Sample (N = 158)

Demographic Characteristics		f	%	Demographic Characteristics		f	%
Age	18–24	54	34.2	Profession	Operator	124	78.5
	25–30	74	46.8		Manager	20	12.7
	30 or more	30	19		Worker	14	8.9
Marriage Status	Married	56	35.4	Seniority	Up to 5 years	130	82.3
	Single	99	62.7		6 to 10 years	25	15.8
	Other	3	1.9		More than 10 years	3	1.9
Education	Primary school	2	1.3	Gender	Female	63	39.9
	Middle school	3	1.9		Male	94	60.1
	High school	63	39.9				
	Associate degree	4	2.5				
	Bachelor	69	43.7				
	MSc	17	10.8				
Total		158	100	Total		158	100

Table 3.
Correlations Among the Variables

N = 158		SR in HRM	CSR	TM
Social Responsibility in Human Resources Management (SR in HRM)	Pearson correlation	1	.590**	.741**
	Significance (two-tailed)		.000	.000
Corporate Social Responsibility (CSR)	Pearson correlation		1	.416**
	Significance (two-tailed)			.000
Talent Management (TM)	Pearson correlation			1
	Significance (two-tailed)			.

Note: CSR = corporate social responsibility; HR = human resource management; SR = social responsibility; TM = talent management.
**Correlation is significant at the .01 level (two-tailed), N = 158.

The seniority of the attenders shows that 82.9% of the workers have been working in their current workplace for up to 5 years, which shows that a great number of the attendees have newly been employed.

In order to find out the relationships between SR in HRM, CSR, and TM, we calculated Pearson correlation for the gathered data. Table 3 shows that there are statistically significant relationships between the variables.

There is a very strong and positive relationship between the variables. This means the higher the levels of perceptions of employees on SR, the higher the SR in HRM and TM. The strongest relationship has occurred between the variables, SR in HRM and TM ($r = .741$) showing a high correlation. The level of the correlations among the SR in HRM and CSR is $r = .590$ showing a moderate correlation, as well as the level of correlation between CSR and TM is $r = .416$. According to these results, hypotheses H1 and H2 are accepted.

Table 4.
Differences Between Demographic Characteristics of the Participants and the Variables (CSR, SR in HRM, TM)

Demographic Characteristics***		Subdimensions of Social Responsibility in Human Resources Management**			SR in HRM	TM	CSR
		Employee–Employer Relationship	Occupational Health and Safety	Adaptation to the Work Environment			
Gender	t	–2.823	–1.597	–2.412	–2.296	–2.242	–1.960
	p	.005	.112	.017	.023	.026	.052
Profession	p	.019	.645	.439	.164	.037	.352
	F	1.794	0.828	1.024	1.827	3.366	1.053
Seniority	p	.544	.017	.108	.105	.323	.881
	F	0.945	2.024	1.444	2.284	1.140	0.126

Note: CSR = corporate social responsibility; HR = human resource management; SR = social responsibility; TM = talent management.

* $p < .05$, a significant difference was found. (F: value for ANOVA test, t: value for t-test).

**Only the dimensions which have statistically significant results are shown.

***Only the demographic characteristics which have statistically significant results are shown.

Table 5.
Effect of Corporate Social Responsibility on SR in HRM

Model		Unstandardized Coefficients		Standardized Coefficients		R	R ²	
		B	Std. Error	Beta	t	Significance	df 1	df ² 156
1	Corporate Social Responsibility	1.143	.213	.590	5.376	.000	F	Significance
		.575	.063		9.118	.000	83.142	.000 ^b

Note: CSR = corporate social responsibility; HR = human resource management; SR = social responsibility; TM = talent management.

^aDependent Variable: SR in HRM.

^bPredictors: CSR.

Table 6.
Effect of SR in HRM on TM

Model		Unstandardized Coefficients		Standardized Coefficients		R	R ²	
		B	Standard Error	Beta	t	Sig.	df 1	df ² 156
1	Social Responsibility in Human Resources Management	.382	.189	.741	2.024	.045	F	Significance
		.833	.060		13.797	.000	190.357	.000 ^b

Note: HRM = human resource management; SR = social responsibility; TM = talent management.

^aDependent variable: TM.

^bPredictors: SR in HRM.

Table 4 shows the differences between the demographic characteristics of the participants and the variables. The table only contains the results of the variables that are statistically significant which are shown in bold. According to the results, the gender variable has a significant difference among the variables SR in HRM and TM where the employee–employer relationship and adaption to the work environment sub-dimensions of SR in HRM have gender-based differences.

According to profession types of the sample, the TM variables indicate the differences ($p = .037$), also the Employee–Employer Relationship sub-dimension ($p = .019$). The seniority differences have a role in only the sub-dimension of Occupational Health and Safety ($p = .17$). Therefore, the results show that H3 is partially accepted.

