The role of social responsibility practices in enhancing the quality of work life (With reference to the experience of Google Company)

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Abstract---This study aimed to highlight the role played by social responsibility practices in all their dimensions in improving the quality of work life. The research addressed the theoretical framework of both social responsibility and quality of work life by presenting the concept and importance of these two variables, in addition to highlighting the relationship between social responsibility and quality of work life. The study showed that companies focusing on social responsibility enjoy a good reputation, which contributes to achieving outstanding performance that positively reflects on employees' lives, illustrated through Google's experience in applying social responsibility practices.

Keywords---social responsibility, quality of work life, Google Company.

1. INTRODUCTION

The concept of social responsibility is considered one of the contemporary concepts in our modern world, frequently echoed in recent years by intellectuals, politicians, thinkers, and civil society activists. This concept has received significant attention at both international and regional levels by concerned entities. Social responsibility is an ethical theory based on the idea that every entity, whether an individual or an organization, bears responsibility toward society as a whole. Furthermore, every

organization or individual must fulfill this responsibility to maintain balance among economic, environmental, and social aspects. Social responsibility is not limited to commercial organizations; it concerns every individual and how their actions affect the environment. This responsibility can be positive, through actions that directly promote community goals, or negative, by avoiding harmful practices.

Implementing social responsibility practices by companies has become imperative for numerous reasons, including adherence to ethical values, achieving sustainability, and enhancing public relations. One of the most significant impacts of social responsibility is its positive influence on employees and the communities in which companies operate. Adopting social responsibility enhances employee satisfaction, attracts talent, and develops skills. Additionally, it contributes to improving the quality of life in local communities and promotes sustainable development and cooperation among stakeholders. Therefore, it can be stated that corporate social responsibility has a strong and multidimensional positive impact on both employees and communities.

Problem Statement
Companies no longer depend solely on their profitability, nor do they rely only on their financial positions to build their reputation. Rather, modern concepts have emerged to help create a working environment capable of adapting to rapid developments in various aspects of life in general, and specifically the lives of employees within the organization. Perhaps the most prominent of these concepts is social responsibility. In this context, our research problem lies in the following question:

Do social responsibility practices contribute to enhancing the quality of work life in organizations?

Main Hypothesis
This research is based on the main hypothesis that:

Social responsibility has an impact on improving the quality of work life
Previous Studies

Study of Ilham Boughelita et al. (2018) - "The Contribution of Social Responsibility to Improving Quality of Work Life in Economic Institutions: An Analytical Study from the Employees' Perspective at the Cement Corporation in Constantine Province."
This study aimed to clarify the extent to which social responsibility contributes to improving the quality of work life from the employees' viewpoint at the Cement Corporation in Constantine Province. Among the key findings of the study were:
−   Social responsibility does not contribute to improving the quality of work life from the viewpoint of employees at the Cement Corporation in Constantine Province.
−   Social responsibility contributes moderately to improving working conditions and work organization for employees in the institution under study.
−   Social responsibility does not effectively contribute to enhancing occupational health and safety for employees in the institution under study.
−   Social responsibility does not effectively contribute to improving social services for employees in the institution under study.
−   Social responsibility contributes moderately to improving employee rights in the institution under study.

Study of Fattom Mohammed Al-Seif Al-Buraq (2020) - "Social Responsibility and its Relationship with Job Compatibility and Quality of Life: A Study of a Sample of General Education Teachers in Saudi Arabia."

This research aimed to investigate the relationship between social responsibility, job compatibility, and quality of life among general education teachers in Saudi Arabia.

The study results indicated a significant positive correlation between social responsibility and its dimensions (personal responsibility, religious and ethical responsibility, responsibility towards others, responsibility towards society and homeland) and the total degree with job compatibility among general education teachers in Saudi Arabia. All correlation coefficients were positive. Moreover, the study also found a significant positive correlation between social responsibility and its dimensions and the total degree with quality of life and its dimensions (satisfaction with family, satisfaction with friends, satisfaction with school, satisfaction with the surrounding environment, self-satisfaction) among general education teachers in Saudi Arabia. All correlation coefficients were positive.

2. Social Responsibility
2.1 The Concept of Social Responsibility
There are multiple definitions that address this term. Some consider it a voluntary commitment by companies toward society, while others view it as a strategic tool aimed at enhancing companies' market positions. Therefore, it has become necessary to understand these various definitions and perspectives to determine the role of social responsibility in achieving a balance between economic and social interests in a lawful and ethical manner.

