

CSR and Job Seekers' Organizational Attractiveness: A Perspective from Job Seekers in India

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Abstract

Several researchers have suggested that job seekers believe organization with strong Corporate Social Responsibility background as a better opportunity for career growth and job options. At the same time, organizations also promote their CSR as a way to attract a large number of qualified workforces. CSR in simple terms means giving back to the society. It is about meeting the expectations of various stakeholders and fulfill the requirements of people, planet and profile at a large. The reputation and image of an organization is determined by its CSR practices which in turn emerge as a competitive advantage for organizations in future. An employer's overall image and reputation is known to attract job seekers and its image pertaining to CSR practices has emerged as a competitive advantage for organizations in the future. The purpose of this study is to investigate the attitude of job seekers towards the influence of CSR in making a job choice decision. To explore the job seeker's responses on CSR and its attractiveness for the job, we have administered survey to 215 students enrolled in senior level management courses at a large premier institutions and universities located in Sambalpur district of Western Odisha. The responses were collected on two important dimensions of CSR – ethical practices and environmental sustainability. The students who seek a new employment opportunity within next 12 months are considered for the study. The responses were measured using 5-point Likert Scale. The SPSS software is used to analyze the data. Further, the data is made usable for AMOS. On the basis of the data collected, a model has been developed and in the present study, Structure

Equation Modeling analysis was applied to test the model, that is, how well the data fit the proposed model. The findings demonstrated how CSR acts as an attractive feature for influencing potential job seekers.

Keywords: Corporate Social Responsibility, Job Seekers, Personal Attitude, Ethical Issues, Structural Equation Modeling

Introduction

Corporate Social Responsibility empowers an organization to be competitive in market who attract and retain best talent for business practices. In today's competitive world, there are various factors which influence the attractiveness of a company, and today, CSR is one of the important factors among them which receives more attention. This paper reports the result of an empirical survey examining whether CSR practices affect job seekers' attitudes in making job choice.

Donnison (2007) has mentioned that the present day workforce is entering to the job market when CSR activities of organizations are under scrutiny. Today organizations are ordinarily expected to be ethical and socially responsible while performing their businesses (Pesonen 2003). Kolondinsky (2010) has observed that educational institutions are imparting courses in CSR and are actively engaged in research in CSR and thus are having a crucial role in preparing the next generation leaders.

The knowledge of CSR is imperative for various reasons. First, it is understood as essential for the development of Gen Y of socially responsible leaders (Persons 2012). Secondly, it is seen that a positive alignment towards CSR results strong organizational identification. Lastly, making students aware about CSR so that they can differentiate the organizational-job fit and unfit while making job choices. Moreover, the graduates prefer to join and continue the organizations who are inclined more towards CSR practices. Numerous researchers have focused on the relationship between CSR and organizational effectiveness. But how CSR influences job seekers to make a suitable choice of job is the key point that needs exploration.

Research Context

Today, in this VUCA world, the business practices are changing very vast and becoming more challenging. The organizations are taking various measures to be competitive in market place

and at the same time taking active roles in societal development. The new budding managers who join the organizations have various challenges to face pertaining to business and society. They are the persons who establish a balance between business and society in a profitable manner. Thus, it is imperative for managers (job seekers) to be socially minded and be ethical in their actions.

In this study, we shall try to understand the importance of Corporate Social Responsibility on influencing the Job Seeker's attitude in making their job choices while they enter into job market.

Research Objectives

1. To investigate the attitude of job seekers towards the influence of CSR in making a job choice decision
2. To substantiate the factors of CSR dimensions as Environmental Sustainability and Ethical Practices

Literature review and hypotheses development

Corporate Social Responsibility

CSR has risen up today as a competitive business strategy for organization. The companies are focusing more on business excellence and for achieving the same, the integral components are – users demand for products, business outcomes, and CSR. The demand of products and business outcomes are related to profit, on the other hand, CSR activities impact corporate performance and culminate higher organizational benefits. Various theories suggest CSR conceptions time to time. The stakeholder theories state that the organization should meet the demands of stakeholders (Donaldson and Preston, 1995; Freeman 1984) to help society and eradicate the societal issues. The notion of CSR was advocated six decades ago in a published magazine of Fortune wherein editors stated that CSR “meant that businessmen were responsible for the consequences of their actions in a sphere somewhat wider than that covered by their profit and loss statements” (Bowen, 1953). With time CSR has advanced from philanthropic characteristics to stakeholder engagement and is imbibed as a part of corporate strategy (Lee, 2008; Porter and Kramer, 2006).

