

SOCIAL RESPONSIBILITY IN HUMAN RESOURCES MANAGEMENT

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ABSTRACT

The purpose of this study is to examine the effects of social responsibility in human resource management. This study was conducted with the relational survey model, which is one of the quantitative research methods. The population of the study resources of 310 people working in human departments in various sectors of private enterprises in TRNC and the sample of 108 participants. At the end of the research, it was determined that the difference between the groups according to gender and marital status of the Social Responsibility in Human Resources Scale sub-dimension scores was not significant.

It was determined that the difference between the groups according to the marital status of the Social Responsibility in Human Resources Scale sub-dimension scores was not significant. In this case, it can be said that married and single participants' perceptions of social responsibility in human resources are similar to each other. It was determined that some sub-dimension scores of the Social Responsibility in Human Resources Scale differed significantly between groups according to age. Participants aged 43 and above were found to have higher perceptions of remuneration practices, harmonization of employees to the work environment, moral social responsibility, economic social responsibility, and legal social responsibility than the others. In addition, it was found that those with 1-5 years of professional seniority had higher perceptions of selection and placement; career planning and harmonization of employees to the work environment than those with other professional seniority; those with more than 15 years of professional seniority had higher perceptions of compensation performance evaluation; employee and employer relations; moral social responsibility; economic social responsibility; voluntary social responsibility; legal social responsibility than those with other professional seniority.

Keywords: Human resources, Social responsibility, Work environment.

1. Introduction

1.1. Problem status

Human resource management is a discipline that aims to effectively manage the human resources of enterprises and to increase the job satisfaction and performance of employees. In this process, human resources management should also attach importance to social responsibility principles while developing policies and practices that support the strategic goals of the enterprise (Bingöl, 2010) .

Social responsibility is the responsibility of businesses to carry out their activities by considering the needs and expectations of the society, not only profit-oriented, but also taking into account the social and environmental effects. In terms of human resource management, social responsibility includes protecting the rights of employees, promoting fair labor relations, promoting diversity and inclusion, ensuring employee health and safety, and contributing to society (Mariani et al., 2023)

The perception of social responsibility in human resources management is an approach based on values such as taking care of the needs of the employees of the enterprises, protecting human rights, promoting diversity and inclusion, providing a fair and equitable environment in business life, and contributing to the general welfare of the society. Human resource management policies and practices of businesses should be designed in a way that reflects social responsibility principles (Yavuz and Bodur, 2023) .

The HR department works to protect the rights of employees, ensure fairness in the workplace and promote equal opportunity (Yinal and Banje, 2023). Ensuring that employees work in a safe working environment without discrimination is one of the primary goals of HR. The HR department is concerned with the development, implementation and monitoring of occupational health and safety policies. It takes measures to ensure that its employees work in a healthy and safe environment at the workplace and takes the necessary measures to prevent occupational accidents (Tehci and Senbursa, 2023) .

The HR department supports the training and development of employees. Businesses offer training programs and opportunities for employees to develop their skills and advance their careers. The HR department evaluates the impact of the business on society and plans and implements social responsibility projects that will contribute to

society. These projects may include voluntary work, donations and environmental sustainability activities (Tufan, 2023) .

The HR department's perception of social responsibility helps businesses operate in a socially responsible manner by focusing on issues such as sustainability and sensitivity to social issues.

1.2. Purpose of the research

The aim of this study is to examine the effects of social responsibility in human resources management. In this context, the sub-objectives of the research are as follows:

- Do the sub-dimension scores of the Social Responsibility Scale in Human Resources differ according to gender?
- the Social Responsibility Scale in Human Resources differ according to marital status?
- Do the sub-dimension scores of the Social Responsibility Scale in Human Resources differ according to age?
- Do the sub-dimension scores of the Social Responsibility Scale in Human Resources differ according to professional seniority?