Social responsibility is defined as a duty and obligation of institutions toward society, in all its segments, and the environment in which they operate. It is a more comprehensive and broader concept focusing on ethical behavior, respecting laws and government roles, and integrating these practices with the company's daily activities (Tu'ma, 2022).

Researcher Holmes defined it as institutions' commitment toward the communities in which they operate by contributing to a range of social activities, such as combating poverty, improving healthcare services, fighting pollution, creating job opportunities, and addressing problems related to transportation, housing, education, among others (Boumengel & Moamer, 2017).

The World Business Council for Sustainable Development (WBCSD) defined corporate social responsibility as "the continuing commitment by companies to behave ethically and contribute to economic development while improving the quality of life of their employees, their families, the local community, and society as a whole." In this sense, corporate social responsibility is considered one of three responsibilities, along with economic and environmental responsibilities (Rodie, 2007, p. 13).

The United Nations expanded the definition of social responsibility using the phrase "organizations embracing global citizenship," which covers both the rights and responsibilities of national organizations within the international context. National organizations can demonstrate good citizenship by adopting and promoting universally agreed-upon values and principles in organizational practices, as well as supporting appropriate public policies, particularly in areas related to human rights, working conditions, and environmental protection (Fallaq, 2016, p. 47).

Based on the above definitions, social responsibility can be described as the commitment of individuals or institutions (particularly companies) to actions and practices that contribute to community improvement and environmental protection, alongside achieving their economic interests. It is considered an ethical responsibility that requires institutions and citizens to recognize their negative and positive impacts on society and work toward enhancing its welfare.

2.2 Importance of Social Responsibility

Social responsibility has become one of the prominent issues concerning individuals and organizations in the modern era, given its profound impact on society, the environment, and the economy as a whole. Its importance can be summarized as follows (Abdul-Ridha & Al-Ziyadi, 2014):

2.2.1 For the Organization

Adopting social responsibility through charitable activities seems to be mostly beneficial for business organizations since it enhances the current working environment of the company and promotes a spirit of cooperation and interconnectedness among several stakeholders. Social responsibility reflects on relationships that improve performance levels and create better financial returns, so responding effectively to changes in employee and community needs. The importance of an organization being socially responsible can be summarized as follows:

− Environmental concerns may enable it to raise its prices and build brand loyalty.

− Community trust in the organization helps sustain and solidify relationships with suppliers and customers without additional time and financial expenditures.

− A socially responsible organization can easily attract international labor.

− Socially responsible organizations are generally welcomed in foreign countries.

− Socially responsible organizations can utilize their reputation and experience with public officials to support them during difficult times.

− Ability to attract investor funds, as investments in socially responsible, reputable organizations are perceived as desirable long-term investments.

2.2.2 For the State

When business organizations fulfill their social responsibilities, the burdens on the state are alleviated, creating genuine partners to address economic and social challenges. Moreover, awareness of the social role makes the state more advanced in managing social costs, collecting dues from fees, taxes, and other rights, contributing to resolving unemployment issues and financing essential activities serving society.

2.2.3 For Society

It can be said that society is the greatest beneficiary of organizations' commitment to social responsibility through:

− Increased social solidarity among various community segments and groups.

− Achievement of social justice and enhanced social stability.

− Improvement in society's quality of life from material, cultural, and ethical perspectives.

− Increased awareness about the importance of integration between societal organizations and various stakeholder groups.

− Enhanced political development and accountability, contributing to political stability.

− Given the association of social responsibility with transparency and disclosure, it promotes social cohesion and reduces financial, administrative, and political corruption.

2.3 Dimensions of Corporate Social Responsibility

Social responsibility includes several dimensions that contribute to achieving development goals, which are as follows (Al-Mukhlafi & Al-Khalidi, 2002):

2.3.1 Economic Dimension:

This dimension represents the institution's role in providing the services required by society at satisfactory prices for everyone, ensuring its continuity. It involves the basic responsibilities of the company, such as producing valuable goods and services at reasonable costs and good quality for society, enabling the company to achieve sufficient returns and profits to compensate shareholders, employees, and others. This dimension is based on principles of fair and free competition, leveraging technological advancements without causing harm to society and the environment.

