



ORIGINAL RESEARCH PAPER

Management

CSR PRACTICES & TALENT ATTRACTION: A STUDY OF IT COMPANIES IN GURUGRAM

KEY WORDS: Economy, CSR, Human Resource, Stakeholders

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ABSTRACT

Success of an economy depends undoubtedly on the optimum deployment of available and potential resources viz. physical, financial and human resources. In developing countries like India the role of corporate units steers the direction of dynamics of the concerned economy. Now a day's stakeholder of business entities has started to perceive them as socially responsible citizens. From last one and half decades companies in India place and undertake the respective social activities in addition to their core business for different reasons. To keep this in view the present study is an earnest effort to determine the role of CSR activities undertaken by companies in attracting the valuable human resource. For this total of 60 middle level employees from IT companies in GURUGRAM were approached through e-mail by administering a structured questionnaire. The study makes a comprehensive picture in which synthesized form of CSR practices & talented workforce has been identified.

Introduction

In an age of reputation, corporate social responsibility (CSR) is debated vigorously by scholars and managers across business functions such as communications, marketing, finance, and human resource (Lindgreen et al., 2009). For many years, managing CSR is always a vital issue. The evolution of CSR as a concept was in 1960 which points out that corporations have responsibilities beyond their legal obligations (Bronn and Vroni, 2001). In the initial stage, it was considered an obligation for firms to benefit society (Turker, 2009), and to consider the social, environmental and economic impact of their business (Dahlsrud, 2008). CSR is equally important for the welfare of society as it is for running a successful business. (Varadarajan and Menon, 1988) Most multinational corporations invest millions to manage CSR programs to meet corporate social performance in their origin country and other countries in which they operate. Managing CSR programs is important to companies because it affects intangible assets such as corporate reputation and image.

Organizations have positive effects over their stakeholders and these effects deliver favorable results if the organizations are socially responsible. In research suggests that consumers punish firms that are perceived to be insincere in their social involvement (Sen and Bhattacharya, 2001); employees' commitment to the organization is related to the perceptions of their firm's social responsibility (Brammer et al., 2007); Tendency to attract future employees is more in case of socially responsible corporations. (Greening and Turban, 2000); As per the stakeholder theory, the manager's role is towards creating a rhythm in demand and supply of different stakeholders along with taking good concern over the interest of stockholders. This theory thus clearly says that the corporations have social responsibilities towards society, instead of the traditional view of profit maximization within the legal boundaries (Friedman, 1962, 1970, cited by Wartick and Cochran, 1985).

Carroll's (1979, 1991, and 1999) model of CSR proposed in late 1970's is widely applied model of CSR. According to his theory corporations have four kinds of social responsibilities which "fully cover the obligations that business has to society" (Carroll, 1979, p. 499).

From bottom to top, the categories address:

- (1) Economic responsibilities (to produce valuable goods and services and to attain profit);
- (2) Legal responsibilities (to operate within the framework of legal requirements); (3) Ethical responsibilities (to operate within society's moral framework);
- (4) Discretionary responsibilities (to perform voluntary activities that contribute to societal development).

Objectives and Methodology of the Study

The present work mainly aims to explore the role of CSR activities undertaken by the concerned business entities in talent attraction specially in Information Technology industry in India. This will help

the management to better utilize the benefits of CSR activities so as to become a choice for right kind of resource attraction. A descriptive cum exploratory survey design was used to identify and evaluate the role of different CSR Activities in Talent Attraction in two selected IT companies IBM and Accenture operating in Delhi, Gurgaon and Noida. The middle level employees were taken and sampling method chosen was judgemental cum convenience for the collection of data. The Questionnaire used contains the questions related to demographic variables like age, occupation, gender, marital status etc. For other questions five point rating scale was used in which score 1 was given to least likely and Score 5 was given to most likely In total 60 middle level managers from two IT companies that is IBM & Accenture were the respondents. The data collected by means of the questionnaire was further processed with the help of IBM SPSS 21 software. For testing of hypotheses, the Mann-Whitney test and Kruskal Wallis Test were used. Mann-Whitney test was used to compare the distribution when the two condition or groups are there like Gender, Marital status and Education Qualification and when there were more than two groups like age and salary then Kruskal Wallis Test was used.