1.3. Importance of research

Social responsibility in human resources management means that businesses continue their activities by considering the interests of employees and society. It is important for businesses to take into account their social and environmental impacts and contribute to sustainability and social values, instead of acting only profit-oriented. For this reason, it is thought that this study will contribute to the literature and will guide both the researchers working on the subject and the company officials.

1.4. Limitations

Study;

- Resources used in the research;
- The scale questions used in the research;
- Participating in the research is limited to the volunteer participants.

1.5. Definitions

Human resource management: It is a process that includes the creation, implementation and management of policies related to employees in enterprises (Öge, 2011) .

Social responsibility: It is the responsibility of businesses to contribute to the goals of sustainability and social welfare by considering the needs of society and the environment, as well as their economic activities (Orhaner, 2023) .

2. Theoretical Framework

2.1. Human Resources Management

Human resources management (HRM) is an interdisciplinary function that enables the effective and efficient management of human resources, which is the most valuable asset of an organization (Çiftçioğlu et al., 2019) . HRM includes a series of processes such as human resources planning, recruitment, training and development, performance management, remuneration, employee relations, occupational health and safety (Bayat, 2008) .

The main purpose of HRM is to enable businesses to gain competitive advantage by using their human resources in the best way (Karacan and Erdoğan, 2011) . HRM aims to place the employees in the right position, to support their development, and to increase their job satisfaction and commitment (Dogan, 2011) . At the same time, it aims to increase the motivation of employees, increase productivity and improve work performance in order for businesses to reach their goals (Can et al., 2005; Atmaca, 2010) .

Selection and Placement Practices: It includes the processes and practices that businesses use to recruit candidates with suitable talents and place them in the right positions. The HR selection and placement process aims to find compatible and successful employees who will meet the needs of the business (Liu et al., 2016; Doyle and Locke, 2014) .

Pricing practices: HR remuneration practices include the processes and policies that businesses use to ensure that employees are paid appropriately and competitively (Develioğlu et al., 2006) . HR remuneration practices are used to define the values of the employees, to reward their performance and to increase the motivation of the employees. Pricing practices of businesses are based on factors such as market data, operating budget, performance management and internal balance (Uzuner and Englander, 2015) .

Performance appraisal practices: These are the processes and methods that businesses use to measure the performance of their employees, provide feedback, support their development and make rewarding decisions. HR performance appraisal is the process of reaching the goals of the employees, demonstrating their competencies, evaluating their contributions and determining the areas of development (Keating, 1997; Evanko et al., 2017) .

Training and development practices: Includes the processes and programs that businesses use to develop employees' skills, increase their knowledge and skills, improve their performance, and advance their careers . HR training and development practices enable businesses to reveal the potential of their employees, achieve business goals and gain competitive advantage (Bek, 2007) .

Career planning practices: It includes the processes and policies that businesses use to support their employees' career development, set their goals, direct their talents, and create career paths that are compatible with business needs. HR career planning practices increase the motivation of employees, strengthen their commitment to the business and help improve the performance of employees (Sirbu et al., 2014) .

Occupational health and safety practices: It includes the processes and policies that businesses use to protect the health and safety of employees, prevent occupational accidents, manage workplace risks and ensure compliance with legal regulations (Aytaç et al., 2016) . HR worker health and safety practices aim to ensure that businesses organize the working environment in a safe and healthy way and ensure that employees have a good workplace experience (Tozkoparan and Taşoğlu, 2011) .

Adaptation of employees to the work environment: It performs various applications to adapt it to the business environment. These practices aim to enable newly hired employees to quickly adapt to the culture, values and working environment of the enterprise (Sıgır, 2011) .

Worker-employee relations : It includes the processes and policies that businesses use to manage their relations with employees, protect workers' rights, fulfill employer's legal and ethical responsibilities, and achieve business goals (Bilgin, 2001) . HR employee-employer relations cover subjects such as communicating with employees, resolving conflicts, evaluating performance and regulating working conditions (Eraslan and Balcı, 2022) .

