# Human Resource Empowerment as Social Responsibility of Organizational Management

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## Abstract

Research on the link between Human Resource Empowerment (HRE) and Social Responsibility of Organizational Management (SROM) is very important. For this reason, the responsibility and functions of managers as a responsible who increasingly charged with the following of many Human Resource Empowerment (HRE) practices. This study explores the attention to human resource and workers commitment towards their potential worker and their job influenced by the strategy of SROM and by organizational strength with HRE formulation. In organization, as studies showed in organizations, there are active relationship between the SROM of managers and the compilation of HRE formulation. The subject of the study is that it is human resources management, not just HRE formulation, which, through human resources interactions behavior, influences organizational performance. In fact, human resources management is the balancing of SROM behavior, HRE performance compilation and organizational conditions, and concept of HRE expectations to attention of these factors in both formulation and compilation.

## Keywords

Human Resource Empowerment; Organizational Performance; Social Responsibility of Organizational Management

## I. Introduction

A Products & Services organization, which cannot manage organizations competition, will have problems surviving. In order to be able to do this successfully, the Strength Organization (SO) has to view its business and its customer relationships from a Products & Services Human Resource Empowerment (HRE) improvement perspective. There are always relationships between a strength organization and its HRE.

The key issue is whether the organization wants to make use of these relationships in the way it manages Social Responsibility of Organizational Management (SROM) or not, and whether a given HRE wants to be an actively managed relationship with the strength organization provider, or not.

In this paper, the importance and growth of the strength organization reviewed. Strength organization organizations are facing fundamental issues such as how to design and implement an effective HRE system, which will help to establish and to retain global market share. Much of the published work on HRE focuses on manufactured products & services, but managers are paying more attention to emphasizing HRE.

## II. Social Responsibility

Social responsibility of managers is a society ideology or theory that an entity, be it an organization or individual, has an obligation to act to benefit society. Social responsibility is a performance role and function of every organizational workers and organizational managers has to balancing between the organization and the organizational environment.

There is always an interaction between organizational performance, in the all activities such as bank, hospital, tourist, welfare, health, factories and other activities of the society and environment.

In addition, social responsibility means powering the balancing between the organization and the organizational environment. In fact, not only to organizational primary and supporting activities but also to each manager who is any action influences organization and organizational environment. This important responsibility can be accept by avoiding engaging in socially harmful action, or be dynamic by doing of activities that directly advance organizational social missions.

Anyhow, organization can use socially harmful action to insure their activities by managing of social responsibility for decisions making to maximize their participation of human recourses with their suitable and active corporation.

In fact, social responsibility is as an organizational principle has accepted some normative status in relation to all organizations. The excellence organizations are developing an international organizational responsibility standard to provide guidelines for adopting and disseminating social responsibility. These responsibility standards will encourage voluntary commitment to organizational social responsibility and will lead to common guidance on formulation, performing and methods of assessment.

The organizational social responsibility standard describes itself as a guide for meeting and conversation, not a constraining or bureaucracy management standards.

## III. Organizational Social Responsibility

Organizational Social Responsibility (OSR) as organizational commitment, organizational citizenship, organizational social performance, or organizational sustainable responsible is important subject attempts to explain the social responsibility behavior of the organizational managers by linking it with the fixed patterns of thinking. The organization can developing a process social responsibility behavior performance indicator, with which one tracks how the overall performance of this processes has been developed.

In order to assess comprehensively the overall development of a completely social responsibility behavior and its organizational learning, this approach is applied.

Assessments based on social responsibility behavior criteria's have applied at organization as internal assessments by organizational systems in different organizational units.

Some of organizations units have applied the organizational social responsibility in order to calibrate their internal assessments with a more general assessment scale. However, even participation in the organizational social responsibility competition understood as a part of assessment to improve organizational performance.

General conclusions and lessons learnt can be drawn from organizational social responsibility experiences dedicated it implementation. When implementing organizational social responsibility, clearly recognized relative principles and effective professional methodology employed in a natural and innovative organizational social responsibility manner integrated with organizational specific mission emphases and management infrastructure.