The past studies were focused more on fundamental dimensions of CSR. In 1953, Bowen stated that organizations have their own liabilities to pursue in terms of their objectives, decisions, course of actions and social benefits. Carroll (1979) in his CSR pyramid discussed four aspects of CSR which comprises economical, legal, ethical and philanthropic aspects. In the same line, Jones (1980) interpreted that CSR practices are aimed at fulfilling the societal obligations by forming groups in society other than stakeholders that go beyond any instituted law.

CSR and Environment Sustainability

CSR and environment sustainability are related concepts. Many researches claim that the environment sustainability has been emerged from the CSR practices. In addition, few researchers believe that CSR is nothing but subsections of environment sustainability. Montiel (2008) highlights that there is no major distinction between CSR and environment sustainability rather they are interrelated.

While a handful of research works have demonstrated a close link between CSR and environment sustainability, few differences have also been observed in earlier literature. CSR is often considered as a broader term however environment sustainability deals with environmental aspects. It is also imperative to state that environment sustainability is an integral part which helps organization attain their triple bottom line of CSR practices.

CSR and Ethical Practices

Lee *et al.* (2014), address ethics as a mandatory feature for an organization in order to deal with societal and stakeholders concern. Kang and Alcantara (2011) state that the ethical practices of companies result into positive business outcomes and organizational attractiveness. Dawkins *et al.* (2014), Zhang and Gowan (2012), Kim and Park (2011) research works found the same result. Thus, it may be pointed out that ethical practices are important component of CSR.

CSR and Job Seeker's Attitude

Previous literatures on the connotation amid CSR and Job Seekers's attitude focus on various ways to understand their relationships. Zhanh and Gowan (2019) indicated that there is a strong relationship among three CSR components (legal, ethical and economic) and job applicants influence. Jones *et.al* (2016) found in their research study that employer's value, employers

prestige, employers pro-social orientation - all proved positive signal to job attraction. One of his research work, Moorthy et.al (2017) found that workplace, legal, philanthropic and environmental aspects of CSR have significant impact on job pursuit intention. Wulan et.al (2017) found that socio environmental consciousness does not moderate relationship between CSR and Job pursuit intention. Leveson and Joiner (2014) showed that workplace practices were rated most important CSR dimensions in job seeking factor. Kumari and Saini (2018) found that career growth opportunities had the highest effect on CSR reputation.

Many studies have tried to develop a robust relationship between CSR and Job Seekers intentions. Odumeru(2013) interpreted that CSR impacts positively on organizational attractiveness and reputation. Gully et.al (2013) identified that organizational attraction is positively related to job pursuit intention. Magbool et.al (2016) mention that the organizations who practice high sustainable practices attract more talent than the organizations who do not. Presley et.al (2016) report that sustainability is an important factor which effects the potential employee attractiveness towards company. Maheshwari and Shankar (2015) found in their research that CSR is not more than a hygienic factor for prospective employee. Daniel and Turban (2000), in the related study, proposed that higher CSP-more attracted job applicants. Wang (2015) examined that Corporate Reputation, CSR and Job Seeker's perceptions are closely related factors. According to Daniel & Turban (1997), Firms having higher CSP have more positive reputation. Heather and Freeman (2000) conducted studies and found that CSP is positively related to employer attractiveness for job seeker.

