

Analyze the Influence of Corporate Social Responsibility on Human Resource Management

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Abstract. The semiconductor sector in the United States is now experiencing a manpower shortage. To rectify this deficiency, Intel has instituted the RISE strategy as part of its corporate social responsibility (CSR) initiatives. The objective of this study is to examine how Intel amalgamates corporate social responsibility with human resource management to improve employee happiness. This research used qualitative approaches, utilizing Intel as a case study and integrating the Two-Factor Theory, Maslow's Hierarchy of Needs, and the CSR Pyramid Theory to examine the factors contributing to enhanced job satisfaction. The research culminates in the subsequent findings: Intel provides career development and planning services that serve as a motivating factor, facilitating continual employee growth. Companies should continue to expand their training material and improve their leadership training programs to fully recognize the developmental potential of their personnel. Secondly, Intel's dedication to employee health and welfare guarantees the satisfaction of fundamental and safety requirements. To achieve equilibrium between professional and personal life, organizations should augment their support for remote work. Ultimately, Intel has established a culture of diversity and inclusion, upheld ethical obligations and guaranteed equitable treatment for its employees. Organizations could augment employee happiness by enhancing openness in inclusive recruitment practices and standardizing procedures. This study offers empirical and theoretical evidence for the integration of CSR and human resource management (HRM) to enhance employee happiness, serving as a reference for other firms to refine their HRM strategies and recruit prospective talent.

Keywords: Intel; Career Development and Planning; Commitment to Employee Health and Wellness; Diversity and Inclusion.

1. Introduction

1.1. Research Background

The U.S. semiconductor industry has been grappling with severe labor shortages in recent years. A report by the Semiconductor Association in July 2023 predicts a 33% growth in labor demand from 2023 to 2030 [1]. However, the current employment situation suggests that approximately 50% of positions may remain unfilled [1]. This not only limits the growth potential of the industry but also poses a double threat to technological innovation.

In the face of industry challenges, Intel Corporation, as a representative enterprise in the semiconductor industry, firmly believes that human capital is the greatest value creator for the company. As a result, the company is actively integrating CSR into HRM to implement innovative strategies aimed at attracting and retaining talent. In the latest corporate social responsibility report, the company has formulated the RISE strategy, which focuses on all aspects of employee health, welfare, and growth, aiming to create an inclusive and supportive work environment for employee development [2]. Intel designs these efforts to enhance employee satisfaction and loyalty, attract top talent, and sustain its leadership in the fierce talent competition in the semiconductor industry.

In recent years, many scholars have begun to study how to integrate CSR strategies into HRM practices to meet the organization's CSR objectives, including recruitment, training, performance management, and employee engagement [3]. For instance, in 2023, Boehncke focused on the role of

CSR in the recruitment of high-potential talent. He used a literature review to primarily discuss the expectations of potential talent regarding CSR communication during the job-seeking process, and how these expectations influence their preference for talent selection [4]. In addition, Joseph focused on the impact of CSR on employee engagement and its effect on organizational performance. This study, based on employee engagement theory and using qualitative analysis methods, systematically reviews the literature to explain how CSR enhances organizational commitment, thereby increasing employee engagement [5].

The role of corporate social responsibility in human resource management and its impact on employee and organizational performance, including employee satisfaction and performance, have been extensively studied [6]. Given the intense competition in the current semiconductor talent market, Intel has excelled in integrating CSR into their HRM practices, a practice that merits further research and discussion. However, few scholars have yet to focus on analyzing in-depth the CSR practices of a representative enterprise among the existing studies. Therefore, this paper dedicates itself to examining the implications of Intel's latest HRM practices, using its latest CSR report from 2023 as a case study.

Consequently, this research aims to explore the issue of human resource shortages in the context of technology-intensive industries, taking Intel Corporation as a case study to deeply analyze how it effectively integrates CSR strategies into HRM practices to enhance employee satisfaction. The research will be conducted on key dimensions such as employee benefits, career development, and a culture of diversity and inclusion, with the purpose of providing empirical evidence for HRM strategies to improve employee satisfaction. Furthermore, this study may contribute to aiding other companies in optimizing their HRM strategies and attracting top talent.