Few researches showed positive impacts and relation on

managerial performance results from organizational social responsibility. Organizational social responsibility defined in the excellence organizations for organizational development's as making good competitive. Continue of customer driven approach by organizational development with organizational social responsibility while improving the organizational social responsibility actions is very important. Because, it gives continue of life to the organizational workforce and organizational customer.

Organizational social responsibility is one of the newest management strategies where companies try to create a positive impact on society while doing business. There is no clear-cut definition of what organizational social responsibility comprises. Every organization has different organizational social responsibility objectives though the main motive is the same. All organizations have a two point agenda:

1. To improve qualitatively as the management of people, processes and quantitatively as the impact on society;
2. To increase of relative interest for organizational affairs in circle by perform of functional activities for positive influencing to the organization and organizational environment and so to society.

The organizational social responsibility came into common use after many multinational organizations formed the term organizational environment and society.

It means that an organization's activities are complexity for help to an organization's goals attachment that organization be active and dynamic in organizational environment for compete with competitors.

Organizational improvement is one of the forms of applied organizational social responsibility that examines relative principles and behaviors that it is in organizational environment.

## IV. Human Resource Empowerment

Organizational environment expectation well designed Human Resource Empowerment (HRE) practices to use in their workers management activities and human resources management approach in order to help motivation and rewarding of human resources and deal with performance issues and worker expectations and requests.

The assignment of a human resources management to particular human resources the information employers have about the manager's hidden ability at the time of the assignment. The fact that human resource empowerment continues after the assignment human resources management that the assignment is made with human resources potential factors.

If human resources promotions based on the estimated ability of the human resources assigned to a given hierarchical level at the same moment in time will have similar expected abilities. With human resources promotions models, there will be less to human resources potential in the future for those workers whose ability better assessed.

If human resources experience and formal human resources empowerment improve the precision of the assessment, then within human resources should decrease with experience and education.

The prediction that human resources empowerment improves increases with organizational position.

The human resources managers are agree with these principals that they will affect by their managing behavior and that of top management in establishing an appropriate organizational climate (Bowen and Ostroff, 2004, 145).

Organizational human resources are likely to affect by the human resources empowerment practices and human resources managers. Poorly designed or inadequate policies can rescue by good responsibility of social responsibility of organizational management behavior in much the same way as good organizational human resources practices can negated by poor manager behavior or weak leadership (Feghhi farahmand, 2002, 652).

The main hypothesis is that human resources empowerment practices viewed by employees as a personalized commitment to them by the organization which is then reciprocated back to the organization by employees through positive attitudes and behavior.

Social responsibility of organizational management behavior may be linked to particular policies of salience to employees, but it is the overall effect, the strength of the human resources empowerment system (Bowen and Ostroff, 2004, 49), and employees' broader conceptions of the employment relationship which is critical (Hannah and Iverson, 2004, 339).

One main factor of Human Resource Systems (HRS) is the position of human resources relationships. Human resources managers and subordinates studies showed that more effectively developed human resources transactions are suitable for each workers and work department functioning by human resources empowerment and have many effective results related to organizational performance (Uhl Bien, et al. 2000: 138).

## V. The Role of SROM in Workers Management

Debates on the role of SROM in particular, employees are one of the most valuable resources and organizations have to remain competitive.

Excellence organizations might achieve this by using organic human resources empowerment that promote the development of a human capital pool possessing a broad range of skills and that are able to engage in a wide variety of behavior.

In according with organizational activities categories to support and main, we know that organizational goal attachment is depending on all of them. For this reason:

1. In human resources management, there was important discussion on returning human resources empowerment to the social responsibility of organizational management.
2. Human resources management roles in workers management and in management more generally, broadened while maintaining their traditional supervisory duties (McConville and Holden, 1999, 149; Hales, 2005, 318).
3. The social responsibility of organizational management role in human resources empowerment like appraisal, involvement and incentive pay has noted the distinction between espoused. The enacted human resources empowerment practices with the gap often explained by social responsibility of organizational management lack of training, lack of interest, work overload, conflicting priorities and self serving behaviour (Grint, 1993; McGovern et al., 1997; Fenton O'Creevy, 2001; Harris, 2001; Whittaker and Marchington, 2003).