Many researchers have pointed out that CSR has positive relationship with Job Seeker's intention. Bettina Lis (2012) found that CSR has positive effect on the way in which prospective employees attract towards organization. David et.al (2011) suggested that CSP has a causal effect on organizational attractiveness. Klimkiewicz and Oltra (2011) examined that individual attitudes towards CSR play a key role in understanding how job seekers perceive CSR signals and eventually impact CSR based EA. Burt and Kuntz (2016) found that there is significant effect of CSR information on job seekers perceptions of Job Advt. Story et.al (2016) note that the participants who are well-aware of the CSR activities attract more towards organizations than those who have no such information.Joo et.al (2016) stated that the organizational CSR positively influenced job applicants 's perceived values.

Thomas Loice (2017) examined that there is a significant effect of CSR on employee job outcomes. Dawkins et.al (2014) observed that attitude towards CSR were positively related to job choice intentions. Jane Chapola (2016) found that there was a significant relationship between CSR and Job Seekers to apply for job.

Kolodinsky, Madden et.al (2010) found that the business students are more likely to have a favourable attitude about CSR if they held ethically idealistic views. Fukukawa, Shafer et.al (2007) found that strong support of CSR among MBA Students. Glavas& Godwin (2013) identified that if there is positive alignment towards CSR, there has positive organizational identification. Panwar, Hansen et.al (2010) found that engineering and forest economics must incorporate social responsibility related components. Andre (2016) proposes that ethics, inclusion of stakeholders and CSR notions are empirically related to each other. Holtbrugge and Oberhauser (2019) confirms from study that women and younger individuals have tendency towards strategic CSR Orientation. Holley (2012) found that the students valued the inclusion of CSR in widest context and would welcome earlier inclusion within their curricula. Sobczak, Debucquet et.al (2006) found that the culture of academic institution has an impact on the perception of companies and CSR. Chung, Kinsey et.al (2019) found that first group emphasized on environment while other on art related activities. Junior & Komino (2018) identified that the most important CSR dimensions are, in order, philanthropic, ethical, legal and economic. Cockalo et.al (2015) found that there is a significant connection between CSR and Competitiveness. Yin and Zhang (2012) examined that Chinese CSR understanding is largely grounded in the context of ethical and philanthropic actions.

In conclusion, the above literature seems to suggest that there is a significant and positive relationship between CSR and Job seeker's intention. However, most of the researchers on the said relationship have been validated in western countries. Therefore, there is an important challenge and it is imperative to study in Indian context. Thus, following hypotheses are proposed:

H1: There is a significant positive association between two major factors if CSR i.e.

Environmental Sustainability and Ethical Practices

H2: There is a significant influence of CSR on Job Seeker's attitude in making job choices.

Methodology

The study is empirical in nature. The perceptions of job seekers on CSR were collected to analyse relationship. In this research work, few manipulations were being done pertaining to independent variables of CSR (i.e. ethical practices and environment sustainability).

Questionnaire Design

The survey was undertaken using questionnaires for assessing the impact of organizations on job seekers in terms of low and high CSR practices. To do this, we used two sections –Attitude of the Job Seekers to apply for job in organization and perceptions of dimensions of Corporate Social Responsibilities. In the one hand, the willingness of job seekers was sought if they are ready to join company and on the other hand their attitude on CSR Orientations.

The instrument was designed containing 21 statements based on two hypothetical companies selected who are into CSR practices. To rate the responses, 5 point likert scale was being developed. The rating was done on a scale of “Very Little Agree” and “Completely Agree”.