2.2. Social responsibility

Social responsibility is the responsibility of businesses to contribute to the goals of sustainability and social welfare by considering the needs of the society and the environment, as well as their economic activities. Social responsibility is an understanding that requires businesses to add value to society and the environment, rather than just aiming to make a profit (Tehci and Senbursa, 2023) .

Among the social responsibilities of enterprises are the following (Orhaner, 2023) :

Moral social responsibility means that businesses operate based on ethical values, considering the interests of society and its stakeholders, and contribute to the general welfare of society. It is the basis of the understanding of moral social responsibility that businesses show sensitivity to environmental, social and economic problems and carry out activities to solve these problems, rather than just seeking profit (Yu et al., 2023) .

Economic social responsibility is an approach where businesses take responsibility in environmental, social and governance areas rather than just targeting financial success. Economic social responsibility aims to strengthen the sustainability of businesses, their contribution to society and their relations with stakeholders (Kong and Liu, 2023) .

Voluntary social responsibility is when businesses contribute to society by participating in socially-oriented activities such as non-profit organizations, community groups, or environmental projects. Such activities are usually carried out independently of the businesses' own fields of activity, and the employees of the businesses often participate voluntarily. Voluntary social responsibility strengthens the relations of businesses with society and aims to create a positive impact in society (Uba et al., 2023) .

Legal social responsibility refers to businesses operating in accordance with laws and regulations, protecting the rights of employees and fulfilling their legal responsibilities (Yao, 2023) .

3. METHOD

3.1. Research Model

This study was conducted with the relational survey model, which is one of the quantitative research methods. The relational survey model is one of the quantitative research methods and focuses on the researcher's analysis of the relationships between one or more independent variables and one or more dependent variables.

3.2. Universe and Sample

The universe of the study consisted of 310 people working in the human resources department of private enterprises in the TRNC in various sectors. The sample of the study was selected by purposive sampling method. Purposeful sampling method is a quantitative research method that provides sampling in accordance with the purpose of a research. In this method, the researcher uses sampling strategies that will serve a specific purpose and takes care in the selection of the sampling unit. Accordingly, 108 participants were included in the study.

3.3. Data Collection Tools

In the research, scale application was used for data collection. The scale used in the research consists of two parts. In the first part, there are two separate scales in which the employees evaluate the social responsibility practices in human resources practices in the institution they work in and the level of corporate social responsibility in the institution they work in general; In the second part, there is information about the democratic characteristics of the employees.

The scale was developed by Alkan (2004) in order to evaluate the level of social responsibility in the human resources practices of the institution where the employees work; It contains a total of 29 expressions consisting of 8 parts. The second scale used in the research was created by Alkan (2004) and consists of 15 statements developed for the employees to evaluate the social responsibility levels of the institutions in general. The scale measures four more dimensions of social responsibility. The expressions on the scale are in the five-point liquid meat scale, and the evaluations were made for the option of my son, one point for the five negative options. In addition, both scales were evaluated over 44 statements under a single scale. Therefore, the reliability analysis of the scale was made on 44 items.

Table 1. Reliability analysis of the scale

	Cronbach's Alpha	Number of Items
Social Responsibility Scale in Human Resources	0.947	44

In Table 1, the Cronbach's Alpha value of the Social Responsibility Scale in Human Resources was found to be 0.947.

3.4. Analysis of Data

In this study, in which the effect of social responsibility perception in human resources management was examined, the data obtained as a result of the application of measurement tools for the quantitative dimension were analyzed with the SPSS for Windows 28.0 package program.

4. Findings

4.1. Demographic Information

Demographic information of the participants is included in Table 2.

Table 2. Frequency and percentage distributions of the participants

		N	%
Gender	Woman	22	20.4
	Male	86	79.6
marital status	Married	43	39.8
	Single	65	60.2
Age range	20-30 age range	54	50.0
	31-42 age range	30	27.8
	age 43 and over	24	22.2
professional seniority	less than 1 year	6	5.6
	Between 1-5 Years	43	39.8
	Between 6-10 Years	27	25.0

11-15 Years	12	11.1
more than 15 years	20	18.5
total	108	100.0

When Table 2 is examined, 79.6% of the participants were male; It is seen that 60.2% of them are single, 50% of them are in the age range of 20-30 and 39.5% of them have a professional seniority of 1-5 years.