This study uses Intel Corporation as a case study to fill the existing research gap and address the question of how to combine HRM with CSR to enhance employee satisfaction. Based on Intel's 2023 Corporate Social Responsibility report, this paper will outline how the company implements its latest CSR strategy—the RISE strategy—and discuss the application and effectiveness of this strategy in HRM practices. Second, the study will utilize relevant theoretical frameworks and specific cases to elucidate Intel's strategies for enhancing employee satisfaction in three key areas: career development and training, employee health and wellness commitments, and fostering an inclusive and diverse work environment. Ultimately, this research will propose targeted recommendations and solutions based on the issues raised and the analysis provided, aiming to offer HRM optimization strategies based on empirical evidence for Intel and other companies.

On this basis, this study not only provides in-depth insights into Intel Corporation's HRM practices but also offers valuable references for other technology-intensive enterprises in formulating and implementing CSR strategies, thereby gaining an advantage in the fierce talent competition.

2. Case Description

Intel Corporation, as a global semiconductor industry leader, has played a crucial role not only in technological progress since its beginnings but also in global market share. Through its leadership in the microprocessor area, the firm provides the core power for electronic devices around the world. In terms of CSR, Intel has demonstrated a commitment to high standards by developing thorough internal policies and procedures to ensure that its global operations adhere to the highest social responsibility requirements. Its approach covers a variety of topics, including environmental conservation and employee welfare. As a result, using Intel as a research object provides tremendous representative and academic value for studying the practice of corporate social responsibility.

Against the backdrop of a global semiconductor industry suffering a workforce crisis, Intel knows that in order to compete fiercely and maintain its market position, it must use creative HRM tactics. Intel has developed the RISE strategy, which aims to promote a more responsible, inclusive, sustainable, and enabling environment through comprehensive CSR activities [2]. The strategy

prioritizes employee growth and development, creating a work environment that promotes employee advancement and satisfaction.

Responsible: Intel displays its commitment to responsible business practices by improving workplace safety and employee health through comprehensive health and safety initiatives that include employee safety training and access to health resources. Concurrently, the corporation protects its employees' fundamental rights and ensures that its suppliers follow human rights norms.

Inclusive: To build a diverse work environment, Intel employs a variety of inclusion initiatives. This includes ensuring equitable chances in recruitment and promotion processes, as well as giving resources and assistance to employees from diverse backgrounds. Furthermore, Intel finances the formation of Employee Resource Groups (ERGs), which provide a support network for employees to discuss their experiences, make connections, and participate in community service activities.

Sustainable: Intel also places a high value on environmental sustainability, seeking to decrease its negative influence on the environment through a variety of methods in its daily operations. This involves lowering energy consumption, improving resource usage, and encouraging the use of renewable energy sources. Furthermore, the corporation strives to use environmentally friendly materials and energy-saving technologies in the construction of new buildings and infrastructure.

Enabling: Intel Corporation places a high priority on its workers' ongoing education and development, providing training and development programs to assist them in improving their abilities. Furthermore, the company encourages employees to actively participate in community service and volunteer activities, which not only help build local communities but also provide employees with a sense of belonging. In the meantime, the company established the Intel Foundation to match staff volunteer hours with monetary support, thereby fostering a sense of engagement.

Intel has received excellent feedback from its employees after implementing the RISE strategy. The firm not only values and supports its employees, but also provides them with opportunities for personal and professional growth. Intel provides training opportunities to help them improve their abilities and adapt to industry developments. As a result, these approaches have proven beneficial in enhancing employee satisfaction. According to a 2023 assessment, 81% of employees had a positive perception of the organization as a whole [2].