To measure the Job Seeker's attitude, two items were used:

- (1) *Job Seeker's intention to apply for a Job in Organization (Dependent Variables)*
- (2) *Perceptions of dimensions of Corporate Social Responsibilities (Independent Variables)*

The essence of the above two factors are shown below:

Job Intention: willingness, choice of job, likelihood and best choice

CSR Two Dimensions mediating variables:

- (a) *Attitude pertaining to ethical practices (EP):* Skill improvement, career development, working environment, QWL, employee development, Safety at workplace, competitive wage and salary, Legal compliance, equal employment, mutual consent, Stakeholders
- (b) *Attitude pertaining to environmental sustainability (ES):* ethics, confidential policy, donations, protection of natural environment, public wellbeing, employee participation in CSR

Participants and Procedure of Survey

The management students of three institutions located in the Sambalpur district were surveyed. The data was collected using non-probability sampling method. The students of final year who were about to enter the job market and join an organization were targeted to get a comprehensive result on the set research objectives. Total 215 students responded the questionnaire from among the 320 invited for the research. There was a good response rate of about 67 per cent from the targeted students during the survey undertaken. Overall, 53.48 percent were received via Online through Google docs form, and the other 46.51 per cent were received in person offline mode.

Data Analysis & Results

We used descriptive statistics such as mean, standard deviations, frequency to develop a relationship in the study. Reliability and normality tests were being conducted to test the effectiveness of questionnaire designed and used for research work. In addition to this, Cronbach’s Alpha was also calculated to test the internal consistency of variables created. To test the interrelations between dependent and independent variables, Correlation is measured. Further, we applied Structure Equation Modeling to analyse the data and testing of hypotheses.

In the **Table 1** the independent and dependant variables and their descriptions are illustrated. The table also depicts the three important factors i.e. ethical practices, environment sustainability and job seekers attitudes.

TABLE 1: INDEPENDENT AND DEPENDENT VARIABLES IN THE STUDY

Code(s)	Type of Variables	Factor(s)	Variable Descriptions
V1	Independent (EP1)		This firm provides opportunity for Skill improvement and career development
V2	Independent (EP2)		This form provides conducive working environment and quality of work life
V3	Independent (EP3)		This firm facilitates employee development
V4	Independent (EP4)		This firm provides safe place to work
V5	Independent (EP5)		This form provides competitive wage and salary prevailing in the market
V6	Independent (EP6)		This firm obey the legal compliance and

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			other legislations
V7	Independent (EP7)	Ethical Practices (EP)	This firm follows law for equal employment opportunities
V8	Independent (EP8)		This firm maintains the mutual consent and contracts of the stakeholders
V9	Independent (EP9)		This firm respects all laws
V10	Independent (EP10)		This firm has ethical code of conduct
V11	Independent (EP11)		Employee fair treatment and stakeholders are important
V12	Independent (ES12)	Environmental sustainability (ES)	The firm has credit for ethical business practices
V13	Independent (ES13)		This firm has policy of reporting any misconduct or whistleblowing
V14	Independent (ES14)		This firm donates and do charity
V15	Independent (ES15)		This firm practices green sustainability
V16	Independent (ES16)		This firm focus more on public benefits
V17	Independent (ES17)		This firm practices employee engagement
V18	Dependent (JSA18)	Job Seeker's Attitude to make Job Choice (JSA)	I would choose for job
V19	Dependent (JSA19)		I am very much willing to join job
V20	Dependent (JSA20)		In future, I may apply for job
V21	Dependent (JSA21)		This firm is the best for my career

Source: Research Questionnaire

Reliability Test

Job Seeker's intent to apply for a Job in Organization was measures on four important items. Reliability analysis for this scale was done and the value was (Cronbach's Alpha = 0.895).The perceptions of job seekers on CSR were measured on 17 questions. The reliability analysis of this scale was (Cronbach's Alpha = 0.959).Please refer **Table 2**.

TABLE 2: RELIABILITY TEST OF QUESTIONNAIRE ITEMS

Variables	Items	Cronbach's alpha
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Job Seeker’s intention to apply	4	0.895
Perceptions of job seekers on CSR	17	0.959

Source:Research results

Using the Guttman Split-Half Coefficient method of reliability of 21 items, the Cronbach’s Alpha was ranging from 0.935 to 0.938 which is acceptable in the study.

Testing of Normality

Table 3 and 4 indicates the normality for dependent and independent variables of the study. The skewness ± 3 and Kurtosis are being observed within ± 10 (Kline, 2005). The Skewness and Kurtosis of the survey questionnaire are ranging from at ± 3 and ± 10 respectively which indicate that all the variables are normally distributed.