In Table 5, the effect of CSR on SR in HRM is calculated through regression analysis. According to the results which are statistically significant ($p = .000 < .05$), the CSR variable was found to be 34.8% explanatory of the SR in the HRM variable.

In Table 6, the effect of SR in HRM on TM is calculated through regression analysis. According to the results which are statistically significant ($p = .000 < .05$), the SR in the HRM variable was found to be 55% explanatory of the TM variable.

Discussion

Our results show that the role of HRM practices that have SR concerns is related to CSR and is an effective instrument for TM. Furthermore, the results show that CSR activities that the organization apply affect the HR policies of the organization, which shows the holistic structure of the HR characteristics. Our results indicate that investment done for employees through HRM practices, which consider CSR, has strong relations with TM. Whereas this investment also has an impact on society's spillovers and benefits for the organization (Porter and Kramer, 2011).

This study has similar results to Jamali et al. (2014) showing that the HRM has a crucial role in CSR. The results of this study also indicate an effective strategy for recruiting with the use of CSR practices. A number of researches also indicate the role of CSR in HRM showing contributions in the areas of recruitment processes and motivation of the employees (Cowe et al., 2002, Redington, 2005). Similarly, in their study, Story et al. (2016) have found that internal CSR practices are considered as a selective factor for the ones to apply to the organization for a new job, which also indicates the role of SR practices of HRM, in attracting talented employees to the organizations.

Despite having positive effects among the variables CSR and TM, Lacey and Groves (2014) have pointed out the two-way policies that companies carry on through TM applications such as high potential programs that prevent employees from development opportunities. This research shows the inappropriate practices of exclusionary TM practices and CSR outcomes.

Conclusion and Suggestions

In today's competitive conditions, the continuity and sustainable success of businesses emphasize the importance of their success in CSR and HRM. Businesses that take strategic steps to develop CSR can provide employee satisfaction with practices that can set an example of SR in terms of HRM. In this respect, in line with the talents of the employees, their work with a business understanding according to people reveals positive results for both the business and the employee.

In the company where the research was conducted, a strong positive relationship was found between the level of CSR according to its employees and the understanding of SR in HR practices and TM. In addition, it was concluded that some HRM practices SR sub-dimension averages differ according to participant characteristics.

As a result of this research, important results have been obtained for organizations. It is seen that businesses should not only aim

for profit but also have SR purposes and reflect this in their HRM. In this context, reflecting TM to the process more effectively and effectively in terms of HRM will be beneficial for the continuity of organizational success and employee satisfaction.

It may be possible to contribute to this field of study by increasing the research subjecting the value given to people, talents, and labor, and by comparing the data to be obtained from different sectors and samples for different studies to be carried out for this purpose.

Peer-review: Externally peer-reviewed.

Author Contributions: Concept – K.B., F.K.; Design – K.B.; Supervision – F.K.; Resources – K.B.; Materials – K.B.; Data Collection and/or Processing – K.B.; Analysis and/or Interpretation – K.B.; Literature Search – K.B.; Writing Manuscript – K.B.; Critical Review – F.K.

Declaration of Interests: The authors declare that they have no competing interest.

Funding: The authors declare that this study had received no financial support.

Hakem Değerlendirmesi: Dış bağımsız.

Yazar Katkıları: Fikir – K.B., F.K.; Tasarım – K.B.; Denetlem – F.K.; Kaynaklar – K.B.; Malzemeler – K.B.; Veri Toplanması ve/veya İşlemesi – K.B.; Analiz ve/veya Yorum – K.B.; Literatür Taraması – K.B.; Yazıyı Yazan – K.B.; Eleştirel İnceleme – F.K.

Çıkar Çatışması: Yazarlar, çıkar çatışması olmadığını beyan etmişlerdir.

Finansal Destek: Yazarlar, bu çalışma için finansal destek almadıklarını beyan etmişlerdir.

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Genişletilmiş Özet

Amaç: Tıpkı insanın hiçbir zaman tek başına var olamayacağı gibi, insan varlığının olduğu her kurum, örgüt ve toplumda da bu kural geçerliliğini korumaktadır. Hiçbir toplumsal kurum ne kendini oluşturan öğelerden, ne de içinde bulunduğu çevreden ayımsanamaz. İnsanın dâhil olduğu tüm sosyal sistemlerin bütünlüklerini korumaları ve varlıklarını sürdürebilmeleri için, sistemin parçası olan bireylerin yaşam için gerekli tüm ihtiyaçları karşılanmalıdır. Çalışma hayatında insani ihtiyaçların gerek maddi gerek manevi olarak karşılanması insan kaynakları yönetiminin etkin ve etkili bir şekilde yapılmasına bağlıdır. İşletmelerin gerek çalışanlara, gerek de çevreye karşı sorumluluklarını yerine getirmeleri, çalışma ahlakı çerçevesinde gerekli yönetsel uygulamaları yürürlüğe almaları oldukça önemlidir. Bu anlayışla, işletmelerin yetenekli çalışanlara ulaşması ve onları işletme bünyesinde tutması daha da kolaylaşmaktadır.