2.3.2 Legal Dimension:

The legal dimension consists of regulations and legislation that companies must adhere to, aimed at protecting society, as stipulated by state or corporate laws and regulations. Companies must earn trust by adhering to these regulations, respecting local laws, complying with state directives, and ensuring their outputs do not harm society. Moreover, the legal dimension necessitates achieving fairness and safety, either by reducing workplace accidents, improving working conditions, preventing the exploitation of elderly and younger individuals, providing employment opportunities for people with special needs, respecting human rights, and eliminating discrimination.

2.3.3 Ethical Dimension:

This dimension requires organizations to adhere to ethical behavior that encompasses societal values and beliefs. This includes respecting human rights and developing ethical principles and practices across all business activities. At a minimum, society expects businesses to fulfill economic and legal responsibilities, but ethical considerations are also essential. The ethical dimension relies on moral principles, ethical standards, and social norms. It includes indicators such as equal employment opportunities, ethical consumption practices, observance of human rights principles, and respect for prevailing societal customs and traditions.

2.3.4 Philanthropic Dimension:

This dimension concerns contributions, solidarity, and support for local community projects, such as constructing schools, supporting charitable or voluntary organizations, and improving public health. Although these activities are not legally mandatory, they contribute significantly to building the organization's good reputation and enhancing the community's quality of life. It involves the direct benefits and advantages the community desires to obtain from the organization, including various forms of support for local community projects aimed at preserving quality of life. (Fadel, 2024). In general, adherence to the aforementioned four dimensions demonstrates commitment to social responsibility, as each dimension contributes to building the organization's positive social reputation (Al-Qudsi, 2024). According to Carroll's classification, social responsibility is the sum of these four interconnected responsibilities, where the presence of all dimensions is necessary and significant for a complete understanding of the concept.

Figure 1. The Pyramid of Corporate Social Responsibility Dimensions According to Carroll's Classification
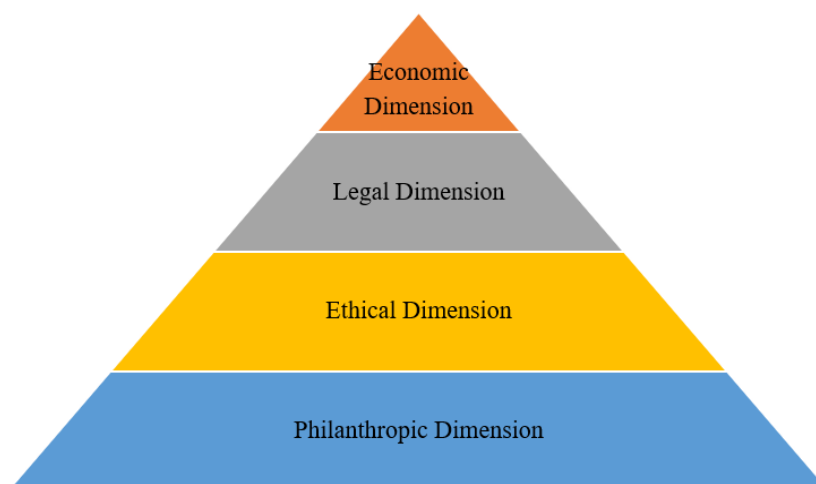
Source: (Al-Mustarihi, 2017, p. 207)

3. Quality of Work Life

Improving the work environment and providing suitable job conditions are among the most effective ways to achieve quality of work life. Numerous psychological, environmental, and economic factors intertwine in determining this quality, making it a complex topic that requires continuous attention and development. This can be achieved by strengthening human relationships within the workplace, offering opportunities for professional growth and development, and ensuring a good balance between personal and professional life.

3.1 The Concept of Quality of Work Life

Quality of work life is defined as: "The policies, procedures, and processes implemented by the organization with the aim of developing and improving the professional and personal lives of its employees. This, in turn, positively reflects on the performance of both the institution and individuals, enabling the organization to achieve its goals and aspirations, while also fulfilling and satisfying employees' needs, ensuring the organization's continued success and ability to face various crises" (Al-Juhani & Jafari, 2024).

It is also defined as a set of systems and programs related to improving various aspects of an organization's human capital, which in turn affects individuals' professional lives and their social, cultural, and health environments. This positively impacts employees' job performance and contributes to achieving the goals of the organization, individuals, and all concerned stakeholders (Odeh, 2022).
Additionally, it is described as the state of employee satisfaction regarding the physical and moral work environment provided by the organization (Ishtaywi, 2015).

