

# “An Analysis Of Job Seekers Inclination Towards CER Organisation”

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## ABSTRACT

*The word CSR and CER has become potential strategy used to attract the best talent in this era. This research is conducted to understand the impact of CER (Corporate Environmental Responsibility) activity are having to increase the corporate attractive in Bangalore labour market. Further, focuses on the preferences offered by the job seekers towards working in an organization promoting Corporate Environmental Responsibility. The prime focuses of such organizations are contributing an amount of resources for the general well-being of humanity in the process of profit making. In the words of William Ford Jr. “I believe the distinction between a good company and a great one is this: A good company delivers excellent products and services, a great one delivers excellent products and services and strives to make the world a better place”. The study will concentrate on the performance of the organization in inviting their probable future employees with the advent of Environmental Preservation and Protection. The research will undertake a sample survey based on questionnaire on such job seekers. The research attempts to unravel the benefit from the heightened awareness of climate change, inequality, and diminishing energy resources, large and small businesses alike have been under pressure to contribute to the greater good.*

**Keywords:** Corporate Environmental Responsibility, Organisation, Jobseekers, Sustainable.

## 1. INTRODUCTION:

### 1.1 CORPORATE ENVIRONMENTAL RESPONSIBILITY IN INDIA:

Corporate Environmental Responsibility a popular term nowadays, now it has become a trend and trade mark for a company. Further, it refers to a company's duties to abstain from damaging natural environments. The term derives from Corporate Social Responsibility (CSR). CER is, in many ways related to CSR, as both of them influence environmental protection. CER, however, is strictly about consideration of environmental implications and protection within corporate strategy. The main elements that cover the environmental implications of a company's operations are: a) Eliminate waste and emissions, b) Maximize the efficient use of resources and productivity, c) Minimize activities that might impair the enjoyment of resources by future generations.

The environmental aspect of CSR has been debated over the past few decades, as stakeholders increasingly require organizations become more environmentally aware and socially responsible. In the traditional business model environmental protection was considered only in relation to the public interest<sup>[13]</sup>. However, in the recent times,

government has mandated the responsibility of ensuring environmental management and conservation. CER under CSR covers:

- A company running its business responsibly in relation to internal stakeholders.
- The role of business in relation to the state – locally and nationally as well as to inter-state institutions or standards; and
- Business performance as a responsible member of the society in which it operates and the global community and society at large.

Moreover the environment ministry has firmed up guidelines that will require every corporate seeking green clearance to set aside up to 2% of its capital investment for CER. While brownfield projects would be required to earmark 0.125% to 1% of additional capital investment for CER purposes, the slab for greenfield projects ranges from 0.25% to 2% of the capital investment<sup>(10)</sup>.

<b>Green Load</b>		
Fund allocation for Corporate Environment Responsibility to be subject to these rules:		
Capital Investment (₹)	Green-field project*	Brown-field project*
Less than or equal to ₹100 crore	<b>2</b>	<b>1</b>
₹100-500 crore	<b>1.50</b>	<b>0.75</b>
₹500-1,000 crore	<b>1</b>	<b>0.50</b>
₹1,000-10,000 cr	<b>0.50</b>	<b>0.25</b>
Over ₹10,000 cr	<b>0.25</b>	<b>0.125</b>

\* % of capital investment

(Source: //economictimes.indiatimes.com/news/economy/policy)

In this accord the government ministry has promised that CER activities will include measures like pollution control, wildlife and forest conservation, compensatory afforestation and rehabilitation and resettlement of displace persons. Funds can also be used for creating drinking water supply infrastructure, sanitation, health, education and skill development, among others.

### 1.2 JOB SEEKERS AND CORPORATE ENVIRONMENTAL RESPONSIBILITY:

CSR is not about putting a good show for the public, it is about considering the benefit that the business and its decisions can have on society. Millennia's are already the largest generation in the US workforce, and will represent 50% of the global workforce by 2020. In order to attract them, CSR needs to be at the heart of your employer brand, especially when you take into account that 76% of millennial consider a company's social and environmental commitments when deciding where to work<sup>(11)</sup>.

While in the past financial incentives have been the most important instrument for attracting and retaining qualified employees, empirical studies show that corporate environmental responsibility (CER) is becoming more and more relevant as a determinant of employer attractiveness and employee commitment [4].