Human resources empowerment feedback is essential in gaining the maximum benefits from goal setting. Without feedback, human resources are unable to make adjustments in job performance or receive positive reinforcement for effective job behavior.

Some human resources empowerment strategy may influence human resources directly, most rely on manager approaches, and their role of the relationship between human resources and their social responsibility of organizational management.

This factor in the human resources management empowerment

of social responsibility of organizational management clearly reflected in human resources approaches of their manager's leadership behavior (Guest and Conway, 2004, 73).

The fulfillments of managers' workers management roles often rely on the social responsibility of organizational management own sense of motivation and commitment. It is therefore likely to be more discretionary than other aspects of manager duties especially those related to the primary task of the work unit. The extent and nature of this discretionary behavior will influenced by the design and range of human resources empowerment practices they expected to implement.

In extensive range of human resources empowerment policies, social responsibility of organizational management performed by methods and procedures to use in human resources management. These will modify the relationship between managers and their human resources. Human resources commitment to the organization will influence by their perceptions of these practices as well as their relationship with their managers (Feghhi farahmand, 2003, 461).

## VI. Human Resource Empowerment and Social Responsibility of Organizational Management

The substantial volume of research on the link between human resources empowerment and social responsibility of organizational management has paid little attention to the causal chain linking policy inputs to performance outcomes.

In human resources empowerment, the main factor is that how it performs influence human resources attitudes and improve human resources performance in organization, which are beneficial to the human resources management of organization.

The human resources management and relative methods is focusing on their perceptions and establishing correlations with human resources commitment to the organization and their job satisfaction. This related in the method to employee discretionary behavior, sometimes referred to as social responsibility of organizational management, and then to measures of organizational or employment unit performance.

The human resources empowerment practices perceived or experienced by employees will to a growing extent, those delivered or enacted by managers, especially managers with direct supervisory responsibility as social responsibility of organizational management (Feghhi farahmand, 2002, .638). There is a gap between what is formally required in human resources empowerment strategy and what actually performed by social responsibility of organizational management.

The human resources managers have commitment to human resources empowerment activities, appraising, developing, communicating, involving etc.

These perspectives of social responsibility of organizational management can perform together in the term of human resources management. The perspectives of human resources manager's activities, their function and the application of human resources empowerment practices, imply a symbiotic relationship between them.

In fact, the main purpose is to review that which social responsibility of organizational management behaviors and the enactment of human resources empowerment practices can be separately perspectives, which it required be taken into managerial aspect in the process of human resources explanation that it is link with social responsibility of organizational management. For this reason two propositions can are as follows:

1. Social responsibility of organizational management independent of human resources empowerment practices in use, influences organizational commitment and human resources experiences (Feghhi farahmand, 2002, 640).

2. Social responsibility of organizational management leadership behavior, the human resources empowerment practices as perceived by the human resources will related to organizational responsibility conditions and human resources experiences, and that the effective outcomes on human resources attitudes will be greater when both are positive.

These subjects are necessary for involvement in the human resources behaviors that they seek to ensure successful implementation of human resources empowerment by relative practices and empowering of social responsibility of organizational management behaviors. It also will have important implications for the human resources management (Feghhi farahmand, 2005, 359) that:

• Is it a set of human resources policies relating to critical features of employee performance management and employment relations?

• Is there a need to human resources management, including leadership behavior and organizational climate?

## VII. SROM in the HRE Performance Process

The function of managers in human resources management, performing human resources empowerment practices and modifying in managerial views means that they have to be included in any causal humanistic resources chain seeking to improve the organizational performance by human resources empowerment. While a list of human resources empowerment practices in use and their coverage can generated these cannot related to the actual practices applied by line managers or to employee responses to them and to leadership behavior.