TABLE 3: INDEPENDENT VARIABLE MEASUREMENT

Independent Variables	Skewness result		Kurtosis result	
	Statistic	Std. Error	Statistic	Std. Error
V1	-.873	.166	-.070	.330
V2	-.781	.166	.070	.330
V3	-.788	.166	.070	.330
V4	-.823	.166	.187	.330
V5	-.637	.166	.024	.330
V6	-.727	.166	-.167	.330
V7	-.674	.166	-.111	.330
V8	-.559	.166	-.047	.330
V9	-.636	.166	-.203	.330
V10	-.609	.166	-.323	.330
V11	-.726	.166	.111	.330
V12	-.769	.166	-.098	.330
V13	-.489	.166	-.259	.330
V14	-.366	.166	-.904	.330
V15	-.415	.166	-.627	.330
V16	-.535	.166	-.663	.330
V17	-.488	.166	-.614	.330

Source:Research results

TABLE 4: DEPENDENT VARIABLE MEASUREMENT

Dependent Variables (DV)	Skewness Value		Kurtosis Value	
	Statistic	Std. Error	Statistic	Std. Error
V18	-.749	.166	-.103	.330
V19	-.721	.166	.135	.330
V20	-.877	.166	.551	.330
V21	-.604	.166	-.028	.330

Source:Research results

Demographic Profile

We collected data from both male and female students. Out of the total sample, 123 male students (57.2 per cent) responded the questionnaires whereas 92 (42.8 per cent) were female students. About 46.5 per cent of the respondents were between the age of 21-23 years, 36.3 per cent were aged between 24-26, 15.8 per cent aged between 27-29 and the remaining 1.4 per cent were of 30 years age. Moreover, 72.1 per cent of the respondents were from MBA Second Year and 27.9 per cent of them were from first year. 56.3 per cent of respondents were freshers having no experience, whereas, 40 per cent were having 1-5 years of experiences and 3.7 per cent have experience more than 5 years. Please see **Table 5** for demographic details.

TABLE 5: DEMOGRAPHIC ANALYSIS OF THE RESPONDENTS

Profile	Frequency	(%)
Gender		
<i>Male</i>	123	57.2
<i>Female</i>	92	42.8
N	215	100
Age		
<i>21-23</i>	100	46.5
<i>24-26</i>	78	36.3
<i>27-29</i>	34	15.8
<i>Above 30</i>	3	1.4
Level of Study		

<i>MBA First Year</i>	60	27.9
<i>MBA Second Year</i>	155	72.1
Experience in years		
No experience	121	56.3
1-5 years	86	40.0
Above 5 years	8	3.7

Source:Research results

Pearson Correlation Analysis

Pearson’s Correlation. The calculated value of p is observed below 0.05 which indicates that the independent variables have positive correlation with *Job Seeker’s Attitude to make Job Choice (JSA)*. **Table 6** shows the values of Pearson correlations.

TABLE 6: PEARSON CORRELATION ANALYSIS

		job_seekers_intention	environmental sustainability	ethical practices
Pearson Correlation	job_seekers_intention	1.000	.560	.302
	environmental sustainability	.560	1.000	.000
	ethical practices	.302	.000	1.000
Sig. (1-tailed)	job_seekers_intention	.	.000	.000
	environmental sustainability	.000	.	.500
	ethical practices	.000	.500	.
N	job_seekers_intention	215	215	215
	environmental sustainability	215	215	215
	ethical practices	215	215	215

Source:Research results

Measurement Model and Hypotheses Testing

We used structural equation modeling (SEM) to evaluate the general hypotheses of the relationship between attitudes of job seekers and CSR in making a job choice decision. On the

basis of the results of the aforesaid research, we developed a set of causal relationship hypotheses that connected Job Seekers attitudes and CSR Orientations. We used 4 out of 21 indicators to estimate the dependant variables of the model (willingness, choice of job, likelihood and best choice) and the remaining 17 were indicators of the independent variables (Perceptions of dimensions of Corporate Social Responsibilities). **Table 7** displays the data for Model fit.