Based on these definitions, we can conclude that quality of work life refers to the extent of employee satisfaction with their work environment and how this environment affects their physical and mental health, as well as their work-life balance. In short, it is the level of well-being experienced by the employee in the workplace.

3.2 Objectives of Quality of Work Life

The importance of quality of work life for employees can be summarized as follows (Mariam, 2023):

−   It helps create a good working environment through salaries and rewards that increase employee satisfaction and achieve a balance between their professional and personal lives.

−   It improves the work environment by reinforcing concepts and values related to physical work, cooperation, transparency, participation in decision-making, clarity in communication, and performance-based rewards, all of which enhance organizational performance.

−   It prepares suitable and more humane working conditions and establishes a work environment that provides employees with personal satisfaction, as well as fulfilling their economic needs.

−   It provides a workforce that is more loyal and motivated, enhancing organizational effectiveness from the perspective of the organization's leadership.

−   It ensures clean, safe, and healthy working conditions for employees.

−   It fosters a supportive and encouraging work environment that enhances employee satisfaction, provides better salaries, job security, and improved development opportunities.

−   It offers appropriate work policies and procedures to increase productivity, loyalty, and willingness to remain with the organization, thereby improving the quality of products and services delivered.

3.3 Obstacles to Implementing Quality of Work Life

Despite the importance of implementing quality of work life, several obstacles hinder the development of this philosophy due to a short-term mindset focused solely on profits and revenues, often at the expense of employee well-being, safety, and health. The factors contributing to the decline in quality of work life, considered as obstacles, include (Boumjan, 2018):

–   Weak organizational culture, where quality of work life is regarded as a secondary philosophy due to top management's lack of awareness, centralized decision-making, and unwillingness to delegate authority.

–   High costs of creating an appropriate and motivating work environment, including the expenses of improving physical conditions and increasing wages and rewards, which raise total costs.

–   Misalignment between the philosophy of quality of work life and individual learning due to a lack of training and development.

–   Complex organizational structures and traditional leadership styles that neither support the new philosophy nor inspire or foster creativity.

–   Inflexible management practices, which lead to employee dissatisfaction and disengagement with management.

–   Challenges related to teamwork and collaboration, especially in the absence of ongoing training and development.

3.4 Methods and Practices for Improving Quality of Work Life

A set of methods, practices, and programs can be used to improve the quality of work life. Among these methods are the following (Al-Demerdash, 2017, p. 28):

–   **Job redesign** through job enlargement or enrichment, as job enrichment helps meet needs by providing challenge, interest, and motivation for work.

–   **Career development** by offering opportunities for career advancement and personal growth, as this increases the level of commitment, supports career planning, and offers guidance to others, helping fulfill individuals' expectations.

–   **Work teams in management,** through which employees are given the freedom to make decisions. In such groups, they plan for themselves, coordinate, and oversee their tasks. The group as a whole is responsible for success or failure.

–   **Flexible work schedules,** including flexible hours, compressed workweeks, job sharing, compensatory time off, part-time work, and other types of alternative schedules that give employees freedom in organizing their work time.

–   **Participative management:** employees wish to participate in decisions that affect their lives. Management by objectives and other such systems help employees engage with management to improve work life quality.

–   **Job security** is of high priority to employees, as it strengthens their attachment to their jobs and organizations. The organization, in turn, becomes committed to providing job security to all its employees, especially those it fears might be attracted to competing organizations.

–   **Administrative justice** requires the application of principles of fairness and equity in disciplinary actions, grievance procedures, promotions, transfers, retirement, leave, and all other available administrative roles. It's not just about having written regulations; more importantly, it's about applying them in a way that establishes those standards.

–   **Quality circles** are used to provide a mechanism for unleashing the potential for participation. They also contribute to achieving organizational goals of increasing productivity, reducing costs, and improving the quality of products and services offered by the organization.

4. The Relationship Between Social Responsibility and Quality of Work Life:

Social responsibility and quality of work life are closely interconnected, as the social responsibility of individuals and organizations reflects their commitment to contributing positively to society, which in turn significantly affects the work environment and its quality. Below are some aspects of the relationship between social responsibility and quality (Nassira Oubakhti, 2021):

–   **Improvement of the Work Environment:** Social responsibility encourages occupational health and safety, which directly impacts employees' health and well-being, and generally affects their performance, thereby creating a healthy, safe, and motivating work environment.