Human resources processes to human resources empowerment practices are at the basic factor of all human resources empowerment performance models (Purcell and Kinnie, 2006, 202) because it is the link between employee reactions and their subsequent behavior, which is critical.

In addition, organizational human resources feedbacks categorized into outputs like human resources satisfaction and organizational commitment.

Behavior from attitudinal components commitment and job satisfaction (Adler et al., 1999, 87) is the necessary factor for linking human resources feedbacks to performance and is different from performance improvements coming via human resources improvement

Modified model (Fig. 1) considers this and seeks to clarify the distinction between policies, practices and employees' experiences of them (Appelbaum et al.2000, 117; Purcell et al. 2003, 197).

Fig. 1: The Social Responsibility of Organizational Management Performance Process

| Intended performance orientation |
| Actual performance position |
| Perception of performance position |
| Required performance position |
| Social responsibility of organization |
| Social responsibility of organizational Managers and workers |
| Managers and workers attitudes |
| Managers and workers behavior |
| Social responsibility outcomes |

Intended processes are those human resources improvement strategies designed by the organization to contribute to the achievement of social responsibility of organizational management strategy (Boxall and Purcell, 2003, 211). These will impacts by organizational values (Purcell et al., 2004, 245) and by humanistic strategies in field of skill and staffing requirements and the human resources.

Actual practices are those human resources improvement practices that implemented and the method or style of social responsibility of organizational management strategy as part of human resources management. These practices and strategies about human resources will influence to react to social responsibility of organizational management.

Each human resources improvement practice and the strategies it is applied will have a functional purpose and human resources can judge each in human resources utilization.

Thus, the human resources management practices as perceived by employees constitute an important element in overall organizational climate (Bowen and Ostroff, 2004, 172) and have causal powers different from the functional purpose of each practice.

Human resources reactions assessed attitudinally in levels of human resources satisfaction and affective organizational commitment, outcomes are observable responses seen in task behavior. It is policies for influence organizational human resources effectiveness in field of organizational performance (Ostroff and Bowen, 2000, Gerhart, 2005; Fulmer et al., 2003).

The link between human resources performance of social responsibility of organizational management and their approach towards the organization will influence commitment, by social responsibility approach. Here, human resources practices applied or higher social responsibility of organizational management (Eisenberger, 2002, 183).

Human resources investigations showed that social responsibility of organizational management was the strongest factor associated to organizational performance.

Social responsibilities of organizational leadership can the strongest factor for explaining of positive aspects as human resources satisfaction, customer's satisfaction. (Guest and Conway's, 2004, 193).

The relationship between human resources and social responsibility approach is important in influencing the human resources views of the support received or available from the organization. This related to levels of social responsibility approach and attitudes towards the organizational position.

Managers are able to influence the social responsibility relationships. Because the managers is an important source of social responsibility relationships, is able to influence whether human resources performance (Eisenberger et al., 2002, 159).

In human resources performance terms, the strategy of social responsibility relationships perceived by managers is providing human resources practices (Redman and Snape, 2005, 314). These outcomes are as policies, to apply. A strong human resources performance system coupled with a visible social responsibility relationships may foster stronger relationships among human resources empowerment approach.

This suggests that:

1.  Human resources relationships, independent of human resources empowerment practices, influences organization performance.
2.  Human resources satisfaction with human resources empowerment practices as a whole, independent of social responsibility relationships, influences organization organizational performance.
3.  Satisfaction with human resources empowerment policies coupled with satisfaction with management will foster a stronger relationship with employee attitudes to their job and their organization.

The human resources empowerment policy for transformation process, focused on changing the organizational culture through the empowerment promotion by social responsibility relationships strategy with organizational mission.

A promotion of human resources empowerment policies were in practical, including empowerment by training and development and communication.

A positive relationship between satisfaction with various human resources empowerment policies, human resources perceptions of team working, career opportunities, performance appraisal, involvement and communication showed positive correlations with job satisfaction and social responsibility relationships.