Bu çalışmanın amacı, iş yaşamında emeğin değerinin uygulamadaki karşılığı olan insan kaynakları yönetiminin sosyal sorumluluk algısı, kurumsal sosyal sorumluluk ve yetenek yönetimi arasındaki ilişkileri incelemektir. Araştırma ile elde edilecek bulguların ve sunulacak önerilerin; konuyla ilgili olabilecek tarafların (devlet, işverenler, yöneticiler, sendikalar, çalışanlar) farkındalıklarını artıracakları beklenilmektedir.

Yöntem: Bu çalışmanın amacı, çalışanların insan kaynakları yönetiminin sosyal sorumluluğuna ilişkin algıları, kurumsal sosyal sorumluluk ve yetenek yönetimi arasındaki ilişkilerin incelenmesidir. İkinci olarak, bu çalışma, çalışanların demografik özelliklerinin İKY-SS ve alt düzeyleri olan KSS ve TM algılarına göre farklılık gösterdiğini araştırmaktadır.

Bu çalışma, tarama yöntemiyle yürütülen tanımlayıcı kesitsel bir araştırmadır. Araştırma verileri, çağrı merkezi çalışanlarına uygulanan anket aracılığıyla elde edilmiştir. Uygulanan anketin ilk bölümünde katılımcıların demografik özelliklerine ilişkin sorular yer almaktadır. İkinci kısım üç kısımdan oluşmaktadır. Birinci bölümde İnsan Kaynakları Uygulamalarında Sosyal Sorumluluk ölçeği (Cronbach's Alpha=,92), ikinci bölümde Kurumsal Sosyal Sorumluluk Ölçeği (Cronbach's Alpha=,855) ve üçüncü bölümde Yetenek Yönetimi ölçeği ile ilgili sorular bulunmaktadır. Wellins ve Schweyer (2011) tarafından geliştirilen Süreç Ölçeği (Cronbach's Alpha=,90).

Elde edilen veriler SPSS programı ile dijital ortama aktarılmış ve istatistiksel analizleri yapılmıştır. Analizde, örneklem için t testi ve ikiden fazla değişkenin olduğu durumlarda farklılıkların kaynaklarını analiz etmek için tek yönlü varyans analizi (ANOVA), Bonferroni testi, Pearson korelasyon katsayısı ve regresyon analizi kullanılmıştır. farklı boyutların karşılaştırılması.

Araştırma modeli olarak işletmelerdeki sosyal sorumluluk düzeyi ile yetenek yönetimine verilen önemin doğrudan ilişkili olduğunu düşündük. Kurumsal sosyal sorumluluk düzeyi, İKY'deki SR düzeyini ve dolayısıyla yetenek yönetimi algısını olumlu yönde etkileyecektir.

Bulgular: Günümüzün rekabet koşullarında işletmelerin devamlılıkları ve sürdürülebilir başarıları kurumsal sosyal sorumluluk ve insan kaynakları yönetimi alanındaki başarılarının önemini vurgulamaktadır. Kurumsal sosyal sorumluluğu geliştirmek adına stratejik adımlar atan işletmeler, insan kaynakları yönetimi açısından da sosyal sorumluluk örneği oluşturabilecek uygulamalarla işgören memnuniyetini sağlayabilmektedir. Bu açıdan işgörenlerin yetenekleri doğrultusunda, insana göre iş anlayışı ile çalışmaları hem işletme, hem de işgören açısından olumlu sonuçlar ortaya koymaktadır.

Araştırmanın yürütüldüğü işletmede, çalışanlarına göre kurumsal sosyal sorumluluk düzeyi ile insan kaynakları uygulamalarında sosyal sorumluluk anlayışı ve yetenek yönetimi arasında pozitif yönlü oldukça güçlü bir ilişki tespit edilmiştir. Ayrıca katılımcı özelliklerine göre bazı İKY Uygulamaları Sosyal Sorumluluk alt boyut ortalamalarının farklılaştığı sonucuna ulaşılmıştır.

Bu araştırma sonucunda işletmeler için önemli sonuçlar elde edilmiştir. Buna göre işletmelerin sadece kar amaçlı değil, sosyal sorumluluk amacı taşımaları ve bunu yönetimlerine yansıtılmalarının gerekliliği görülmektedir. Bu bağlamda, insan kaynakları yönetimi açısından yetenek yönetiminin daha etkin ve etkili bir şekilde sürece yansıtılması örgütsel başarının devamlılığı ve işgören memnuniyeti açısından yarar sağlayacaktır.

Bu çalışmaya insana, yeteneğe ve emeğe verilen değerin artırılması ve bu amaçla yapılacak farklı çalışmalarda, farklı sektör ve örneklem-lerden elde edilecek verilerin karşılaştırılması ile katkı mümkün olabilir.