– **Social Relationships:** The foundation of social responsibility is built on the availability of social relationships. Human life is inherently social, as individuals naturally live within communities, interact with their members, and depend on one another. Relationships among people are the basis of social life.

– **Compensation, Rewards, and Incentives:** Undoubtedly, wages, salaries, and incentives are among the most important factors that help foster a good relationship between employees and management. An individual's satisfaction with their job greatly depends on the existence of a fair and acceptable system of wages and compensation—this aligns with the economic dimension of social responsibility.

– **Job Security and Stability:** From the ethical dimension of social responsibility, it is important to create a sense of security and comfort for employees by providing suitable working conditions and ensuring their stability through incentives, union freedom, industrial safety, and career advancement.

– **Motivation Through Promotion:** A promotion system is a key factor in job satisfaction, being regarded as a right. The greater the opportunities for promotion relative to an individual's ambition, the higher the job satisfaction—and vice versa. Thus, promotion systems greatly impact employee morale and performance.

– **Empowerment:** Empowering employees is one of the main dimensions for achieving quality of work life. It aims to help them become more capable and authoritative in performing their duties and achieving optimal results.

In addition to these, several social responsibility practices can enhance and improve quality of work life (Khadija, 2022):

– **Continuous Training and Development:** This is among the goals of social responsibility. An employee never stops at a certain level; they constantly seek additional knowledge and new skills to improve and develop their performance. Therefore, they expect the organization to offer training courses that enable them to adapt to various changes and requirements in the work environment.

– **High-Quality Social Services:** Providing good healthcare is highly important for employees and their families. Health insurance, quality medical care, and other social services such as housing near the workplace are essential requirements that employees hope to find in any organization.

– **Job Justice:** Social responsibility pushes institutions to offer equal opportunities to all employees regardless of gender, race, or social background. Applying the principle of equity and equality enhances trust between employees and management.

– **Environmental Social Responsibility:** A part of social responsibility involves adopting environmentally friendly practices such as waste reduction, using renewable energy, or promoting sustainable mobility. These initiatives help improve job quality by creating a cleaner and healthier work environment, thereby increasing overall employee well-being.

– **Workplace Transparency and Reduction of Negative Informal Communication:** Socially responsible institutions tend to be transparent. Open management is considered a key approach to developing relationships with employees, allowing them to be fully informed of the organization's various situations. This enables them to act quickly and effectively to address issues and support organizational growth. Transparency and clarity in communication also help reduce rumors among employees and their negative effects.

5. The Experience of Social Responsibility Practices at Google
5.1 Introduction to Google
Publically traded American company Google specializes in email correspondence using Gmail and in advertising connected to internet search services. The name "Google" was selected to capture the company's goal of efficiently compiling the enormous volume of knowledge on the internet. Furthermore, the business provides the option to create online databases and maps using textual and graphical information available on websites. Along with free ad-supported versions of its technical services, it offers office programs and the Orkut platform, which lets users connect online and distribute presentations and videos.

Mountains View, California is home to Googleplex, the corporate headquarters of the company. Google will have 234,190 full-time workers as of 2024. While still students at Stanford University, Larry Page and Sergey Brin started the company. Originally founded on September 4, 1998, it was first a small group of people running a private business. Following an initial public offering on August 19, 2004, the company raised $1.67 billion USD, so bringing its overall market capitalization to $23 billion USD. Together with Amazon, Apple, Meta, and Microsoft, Google is regarded among the "Big Five" American information technology firms.

5.2 Google's Position in Terms of Applying Social Responsibility Practices

As usual, *Forbes* magazine publishes an evaluation of the companies with the best reputation in applying Corporate Social Responsibility. In December 2014, it published a list of the ten companies with the best reputation in the field of social responsibility practices. The list was presented by the Reputation Institute, an independent evaluation organization that provides a set of private sector company assessments, including companies' activities and their adoption of social responsibility concepts and practices.