4.2. Comparison of Social Responsibility Scale Sub-Dimension Scores in Human Resources by Demographic Variables

Table 3. Comparison of Social Responsibility Scale Sub-Dimension Scores in Human Resources by Gender

Scale Dimensions	Gender	n	Median (IQR)	Group Comparison
Selection and Placement Applications	Woman	22	15.72 (1.69)	Z= 0.39; p=0.531
	Male	86	14.95 (1.72)	
Pricing apps	Woman	22	13.86 (2.25)	Z= 0.006; p=0.938
	Male	86	13.89 (2.08)	
Performance evaluation applications	Woman	22	11.13 (1.45)	Z= 0.66; p=0.416
	Male	86	10.91 (1.21)	
Training and development applications	Woman	22	14.04 (1.29)	Z= 0.000; p=0.981
	Male	86	13.70 (1.25)	
Career planning applications	Woman	22	14.81 (1.56)	Z= 0.007; p=0.937
	Male	86	14.58 (1.52)	
Occupational health and safety practices	Woman	22	12.77 (1.23)	Z= 0.139; p=0.709
	Male	86	12.63 (1.22)	
Adaptation of employees to the work environment	Woman	22	16.68 (1.49)	Z= 0.036; p=848
	Male	86	16.38 (1.41)	
worker-employee relations	Woman	22	13.00 (1.51)	Z= 0.41; p=0.518
	Male	86	12.81(1.49)	
moral social responsibility	Woman	22	15.50(2,26)	Z= 0.008; p=0.928
	Male	86	15.24 (2.13)	
Economic social responsibility	Woman	22	16.09 (3.00)	Z= 0.784; p=328
	Male	86	16.11 (2.48)	
Voluntary social responsibility	Woman	22	10.40 (1.56)	Z= 0.22; p=639
	Male	86	10.26 (1.38)	
Legal social responsibility	Woman	22	11.77 (1.50)	Z= 0.370; p=544
	Male	86	11.63 (1.26)	

p>0.005

In Table 3, it was determined that the sub-dimension scores of the Social Responsibility Scale in Human Resources did not differ between the groups according to gender (p>0.05). In this case, it can be said that the social responsibility perceptions of male and female participants in human resources are similar to each other.

Table 4. Comparison of Social Responsibility Scale Sub-Dimension Scores in Human Resources by Marital Status

Scale Dimensions	marital status	n	Median (IQR)	Group Comparison
Selection and Placement Applications	Married	43	15.32 (1.67)	Z=0.33; p=0.562
	Single	65	14.96 (1.77)	
Pricing apps	Married	43	13.55 (1.79)	2.21; p=0.139
	Single	65	14.10 (2.27)	
Performance evaluation applications	Married	43	10.88 (1.15)	Z=0.823; p=0.366
	Single	65	11.01 (1.34)	
Training and development applications	Married	43	13.88 (1.29)	0.166;p=0.684
	Single	65	13.70 (1.24)	
Career planning applications	Married	43	14.86 (1.52)	0.704; p=0.403
	Single	65	14.47 (1.52)	
Occupational health and safety practices	Married	43	12.60 (1.31)	1,882; p=0.403
	Single	65	12.70 (1.16)	
Adaptation of employees to the work environment	Married	43	16.55 (1.40)	0.064; p=0.801
	Single	65	16.36 (1.45)	
worker -employee relations	Married	43	12.65 (1.41)	0.098; p=0.754
	Single	65	12.98 (1.53)	
moral social responsibility	Married	43	15,046 (2.09)	0.730; p=0.395
	Single	65	15.46 (2.18)	
Economic social responsibility	Married	43	15,674 (2.35)	1,544; p=0.395
	Single	65	16.40 (2.70)	
Voluntary social responsibility	Married	43	10.16 (1.30)	1,594; p=0.210
	Single	65	10.38 (1.48)	
Legal social responsibility	Married	43	11.44 (1.14)	0.740; p=0.309
	Single	65	11.81 (1.40)	

p>0.005

In Table 4, it was determined that the sub-dimension scores of the Social Responsibility Scale in Human Resources did not differ between the groups according to marital status (p>0.05). In this case, it can be said that the social responsibility perceptions of married and single participants in human resources are similar to each other.