Table 1: Sample Profile

Characteristics	Category	No. of Respondents	Percentage
Age	Up to 30 Years	33	55.0
	30-35 Years	15	25.0
	35-40 Years	9	15.0
	Above 40 Years	3	5.0
Gender	Male	43	71.7
	Female	17	28.3
Marital Status	Married	45	75.0
	Unmarried	15	25.0
Educational Qualification	Undergraduate	23	38.3
	Postgraduate	37	61.7
Salary	Up to 5,00,000	7	11.7
	5,00,000-10,00,000	12	20.0
	10,00,000-15,00,000	19	31.7
	Above 15,00,000	22	36.7

Table no 1 depicts the demographic view of sample respondents. It shows that highest percentage of respondents is up to 30 years of age group that is 55.0 % succeeding by 30-35 years age group which is 25.0 %. Nearly 71.7% respondents are male and 28.3% are female. Regarding the marital status 75.0% which is 45 out of 60 respondents are married against 25.0% that is 15 out of 60 were unmarried. On the basis of educational qualification majority of respondents are postgraduates that is 61.7% and remaining 38.3% are undergraduates. 67.4% respondents belongs to a salary segment of more than 10,00,000 which is composed of 31.7% 10,00,000-15,00,000 and 36.7% above 15,00,000.

Hypothesis

Ho: There is no significant difference among middle level managers in considering CSR practices as per their demographic features.

Analysis & Interpretation

This section deals with central concern of the present work. Responses given by the sampled employees regarding various dimensions of CSR are analyzed by applying the required statistical techniques.

Table 2: Responses regarding Different dimensions of CSR activities

	Responses	No. of Respondents	Percentage
Awareness about Economic Responsibilities of a company	Yes	46	76.7
	No	14	23.3
Awareness about Legal Responsibility	Yes	48	80.0
	No	12	20.0
Awareness about Ethical Responsibility	Yes	60	100.0
	No	0	0
Awareness about Discretionary Responsibility	Yes	45	75.0
	No	15	25.0

Source: Primary Survey

Table 2 represents the responses of respondents regarding their awareness over different dimensions of CSR. In all majority of respondents were aware regarding the different dimensions of CSR, be it Economic responsibility i.e. 76.7% or Legal responsibility i.e. 80.0% or Discretionary responsibility i.e. 75.0% and in case of Ethical responsibility the awareness level goes even higher that is 100.0%.

Table 3: Descriptive Statistics of responses regarding consideration of various CSR Activities in Talent Attraction

Statements	Mean	Std. Deviation
I look for whether the company is conducting and governing themselves with ethics transparency and accountability.(S1)	3.6333	1.19273
I look for whether the company provides goods and services that are safe and contribute to sustainability throughout their life cycle.(S2)	4.1000	1.13047
I look for whether the company is indulged in the promotional activities for the wellbeing of all employees.(S3)	3.8667	.92913
I look for the attitude of company regarding their interests and responsiveness towards all stakeholders.(S4)	3.1833	1.34658
I look for whether the company respects and promote human rights.(S5)	3.3833	1.41531
I look for the efforts made by the company to protect and restore the environment.(S6)	3.4000	1.45206
I look for the companies support in Inclusive growth and equitable development.(S7)	3.7833	1.22255
I look for whether the company engages with and provide Value to their customers and consumers in a responsible manner.(S8)	3.4500	1.25448
I look for whether the company provides additional motivation to employees.(S9)	3.9500	1.03211

I look for whether the company delivers the profits to their stakeholders on time.(S10)	2.9333	1.35129
I look for whether the company has a separate budget for CSR activities.(S11)	2.7833	1.35411
I look for whether the company is more concerned with its socially responsible image than with selling its products.(S12)	3.1500	1.38790
I look for credibility of firm towards its stakeholders(customers, employees, shareholders etc)(S13)	2.9500	1.35828
I look for the market value of firm.(S14)	3.9833	1.08130
I look for the relationships of company with its stakeholders.(S15)	3.1333	1.37121
I look for company's contribution in education sector.(S16)	3.3333	1.43405
I look for company's contribution in healthcare sector.(S17)	3.1833	1.50132
I look for company's Contribution in rural development.(S18)	3.0000	1.40218

Source: Primary Survey

Table 3 represents the statistics of responses regarding consideration of various CSR activities in Talent Attraction, and the mean value here represents average inclination of respondents over different facets of CSR. In case of statements S1,S2,S3,S7,S9,S14 the mean value represents the inclination towards the greater importance of these activities and in case of statements S10,S11,S13,S18 the mean value represents the inclination towards the least importance of these activities. In other remaining cases the mean represents the natural tendencies of respondents.

Table 4: Overall results regarding role of CSR activities

Statement	N	Mean	Std. Deviation
Overall, I would like to work with only those companies which are actively participate in CSR activities.(S19)	60	3.3667	1.49538

Source: Primary Survey

On an average respondents under study prefer to work with those organizations which are active in undertaking CSR activities. This produces CSR activities fairly play a big role in attracting the talent.

Hypothesis testing:

Ho: There is no significant difference among middle level managers in considering CSR practices according their demographic features: Application of Mann- Witney Test and Kruskal-Wallis Test.