Intel's corporate development has been on an upward trajectory, illustrating the RISE strategy's positive impact on the corporation. The company's productivity and innovation capacities are directly proportional to the rise in employee happiness, consequently strengthening Intel's market position in the semiconductor sector. Financial records show that the company's sales and earnings have been steadily increasing in recent years. Furthermore, Intel's CSR activities have improved its reputation in the employment market, allowing the company to attract more top personnel, which promotes long-term growth.

3. Analysis on Problems

3.1. Reason on Career Development and Planning

Based on the aforementioned cases, this paper posits that the enterprise's provision of career development and planning contributes significantly to the improvement of employee satisfaction. Intel has adopted a series of career programs to express its strong commitment to talent development.

Intel has launched the Career Compass platform, a career navigation system that helps employees understand job content and skill requirements, as well as explore alternative career paths that align with their interests. Simultaneously, the organization offers an online education platform that enables employees to access a multitude of training courses in technology, innovation, cooperation, and various other domains. Furthermore, Intel facilitates fresh career options for employees via job rotation or temporary assignments, allowing them to articulate their career objectives explicitly. Consequently, these tactics not only improve employees' work experience and skills, thus increasing

their value, but also empower organizations to consistently develop and attract premier talent to address intense market competition. This interactive method promotes reciprocal development between personnel and the organization, resulting in a mutually beneficial outcome for both parties.

According to Herzberg's two-factor theory, providing opportunities for career growth is a motivational factor that can directly and effectively increase employees' job satisfaction and performance [7]. Subsequently, many scholars have also argued for this relationship. For instance, Arulsamy et al., in their 2023 research, pointed out that through the development opportunities provided by the company, employees can better realize their potential to create value in their work, thereby enhancing their loyalty to the job [8]. Additionally, from the perspective of the two-factor theory, Akther et al.'s literature review noted that career training and planning play a significant role in corporate HRM and emphasized their important contribution to enhancing employee satisfaction [9].

Therefore, by providing systematic training and career development opportunities, enterprises can not only enhance the professionalism of their employees but also realize their self-worth at work, thereby increasing their satisfaction.

3.2. Reason on Commitment to Employee Health and Wellness

Commitments to employee health and welfare also contribute to enhancing employee satisfaction. Intel Corporation is keenly aware that the health and well-being of its employees are crucial to the success of the enterprise, thus adopting a comprehensive approach to support the overall well-being of its employees.

Initially, Intel offers a variety of perks to its employees through the Vitality Program, such as fitness classes, nutritional lectures, and an emphasis on mental wellness. As of 2023, the company had offered over 100,000 courses to more than 550,000 participants, with a 94% satisfaction rating. The company works with third-party service companies to provide psychological counseling, ensuring that employees feel cared for both physically and mentally. It is now available in 48 countries and regions. Concurrently, Intel's compensation and benefits system is a market leader, offering competitive salaries, comprehensive medical insurance, and beneficial retirement programs to protect employee welfare. As a result, Intel's salary and benefits scheme provides financial certainty to employees, thereby reducing employee turnover. Intel reduced its unfavorable turnover rate to 5.6% in 2023 [2].

In Maslow's hierarchy of needs, physiological and safety needs are the most fundamental levels of employee needs, and the company's provision of a healthy working environment and benefits are concrete manifestations of meeting these needs. Naturally, a series of welfare measures also make employees feel valued by the company, which can satisfy their higher-level esteem needs [10]. Benson and Dundis have shown that, in the current era of growing employee needs, providing employees with a sense of security and belonging within the company can significantly boost their enthusiasm and satisfaction [11].

Therefore, companies can meet employees' needs by creating a better working environment and providing necessary welfare guarantees. When the enterprise takes seriously the comprehensive needs of its employees, it increases their loyalty and job satisfaction.

3.3. Reason on Diversity and Inclusion

Establishing an inclusive and diverse cultural work environment is another reason to promote employee satisfaction. Intel Corporation is committed to building an inclusive culture, thereby enhancing employees' sense of belonging to the company.