Table 5. Comparison of Social Responsibility Scale Sub-Dimension Scores in Human Resources by Age

Scale Dimensions	Age	n	Median (IQR)	Group Comparison
Selection and Placement Applications	20-30 age range	54	15.59 (1.80)	$\chi^2 = 4.76, p=0.010$
	31-42 age range	30	14.46 (1.63)	
	age 43 and over	24	14.83 (1.40)	
Pricing apps	20-30 age range	54	13.22 (1.70)	$\chi^2 = 9.29; p=0.000$
	31-42 age range	30	13.96 (2.07)	
	age 43 and over	24	15.29 (2.33)	
Performance evaluation applications	20-30 age range	54	10.72 (1.07)	$\chi^2 = 4.11; p=0.019$
	31-42 age range	30	10.90 (1.24)	
	age 43 and over	24	11.58 (1.52)	
Training and development applications	20-30 age range	54	13.88 (1.31)	$\chi^2 = 0.507; p=0.603$
	31-42 age range	30	13.73 (1.31)	
	age 43 and over	24	13.58 (1.10)	

Career planning applications	20-30 age range	54	14.64 (1.54)	$\chi^2 = 1.12; p=0.327$
	31-42 age range	30	14.33 (1.62)	
	age 43 and over	24	14.95 (1.33)	
Occupational health and safety practices	20-30 age range	54	12.72 (1.23)	$\chi^2 = 1.47; p=0.234$
	31-42 age range	30	12.36 (1.12)	
	age 43 and over	24	12.91 (1.28)	
Adaptation of employees to the work environment	20-30 age range	54	16.48 (1.37)	$\chi^2 = 5.25; p=0.007$
	31-42 age range	30	15.86 (1.22)	
	age 43 and over	24	17.08 (1.55)	
Employee and employer relations	20-30 age range	54	12.42 (1.28)	$\chi^2 = 6.11 ; p=0.003$
	31-42 age range	30	13.00(1.31)	
	age 43 and over	24	13.62 (1.81)	
moral social responsibility	20-30 age range	54	14.68 (1.75)	$\chi^2 = 5.30; p=0.006$
	31-42 age range	30	15.63 (2.09)	
	age 43 and over	24	16.25 (2.62)	
Economic social responsibility	20-30 age range	54	15.37 (2.04)	$\chi^2 = 10.19; p=0.000$
	31-42 age range	30	15.93(2.75)	
	age 43 and over	24	18.00 (2.60)	
Voluntary social responsibility	20-30 age range	54	9.94 (1.15)	$\chi^2 = 4.11; p=0.019$
	31-42 age range	30	10.46 (1.59)	
	age 43 and over	24	10.87 (1.54)	
Legal social responsibility	20-30 age range	54	11.40 (1.03)	$\chi^2 = 13.03; p=0.000$
	31-42 age range	30	11.26 (1.25)	
	age 43 and over	24	12.75 (1.39)	

p<0.005

In Table 5, it was determined that some sub-dimension scores of the Social Responsibility in Human Resources Scale differed between the groups according to age (p<0.05). According to the other participants who are 43 years old and over; apply a fee ($\chi^2 = 9.29; p=0.000$), adaptation of employees to the work environment ($\chi^2 = 5.25; p=0.007$), moral social responsibility ($\chi^2 = 5.30; p=0.006$); economic social responsibility ($\chi^2 = 10.19; p=0.000$); It was determined that the perceptions of legal social responsibility ($\chi^2 = 13.03; p=0.000$) were higher.