In the 2014 evaluation, Google received the ranking of the top company in implementing social responsibility for the fourth consecutive year, after a decade since the company launched its motto: "Don't be evil".
The global consulting firm known as the Reputation Institute measures companies' perception of social responsibility concepts through emotional and rational measures. The emotional measures include assessing emotions, respect, admiration, and trust. While the rational measures consist of seven factors including leadership, performance, products, services, citizenship, governance, and work environment. The evaluation of the top 100 global companies is based on the last three axes.
The evaluation relies on data collected from the public in fifteen markets around the world, namely: Australia, Brazil, Canada, China, France, Germany, India, Italy, Japan, Mexico, Russia, South Korea, Spain, and the United Kingdom.
For the fourth consecutive year, Google topped the list, as it achieved high scores in all the areas subject to evaluation, including citizenship practices, where results showed that the company's data center uses less than 50 percent of the energy required for such centers. The company also donated the equivalent of one billion dollars to renewable energy projects. (Al-Husseini, 2015)

5.3 Concrete Actions Taken by Google Regarding Corporate Social Responsibility:
5.3.1 Google's Commitments to Workplace Development:
An important element of corporate social responsibility at Google is the quality of life in the workplace. The company regularly communicates regarding the well-being of its employees. Buildings are constructed with healthy materials, and every workspace is designed to be sustainable and environmentally friendly for employees and users. Google provides its teams with private buses tailored to their needs, allowing them to commute without using their personal cars. The group is also actively involved with many diversity organizations and funds numerous humanitarian causes. Over the past ten years, Google has invested more than $40 million in combating racism and over $100 million in funding COVID-19-related research (ESI Business School, 2024).

5.3.2 Google's Environmental and Sustainability Commitments
The environmental aspect of corporate social responsibility focuses on using carbon-free clean energy by 2030. The company has also improved the environmental performance of the products it designs. Product durability is increasing, notably due to regular software updates and the use of more resistant materials. Google's computers, phones, and tablets are made using recycled plastic. By 2025, the company aims to use 50% recycled or renewable materials in its IT equipment labeled "Made by Google."

In 2023, the company achieved 100% renewable energy matching for its global operations. In 2024, its carbon-free energy portfolio reached 64%. Google signed contracts to purchase nearly 4 gigawatts (GW) of clean power generation capacity, representing a 100% increase over the previous year.

The company also developed and innovated new methods for managing and tracking energy use, including demand response and time-based energy attribute certificates (T-EACs).

Regarding carbon removal, Google completed its first carbon removal credit purchases through Frontier, including deals with Charm Industrial, CarbonCapture, and Lithos Carbon. The value of sustainability-dedicated initiatives reached approximately $7.2 billion in 2024. (Google, 2024)

5.3.3 Google's Commitments to the Social, Economic, and Ethical Dimensions

Google is fully invested in the local economy, with its supply chain relying on active collaboration with local businesses. The group supports social institutions and nonprofit organizations by assisting them with training and development worldwide. Google supports innovative companies and helps improve access to entrepreneurship.

To understand how Google promotes the principles of social responsibility in its economic and social aspects, the company pursued several initiatives. According to 2020 statistics, the results were as follows (Alwani, 2024):

−   Training and Education: If you want to know how Google promotes social responsibility principles, look at its efforts in training and education. The company allocated approximately $50 million to help children and individuals in marginalized and disadvantaged communities in various parts of   the   world. Through these initiatives and courses provided by the company, it can change the lifestyle of entire communities and improve the standard of living for their members. The goal of these social responsibility principles and practices is to build generations capable of facing future challenges, innovating, and overcoming difficulties by being equipped with the most advanced knowledge — something Google spares no effort in providing to wide segments of humanity.

−   Employment and Combating Unemployment: In trying to understand how Google promotes social responsibility principles, the training it provides directly contributes to helping many individuals find jobs, thereby combating unemployment, which has become a global concern. Faced with the challenges of digitalization and automation, modern humans risk being replaced by machines. Regardless of the debate around these criticisms, learning remains the only path to survival — something Google has been extensively offering in recent years. For example, the company donated around $1.5 million to *Code for America*, a project focused primarily on helping young people find jobs and matching their skills with current market needs.

−   Charitable Activities: In answering the question of how Google promotes social responsibility principles, we must not forget the charitable activities the company supports. For instance, it decided to donate 1% of its profits to charitable projects. The organization also employs 8,000 legal agents in 30 countries to combat sex trafficking and the exploitation of children in pornography.