Intel's Talent Keepers initiative focuses on helping the professional development of African American employees by allowing them to discuss their career goals directly with their managers. Since the program's inception, the promotion rate of participants has grown by 1.3%, while retention has

improved by 4% [2]. Second, Intel's Diversity and Inclusion (D&I) program promotes greater participation by women and minority groups in the corporation through inclusive hiring, training, and other policies. This is particularly evident in the usage of varied candidate pools, the provision of unbiased job descriptions, and the company's standing as a favored employer for persons with disabilities [12]. Furthermore, Intel conducts yearly employee experience surveys (EES) and employee inclusion surveys (EIS) to gather employee feedback, which it uses to improve and optimize its inclusive policies. According to the 2023 EES, 81% of employees are satisfied with the company's overall position. Similarly, the EIS reveals that 89% of employees believe Intel can provide a safe and inclusive work environment [2].

Carroll's 1979 Corporate Social Responsibility Pyramid thesis states that a company's ethical responsibility includes developing a D&I culture and promoting a fair and respectful work environment for employees. This is an important aspect of corporate social responsibility, highlighting that while corporations seek economic gains, they must equally consider the impact of social ethics on employees [13]. Furthermore, Ruiz-Palomino et al. investigated the relationship between ethical responsibility and employee satisfaction, concluding that ethics indicates a company's pursuit of principles such as fairness and justice, which can significantly improve employee satisfaction with the organization [14]. Furthermore, Findler et al. developed an employee management model that demonstrates a substantial relationship between a diverse and inclusive company culture and employee well-being, resulting in increased job satisfaction [15].

In summary, Intel's D&I program is fulfilling its ethical responsibilities and can enhance employee satisfaction by providing a fair work environment that meets employees' basic needs.

4. Suggestion

4.1. Suggestion on Incentive Mechanism

Given the significance of motivational factors, Intel should consider adding a series of leadership training courses or seminars to foster personal growth among employees and enhance their satisfaction.

Rapid market changes in technology-intensive industries have highlighted the importance of excellent leadership in enhancing corporate competitiveness [16]. Therefore, many companies focus on the development of innovative leadership and improving team management skills. For instance, General Electric established the Crotonville Leadership Development Center in 1956, which offers a series of customized courses for different management levels, aiming to cultivate leaders with a global perspective and innovative capabilities, thereby improving the company's overall performance and promoting the satisfaction of all employees [17]. Although Intel's reports include some leadership programs that match potential employees with key tasks [2], there is still a lack of more personalized leadership training courses to meet the specific needs of leaders from different backgrounds.

In particular, Ogidan & Lao used qualitative case study methods to explore the impact of leadership development programs on employee retention, and the research results show that leadership training programs not only improve employees' skills and knowledge but also increase their loyalty and satisfaction with the company, thereby improving employee retention rates [18]. Furthermore, Ogidan & Lao used quantitative methods to analyze a survey questionnaire of 385 participants working in higher education institutions, and found that in leadership development, not only can increasing the content and quality of training enhance employee satisfaction, but empowerment can also improve organizational performance and employee satisfaction [19].

Thus, Intel can not only design customized leadership training programs to enhance specific skills but also encourage leaders to delegate authority to employees within the team, giving them more autonomy and a sense of responsibility and fostering their leadership abilities to improve the overall effectiveness of the organization, thereby increasing employee satisfaction.

4.2. Suggestion on Basic Needs

Maslow's hierarchy of needs, specifically the physiological and psychological requirements, suggests that Intel Corporation enhance support for remote work and provide flexible working hours to augment employee contentment.

The COVID-19 pandemic has profoundly affected traditional work practices across numerous global industries through the adoption of remote labor. In the technology-intensive sector, which possesses unique attributes, remote work has emerged as a burgeoning model, with employees swiftly embracing the work-from-home culture. Nonetheless, Intel's industry assessments indicate the absence of a definitive policy or alternative to accommodate employees' preferences for remote work arrangements.