Table 6. Comparison of Social Responsibility Scale Sub-Dimension Scores in Human Resources by Professional Seniority

Scale Dimensions	professional seniority	n	Median (IQR)	Group Comparison
Selection and Placement Applications	less than 1 year	6	12.50 (0.54)	$\chi^2 = 14.50; p=0.000$
	Between 1-5 Years	43	16.18 (1.41)	
	Between 6-10 Years	27	15.03 (1.72)	
	11-15 Years	12	14.25 (0.86)	
	more than 15 years	20	14.20 (1.36)	
Pricing apps	less than 1 year	6	10.50 (0.54)	$\chi^2 = 39.95; p=0.000$
	Between 1-5 Years	43	12.93 (1.12)	
	Between 6-10 Years	27	13.62 (1.62)	
	11-15 Years	12	14.75 (1.35)	
	more than 15 years	20	16.80 (1.50)	
	less than 1 year	6	8.50 (0.54)	$\chi^2 = 18.64 ; p=0.000$

Performance evaluation applications	Between 1-5 Years	43	10.65 (0.84)	
	Between 6-10 Years	27	10.96 (0.97)	
	11-15 Years	12	11.25 (0.86)	
	more than 15 years	20	12.20 (1.36)	
Training and development applications	less than 1 year	6	15.00 (0.00)	$\chi^2 = 3.51; p=0.010$
	Between 1-5 Years	43	13.88 (1.29)	
	Between 6-10 Years	27	13.96 (1.15)	
	11-15 Years	12	13.00 (1.47)	
	more than 15 years	20	13.40 (1.04)	
Career planning applications	less than 1 year	6	12.00 (0.00)	$\chi^2 = 6.12; p=0.000$
	Between 1-5 Years	43	14.88 (1.43)	
	Between 6-10 Years	27	14.85 (1.37)	
	11-15 Years	12	14.25 (1.86)	
Occupational health and safety practices	more than 15 years	20	14.80 (1.19)	$\chi^2 = 2.13; p=0.082$
	less than 1 year	6	11.50 (0.54)	
	Between 1-5 Years	43	12.81 (1.34)	
	Between 6-10 Years	27	12.51 (1.22)	
	11-15 Years	12	12.50 (1.16)	
Adaptation of employees to the work environment	more than 15 years	20	13.00 (0.91)	$\chi^2 = 5.56 ; p=0.000$
	less than 1 year	6	15.50 (0.54)	
	Between 1-5 Years	43	16.79 (1.33)	
	Between 6-10 Years	27	15.96(0.64)	
Employee and employer relations	11-15 Years	12	15.50(1.73)	$\chi^2 = 18.99 ; p=0.000$
	more than 15 years	20	17.20(1.76)	
	less than 1 year	6	11.50 (0.54)	
	Between 1-5 Years	43	12.06 (0.98)	
	Between 6-10 Years	27	13.14 (1.16)	
moral social responsibility	11-15 Years	12	12.75 (1.38)	$\chi^2 = 19.00; p=0.000$
	more than 15 years	20	14.60(1.53)	
	less than 1 year	6	12.00 (0.00)	
	Between 1-5 Years	43	14.23(1.10)	
Economic social responsibility	Between 6-10 Years	27	15.77(1.86)	$\chi^2 = 42.41; p=0.000$
	11-15 Years	12	16.50(1.56)	
	more than 15 years	20	17.20(2.46)	
	less than 1 year	6	10.50(0.54)	
	Between 1-5 Years	43	15.39(1.07)	
Voluntary social responsibility	Between 6-10 Years	27	15.48(2.04)	$\chi^2 = 22.40 ; p=0.000$
	11-15 Years	12	17.75(1.35)	
	more than 15 years	20	19.20(2.19)	
	less than 1 year	6	7.50(0.54)	
Voluntary social responsibility	Between 1-5 Years	43	9.79(0.59)	
	Between 6-10 Years	27	10.37(1.30)	
	11-15 Years	12	11.50(0.90)	
	more than 15 years	20	11.40(1.53)	