Table 5: Statistical Results of Mann Witney Test

State ment	Mann-Whitney test					
	Gender	Marital Status		Education Qualification		
	Asymp. Si. (2-tailed)	Null Hypothesis	Asymp. Sig. (2-tailed)	Null Hypothesis	Asymp. Sig. (2-tailed)	Null Hypothesis
S1	0.037	Rejected	0.606	Accepted	0.224	Accepted
S2	0.363	Accepted	0.206	Accepted	0.001	Rejected
S3	0.061	Accepted	1.00	Accepted	0.007	Rejected
S4	0.012	Rejected	0.005	Rejected	0.030	Rejected
S5	0.058	Accepted	0.012	Rejected	0.008	Rejected
S6	0.092	Accepted	0.031	Rejected	0.001	Rejected
S7	0.447	Accepted	0.254	Accepted	0.181	Accepted
S8	0.286	Accepted	0.413	Accepted	0.132	Accepted
S9	0.586	Accepted	0.850	Accepted	0.613	Accepted
S10	0.152	Accepted	0.251	Accepted	0.001	Rejected

S11	0.071	Accepted	0.068	Accepted	0.025	Rejected
S12	0.075	Accepted	0.006	Rejected	0.093	Accepted
S13	0.014	Rejected	0.033	Rejected	0.001	Rejected
S14	0.003	Rejected	0.042	Rejected	0.018	Rejected
S15	0.006	Rejected	0.006	Rejected	0.001	Rejected
S16	0.049	Rejected	0.011	Rejected	0.009	Rejected
S17	0.042	Rejected	0.006	Rejected	0.002	Rejected
S18	0.154	Accepted	0.513	Accepted	0.007	Rejected
S19	0.121	Accepted	0.034	Rejected	0.045	Rejected

Source: Primary Survey

Table 5 depicts the results taken out from Mann-Whitney test, as in all the three demographic variables Gender, Marital status and Educational Qualification the two groups were compared. In the case of Gender out of 19 different statements 12 are Accepted (p value is greater than then 0.05) means as per gender difference (male or female) there is no significant difference among middle level managers in considering CSR practices important. In case of Marital status out of 19 different statements 10 were rejected (p value is less than 0.05) means as per marital status (means married or unmarried) there is significant difference among middle level managers in considering CSR practices important and in case of Educational qualification 14 out of 19 statements are rejected(p value is less than 0.05) means in majority of cases on the basis of educational qualification whether the respondent is graduate or post graduate there is significant difference in considering CSR practices important in talent attraction.

Table 6: Statistical Results of Kruskal Wallis Test

Statement	Kruskal-Wallis test			
	Age	Salary		
	Asymp. Sig. (2-tailed)	Null Hypothesis	Asymp.Sig. (2-tailed)	Null Hypothesis
S1	0.038	Rejected	0.002	Rejected
S2	0.316	Accepted	0.001	Rejected
S3	0.000	Rejected	1.00	Accepted
S4	0.000	Rejected	0.087	Accepted
S5	0.000	Rejected	0.079	Accepted
S6	0.000	Rejected	0.091	Accepted
S7	0.000	Rejected	0.180	Accepted
S8	0.000	Rejected	0.160	Accepted
S9	0.025	Rejected	0.098	Accepted
S10	0.000	Rejected	0.448	Accepted
S11	0.000	Rejected	0.364	Accepted
S12	0.000	Rejected	0.015	Rejected
S13	0.000	Rejected	0.467	Accepted
S14	0.000	Rejected	0.032	Rejected
S15	0.000	Rejected	0.064	Accepted
S16	0.000	Rejected	0.012	Rejected
S17	0.000	Rejected	0.023	Rejected
S18	0.000	Rejected	0.085	Accepted
S19	0.000	Rejected	0.027	Rejected

Source: Primary Survey

Above table 6 depicts the result of Kruskal Wallis test to know the significant difference in the opinion of the respondents related to different statements in case when there are more than two groups. In the case of Age 18 out of 19 statements are rejected (p value is less than 0.05) means in almost all the cases on the basis of age there is significant difference in considering CSR practices important in talent attraction and in case of salary out of 19 statements 12 are accepted (p value is more than 0.05) means as per different salary slabs there is no significant difference in the opinion of respondents in considering CSR practices important in talent attraction.

Conclusion

Human resource of a business entity steers the direction of its present and prospective business activities and reciprocally,

employees have also started to consider social behaviour and recognition of a particular entity for his professional engagement in a significant manner. Definitely, companies have started to consider undertaking of social activities as integral duty and now for big entities it has become mandatory also. Many previous studies revealed that social behaviour of business organisations play significant role in attracting and maintaining the talented people in their business and present is also to explore the same in Indian context especially in IT industry which is more dynamic comparatively. According to the present study it may be concluded that out of sampled respondents majority of respondents wish to work with those organizations which are actively participate in CSR activities and demographic background did not produce any significant difference in this regard except their age. It is fair to say that business organizations specially big one need to focus on CSR activities with sustainability and simultaneously to report the same before all level of employees in their organizations. It would create a healthy and sustainable working environment and bring extraordinary benefits to the organizations.

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