García-Salirrosas et al. gathered data using survey questionnaires and developed a model mediated by work-life balance, demonstrating a positive association between remote work and employee happiness [20]. Emotionally supporting remote work increases employees' ability to balance employment and life effectively, hence increasing employee happiness. Nonetheless, it is crucial to acknowledge that distant work may obscure the distinctions between professional and personal life, thus diminishing overall employee well-being [20].

Consequently, Intel might establish more explicit and precise policies to enhance the organization of remote work. This would enable employees to clearly define the parameters of remote work, facilitate their effective participation, and ultimately increase employee happiness.

4.3. Suggestion on Ethical Responsibility

Considering the significance of ethical responsibility within the corporate social responsibility pyramid theory, which can enhance employee satisfaction, Intel can also optimize its diversity recruitment strategies. For instance, making recruitment criteria and processes transparent can lead to a fairer working environment.

Overall, companies attempt to adopt diversity recruitment strategies to support the diversity of their corporate culture. Particularly in the technology sector, such strategies help attract top talent in the job market, thereby translating into better corporate performance [21]. Intel's reports also touch upon employee inclusivity and diversity in recruitment and training. Moreover, in their 2030 goals, they plan to continue increasing the proportion of women in senior leadership positions and enhance the representation of minority groups in technical and leadership roles [2]. However, research from the Harvard Business Review also shows that, despite having clearly defined diversity recruitment targets, companies may still fail in practice due to hidden biases and other reasons [22]. Therefore, it is necessary for Intel to optimize its recruitment processes to address potential issues arising from current hiring practices.

Most studies support diversity recruitment strategies. Whitfield & Wood argue that inclusive recruitment decisions can increase employee acceptance, reduce biases, and thus improve employee satisfaction [23]. However, ensuring these benefits requires an improved recruitment process. For example, Shaughnessy et al. suggest that diversity recruitment might lead to a "quota system," which not only affects the quality of recruited employees but also creates a negative impression on the sense of procedural justice, leading to decreased employee satisfaction [24].

Intel should implement measures to enhance recruitment inclusivity by increasing transparency, making recruitment processes and standards public to ensure fair treatment for all candidates. At the same time, the company must continuously monitor and evaluate its diversity recruitment strategies to ensure they align with the organization's overall goals. By regularly collecting and analyzing employee feedback, Intel can optimize its recruitment processes and thereby improve overall employee satisfaction.

5. Conclusion

In summary, due to the recent labor shortages in the semiconductor industry, numerous associated companies are encountering unparalleled hurdles. Implementing excellent human resource management to develop and retain exceptional talent is essential for addressing these challenges. This study analyzes Intel Corporation's corporate social responsibility for human resource management, based on the previously indicated market situation. It examines Intel's incorporation of corporate social responsibility inside human resource management throughout crises, thereby improving employee satisfaction and optimizing the retention of top talent.

This research focuses on Intel and uses qualitative analysis to examine the company's recent CSR actions. The analysis indicates that Intel has successfully merged HRM with CSR by concentrating on three aspects: career development and planning, dedication to employee health and wellbeing, and promoting an inclusive and varied culture. Their collective endeavors have markedly enhanced employee happiness.

This research provides substantial contributions in both academic and practical domains. It primarily focuses on the semiconductor industry, a domain that the current literature has not thoroughly examined at the nexus of CSR and HRM. Consequently, this study addresses a deficiency in existing research by offering a unique industry perspective. Secondly, by using Intel as a case study, the research enhances people's understanding of how CSR and HRM can work together to improve employee satisfaction. This report provides insights for semiconductor sector companies confronting workforce shortages by analyzing Intel's procedures and offering pertinent advice.

The principal restriction of this study resides in the extent of its research. While a comprehensive analysis of Intel Corporation's case has been performed to examine the influence of CSR and HRM integration on employee satisfaction, this one case study cannot adequately represent the entirety of the semiconductor industry. Consequently, subsequent studies should contemplate broadening the sample range to encompass semiconductor companies of varying sizes or classifications to improve the generalizability of the results.

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