	less than 1 year	6	9.00(0.00)
	Between 1-5 Years	43	11.60(0.65)
Legal social responsibility	Between 6-10 Years	27	11.14(0.94) $\chi^2 = 38.72$; p=0.000
	11-15 Years	12	11.50(0.52)
	more than 15 years	20	13.40(1.23)

p<0.005

Table 6 shows that some sub-dimension scores of the Social Responsibility in Human Resources Scale according to professional seniority. The difference between groups was found to be significant (p<0.05). According to this;

Selection and placement of those with a professional seniority of 1-5 years ($\chi^2 = 14.50$; p=0.000); career planning ($\chi^2 = 6.12$; p=0.000) and adaptation of employees to the work environment ($\chi^2 = 5.56$; p=0.000) compared to those with other professional seniority ;

Remuneration of those with more than 15 years of professional experience ($\chi^2 = 39.95$; p=0.000) performance evaluation ($\chi^2 = 18.64$; p=0.000); employee and employer relations ($\chi^2 = 18.99$; p=0.000); moral social responsibility ($\chi^2 = 19.00$; p=0.000); economic social responsibility ($\chi^2 = 42.41$; p=0.000); voluntary social responsibility ($\chi^2 = 22.40$; p=0.000); It was found that the perceptions of legal social responsibility ($\chi^2 = 38.72$; p=0.000) were higher than those with other professional seniority.

Conclusion And Recommendations

In this study, the effects of social responsibility in human resource management were examined. At the end of the research, it was determined that the sub-dimension scores of the Social Responsibility Scale in Human Resources did not differ between the groups according to gender and marital status. It was determined that the sub-dimension scores of the Social Responsibility Scale in Human Resources did not differ significantly according to marital status (p>0.05). In this case, it can be said that the social responsibility perceptions of married and single participants in human resources are similar to each other.

It was determined that some sub-dimension scores of the Social Responsibility in Human Resources Scale differ between groups according to age. According to the other participants who are 43 years old and over; remuneration, adaptation of employees to the work environment, moral social responsibility; economic social responsibility; It was determined that the perceptions of legal social responsibility were higher.

Selection and placement of those with a professional seniority of 1-5 years; career planning and adaptation of employees to the work environment perceptions of practice compared to those with other professional seniority; Remuneration performance evaluation of those with more than 15 years of professional experience; employee and employer relations; moral social responsibility; economic social responsibility; voluntary social responsibility; It was found that the perceptions of legal social responsibility were higher than those with other professional seniority

Here are some suggested steps to increase the effects of social responsibility in the field of human resource management (HR) and to achieve positive results for businesses:

- **Ethical Business Practices:** Businesses should base their HR policies and practices on ethical values. It is important to promote behavior that complies with ethical standards in order to protect the rights of employees, ensure fairness and prevent discrimination in the workplace.
- **Occupational Health and Safety:** The HR department should play an active role in occupational health and safety. Businesses should take appropriate measures to protect worker health and safety, and take necessary measures to prevent work accidents and ensure the safety of the working environment.
- **Training and Development Opportunities:** The HR department should provide employees with access to training and development opportunities. Businesses should offer support such as training programs, mentoring and coaching so that employees can develop their skills and advance their careers.
- **Employee Engagement and Communication:** Businesses should value employee opinions. The HR department should encourage employee engagement, effectively manage feedback processes, and provide open communication channels.
- **Community Projects and Volunteering:** The HR department can organize social projects and volunteering activities to increase the business's contribution to society. These projects increase the sensitivity of the employees to the society and enable the business to establish a stronger bond with the society.
- **Environmental Sustainability:** The HR department should take the lead in reducing the environmental impact of the business and achieving its sustainability goals. It is important to encourage environmentally

friendly practices, to ensure efficient use of energy and resources, and to conduct studies on waste management.

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