There are human resources empowerment practices gap in terms of the frequency of appraisals. Organization policy specified biannual appraisals that one for pay purposes and one for training and development, yet employee experiences of formal appraisals revealed an inconsistent approach with variable frequency and some employees never having appraised.

These results were of concern to the organization, particularly because they had recently invested in a social responsibility relationships program for human resources managers to instill the organizational climate and values into managerial style.

To the human resources empowerment it was clear that team social responsibility relationships were not in line with organizational expectations and that, they were not living the espoused values of the organization.

For this reason, organizations focused on making human resources improvements, which focused on social responsibility relationships as well as style and skill sets.

Human resources improvements also made to the organizational performance for opportunities hunting.

Since there had been no changes to the social responsibility relationships improvements to job influence and human resources satisfaction can only explained by changes in the human resources managerial style and skill

## VIII. Result

This article uses data collected from few studies and the aim of it was use these data to for review the influence that social responsibility of organizational management behavior.

The social responsibility of organizational management role is for human resources improvements and performance to assess how it in human resources management has evolved in organization.

The use approach to seek human resources improvements of human resources empowerment to determine of process in it is necessary (Wright and Gardner, 2004, 85).

Results showed that where human resources performance in levels of affective organizational mission, human resources challenge and organizing are assessed through the human resources cognition and related to employees' perceptions of the process of social responsibility of organizational management strategies and to human resources empowerment practices (Feghhi farahmand, 2003, 572).

## IX. Conclusion

It is clear that the link is between the human resources improvements, the formulation of approach towards the human resources empowerment and the implement of their strategies. An approach of social responsibility of organizational management occurs whereby human resources empowerment reflected in attitudes and reciprocated through human resources empowerment policies. At this point, an assertion that it is the process of the human resources empowerment for organization in relative process is necessary for two reasons:

1. The gap between human resources empowerment policies and actual actions by the problems managers have in applying human resources management practices.
2. The human resources conditions linked with their social responsibility relationship with their manager because the social responsibility of organizational management is as the responsible of the organization for perform of human resources empowerment practices.
3. Human resources as organizational capital approach cover wider aspects such as organizational climate and social responsibility of organizational management.

Forever, there is relationship between managers and human resources empowerment practices. It for successfully implementation has needed active human resources manager that they recognized human resources as organizational capital.

For this reason, social responsibility of organizational management will be effective in human resources management by perform of human resources empowerment policies.

The human resources judgment about social responsibility of organizational management leadership behavior, directly related.

For the social responsibility of organizational management influence, it was clear that human resources empowerment practices have influence to organization if human resources been power.

In practice, there was active relationship between the social responsibility of organizational management and the impact of human resources empowerment practices.

Most studies in the performance paradigm use the number of human resources empowerment practices in use as the input measure (Guest et al., 2003, 197) whereas longitudinal research can overcome this difficulty and, while it can never be certain, it can be strongly suggestive.

The action of organizational human resources management is trying to improve the organizational workers through social responsibility s management by involvement of them for effect on coworkers' performance.

Each Organization has clear attention for their workers who wish to improve organizational performance as far as possible via social responsibility of organizational management.

In particular, paying particular attention to managers as a social responsibility group with relative responsibilities is necessary. This can include building involvement and human resources problem solving activities to allow access to decision makers and provide means for mutual support, better human resources selection with greater emphasis given to human resources leadership behaviors as well as technical skills and knowledge, access to further human resources development, human resources coaching and human resources guidance and career management.

The relationship between social responsibility of organizational management and organizational position performance is important. It also follows that since human resources managers have a major role in performing human resources policies in organization.

Formulate of these strategies should include consideration of how managers can apply human resources strategies to be as user social responsibility as possible.

The other implication of the research is that it is human resources management, not just human resources coaching practices, which, through influences organizational performance. Human resources management is the combination of leadership behavior, human resources empowerment practices and organizational climate, and performs of it to take outcomes in fields of social responsibility of organizational management.

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