TABLE 7: MODEL FIT VALUES AND OBSERVATIONS

Sl. No.	Criteria of Model fit	Models or Model refers	Acceptable value / range	Value of the tested model Job Seeker's Intention and CSR Influence	Observations and Inferential Remarks
1	CMIN	NPAR			
		CMIN			
		p	p>0.05	0.000	Reasonably Fits the data to closer
		DF			
2	RMR , GFI	RMR	Near to 0 is fit	0.073	Acceptable limit
		GFI	GFI>= 0.95	0.814	Acceptable limit
		AGFI	AGFI>=0.90	0.763	Acceptable limit
		PGFI	Nearer to 0.5	0.641	Acceptable limit
3	Baseline comparison	NFI	NFI>0.95	0.876	mostly acceptable region
		RFI	Close to 1	0.857	mostly acceptable region
		IFI	Close to 1	0.919	mostly acceptable region
		TLI	Close to 1	0.906	mostly acceptable region
		CFI	CFI>=0.90	0.918	mostly acceptable region
4	Parsimony-Adjusted Measures	PRATIO	Sensitive to model size & closer to 1, but lesser than others	0.867	Within the region
		PNFI		0.759	Within the region
		PCFI		0.796	Within the region
5	NCP	NCP	NCP should be between LO 90 and HI 90	301.411	Falls within the acceptable region
		LO 90		240.037	

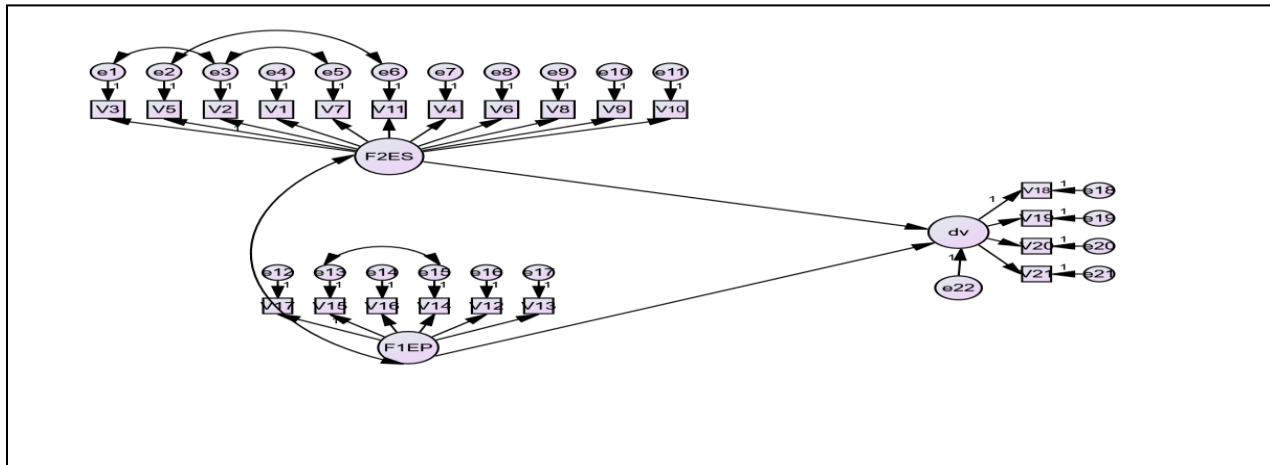
		HI 90		370.450	
6	FMIN	FMIN		2.259	
		F0	F0 should be between LO 90 and HI90	1.408	Falls within the acceptable region
		LO 90		1.122	
		HI 90		1.731	
7	RMSEA	RMSEA	RMSEA should be between LO 90 and HI 90	0.088	Falls within the acceptable region
		LO 90		0.079	
		HI 90		0.098	
		PCLOSE		0.000	
8	AIC	AIC	Close to 0	581.411	
		BCC	Close to 0.9	592.640	
		BIC	2	746.572	
		CAIC	1	795.572	
		ECVI		2.717	
9	ECVI	LO 90	ECVI is in between LO 90 And HI 90	2.430	Falls within the acceptable region
		HI 90		3.039	
		MECVI		2.769	
10	HOELTER	HOELTER 0.05	More than 200	95	
		HOELTER 0.01		102	