−   Diversity and Inclusion: Google's workforce in 2024 was diverse, with 49.3% women and 51.7% men. Additionally, 57.2% of employees were Black, with the remaining percentage comprising white employees. This demonstrates the company's commitment to expanding the concept of diversity beyond gender, race, and ethnic affiliation, to include a wide range of characteristics such as age, sexual orientation, disability, and cultural background — which strengthens its ethical practices. (*Google Mission Statement, Vision, and Core Values, 2024*)

5.3.4 Google's commitments to technological innovation, research, and development

The company is based on leading transformative technological developments across multiple fields. The core strategic vision priorities include expanding global technological infrastructure while developing sustainable technological solutions, in addition to enhancing computational capacities and developing ethical artificial intelligence. The value of investment in the field of artificial intelligence reached 39.5 billion dollars, quantum computing 12.3 billion dollars, cloud computing 26.7 billion dollars, and cloud technologies 10 billion dollars. As for research and development, the company invested 39.5 billion

dollars in research and development in 2023, in addition to 8.5 billion dollars invested in daily queries and search operations during 2024. The company employs 2,300 researchers in the field of ethical artificial intelligence applications, with the AI safety budget amounting to 1.6 billion dollars during 2024. These figures reflect the major and positive role the company is working on to develop human capital and preserve the human energy working in the company, in addition to attracting skilled and high-quality labor.

5.3.5 Google's commitments toward employee wage policy: (*google, Driving innovation,bridging gaps*)

Google adopts strict policies to ensure equality in wages and to establish the principle of "fair pay for equal work," relying on annual analyses since 2012 to review salaries and bonuses, using advanced statistical methodologies based on 6 core principles:

−   Actionability: Produces interpretable results translated into action.

−   Consistency: Applying the same principles and standards to every employee in the company.

−   Ethics: Based on strong and solid ethical principles.

−   Legality: Through compliance with the law.

−   Opportunity for full coverage: Includes increasing the number of employees in the company who are analyzed to the maximum.

−   Scientific accuracy: That is, following a precise statistical methodology.

Guided by these six principles, the company has expanded its approach in new and innovative ways. For example, in 2018, it added a new analysis for new employees and expanded racial and ethnic categories. The analysis continues to evolve from year to year, until it reached coverage of 94% of the company's employees. After the review, compensation was increased for 553 workers to close gaps, and the total increases amounted to 2.9 million dollars. In the previous year, the analysis covered about 95% and included 1,096 workers, with increases totaling 9.4 billion dollars.

This update and continuous analysis reflect the company's role in developing the methodology annually to reflect the best global practices and transparency in publishing results through annual reports, thereby becoming a leading model in combating pay bias, focusing on data-driven fairness, although it faces the challenge of balancing global standards with local specificities.

5.4 The challenges Google faces when it comes to corporate social responsibility

Hosting and storing data in data centers is one of the biggest corporate social responsibility challenges that Google faces. The group is fully aware of this, as it invests heavily to reduce its energy consumption. These data centers use the latest technological innovations in energy performance and operate using solar or wind energy, programming their tasks based on their exposure to sun or wind.

As the world's leading search engine, Google strives to ensure data security and the quality of shared information. The development of artificial intelligence applications makes the integration of ethical principles into digital technology more than necessary. Web giants must also participate in combating misinformation and the spread of false information. In this regard, moderating social networks and content-sharing platforms is a major issue.

Google must also continue its commitment to social issues — inclusion, fighting racism, diversity, and resource sharing. There are many challenges that must be overcome to build a caring and accessible digital environment for all.

CONCLUSION

Social responsibility has become an essential part of the strategies of organizations and major companies that care about the quality of work life for their employees and strive to improve it. The adoption of social responsibility practices by companies is not limited to profit-making, personal interests, or even societal and environmental benefits — the individual must be seen as a society in themselves. It also includes improving employee well-being and enhancing the work environment.

Social responsibility provides an environment that stimulates innovation and positive interaction among employees, and supports their professional and personal development.

Google is considered a prominent and leading example in this field. It has succeeded in integrating social responsibility into its organizational culture, making employee well-being a priority through psychological and health support programs, work-life balance, and the promotion of diversity and inclusion in the workplace. Moreover, Google contributes to creating a supportive environment for employee development and professional excellence — not to mention the charitable activities it has undertaken. The impact of these initiatives goes beyond improving quality of work life; it also enhances the company's reputation and increases its ability to attract top talent.

In light of this, it becomes clear that social responsibility is not merely an ethical option, but a strategic investment that enhances overall company performance and provides a sustainable competitive advantage. Therefore, it can be said that adopting social responsibility is crucial to improving the quality of work life and contributes to building a better work environment.

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