Table 7 summarises the model fit summary based on indices. The CMIN or Chi Square Value is noted as 0.000 and the p value as 0.05 which reflects that the data is reasonably fit. The Goodness of Fit Index (GFI) and Root Mean Square Residuals (RMR) values are 0.814 and 0.073 respectively, which are under the acceptable regions (indicates good fit). Further, it is observed that Adjusted Goodness Fit Index (AGFI) is calculated as 0.763 which represents reasonable fit indices. The Comparative Fit Index (CFI) is calculated as 0.918 which indicates mostly acceptable fit indices.

It is observed that Tucker-Lewis Index (TLI) and Normed Fit Index (NFI) come to 0.906 and 0.876 which are closer to 1 which represents the model is good fit. Parsimony Adjusted Measures are recorded within the region. NCP, FMIN, RMSEA, ECVVI are falling within the acceptable regions. These results support the suggested hypotheses *H1 and H2*.

The path analysis is also done in order to observe the interrelationship between variable. (Please refer **Figure 1**). From the path diagram it is noted that there is a significant relationship between Environment Sustainability and Job Seekers intention (path coefficient value is 0.76). Further, it is also observed that the effect of Ethical Practices on Job Seekers intentions is also significant (path coefficient value is 0.45). This result also authenticates and validates the suggested hypotheses *H1 and H2*.

FIGURE 1: MEASUREMENT MODEL FOR JOB SEEKER’S INTENTION AND CSR INFLUENCE



Source:Extracted from the Outcome of AMOS SPSS

Independent Variables (ES=Environment Sustainability, EP=Ethical Practices) and Dependent Variable (Job Seekers Attitude) on CSR. ES and JSA relationship shows 0.76. EP and JSA relationship represents the value of 0.45.

Discussion

The present study investigates the impact of CSR on Job Seeker’s attitude when they decided to choose companies for their final career. The study also tries to substantiate the factors of CSR dimensions as Environmental Sustainability and Ethical Practices on Job Seekers attitudes. The study revealed positive associations between CSR and Job Seekers attitudes. Literature is well documents on the objectives of the research work. From the model fit summary, we can find that most of the indices are under the acceptance regions which further validate the research

hypotheses. The model developed is fitting to the data and work in sample studies. Thus, CSR has positive orientation of Job Seekers intention on making Job Choice.

Thus, it can be inferred that job seekers consider CSR as an important factor while choosing for a particular company for job offer. Given that, this study also suggests that environment sustainability and ethical practices are two important components which impact CSR in an organization. Further, this is also inferred from the study that being ethical and sustainable business practices may attract job seekers for a job.

Conclusion

We came to know from the analysis and interpretations that CSR has significant positive association with Job Seekers attitude. Our study suggests that companies may develop CSR as a competitive advantage to attract best students for managerial positions. Our results indicate that job seekers attract to the company which are socially responsible and practices ethical business operations. Companies may wish to consider signalling to potential students in their recruitment strategies that they offer a work environment conducive to socially responsible activities and provide a culture and environment that reinforces job seekers intentions to select a job.

Limitations and scope for further research

The research work conducted has few limitations to be noted. The very first limitation is the sample setting i.e. only Sambalpur district institutions/universities were targeted for the study. Thus, generalization could be a difficult task with such a limited sample size of job seekers. Secondly, in our study, we are considering only the management students excluding the other discipline students. Therefore, due to participants such a specific group (final year students of management), the external validity of the findings is somewhat being limited. Lastly, we have taken some specific dimensions of CSR (Ethical practices and Environmental Sustainability) in this study which is again a limitation for the research.

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