Backhaus, Stone and Heiner (2002) found that environmental and community responsibilities have a large influence on employer attractiveness. Greening and Turban (2000) also explored the notion that prospective employees are more likely to pursue jobs from socially and environmentally responsible companies with a poor reputation. While these and other studies show that CER has a strong impact on the perception of employees and job seekers toward

(potential) employers, little is known about the effects of various CER activities on employer reputation and employee commitment.

From the perspective of job seekers, good reputation provides strong signals about the working conditions in a company. This signaling effect is even stronger than for actual employees because job seekers have less information about prospective employers (Alniacik, Cigerim, Akcin and Bayram 2011).

There are three reasons as to why the job seekers are attracted to sustainable organisations, which are:

a) Sustainability draws job seekers because it is a source of employee pride.

b) It implies the company cares about its employees.

c) Sustainability connects organizational values to job seekers' personal values.

Moreover, the messages about sustainable practices that initially attracted them are just a green veneer, and then many will become resentful and even leave their job. Hence, the message about sustainability needs to match the reality that new hires will experience<sup>(17)</sup>.

Godrej Group CSR projects include a volunteering program that helps NGO's to create sustainable models. They are also known to run several programs that help protect the environment. This has led to higher employee satisfaction and a positive image for the company<sup>(12)</sup>.

### *1.3 ORGANISATIONS EFFORTS TO ATTRACT PROSPECTIVE CANDIDATES:*

India's present demographic scenario calls for increased focus on skill development as demography brings a dividend only if the youth is trained properly [1]. The payroll data released by EPFO and ESIC and the PFRDA shows that formal workers have increased after the implementation of GST. The report highlights that the share of regular workers in urban areas has gone up from 35.6% in 2004-05 to 47% in 2017-18. A decent employment condition is the key goal for the Government of India, in line with the Sustainable Development Goals (SDGs) of the United Nations<sup>(16)</sup>.

However, further initiatives are needed to create more decent jobs with better working conditions, which will help in achieving the goals of sustainable development, with decent employment as envisaged in SDG 2030, and the government vision of a 'New India'<sup>(16)</sup>.

Probable employees' perception of HRM is 'the expression of the beliefs an employee has about the HRM practices of an organisation (Chang, 2005). The perception differs from one individual to other depending on the way the information is processed by them, and as observed by Nishii and Wright (2007), because people perceptually filter external information, their attitudinal and behavioural responses to that information may differ'.

Recruiting organizations attempt to attract workers by distinguishing themselves from other organisations (Rynes, 1991). Research shows that attitudes and behaviors relating to job choice are influenced by job and location (Chapman et al., 2005). However, there tends to be limited variability in such characteristics among organisations competing for the same applicants, so they are not always effective for distinguishing one organization from another (Lievens & Highhouse, 2003). Accordingly, organizational leaders view CSR as a strategic means to address the ever-evolving demands of stakeholders (Waddock, Bodwell, & Graves, 2002), including prospective employees (McWilliams & Segel, 2001). Research suggests that companies with stronger CSR are perceived as more attractive employers (Alman-Smith, Bauer, & Cable, 2001).

Employees enjoy working for companies that have a positive public image. CSR initiatives incorporate volunteering programs which foster values such as empathy and loyalty. This leads to better team-work and camaraderie among employees. It is a well-known fact that happy employees lead to low attrition.

#### 1.4 THE ROLE OF JOB SEEKERS TOWARDS CER ORGANISATION

In India, the probable employees expect their future organization to provide them not only a pleasant work place but also a healthy environment to work. In this context, the organization has to build its strategy accordingly for embedding corporate responsibility in all aspects of the business. This can be achieved with the contribution and efforts taken by the HR of the organisations through various ways, including:

- Ensuring corporate responsibility is part and parcel of the HRs strategy.
- Threading sustainability concerns through people management policies and practices.
- Developing management capability and promoting organisational learning in corporate responsibility.
- Ensuring alignment between the organisation’s values, culture and business activity<sup>(25]</sup>.

The employees under the pretext of the organisations HR will be ideally understand, gauge and help change the organisational culture, the critical aspect to corporate responsibility that is often summed up as how we do things around here. Organisational culture runs through all aspects of a business and the employees can protect and preserve the goodwill and stature of the organisation.

The figure 1.4 shows the triple bottom line model of the impact of CER on the organisation and job seekers.

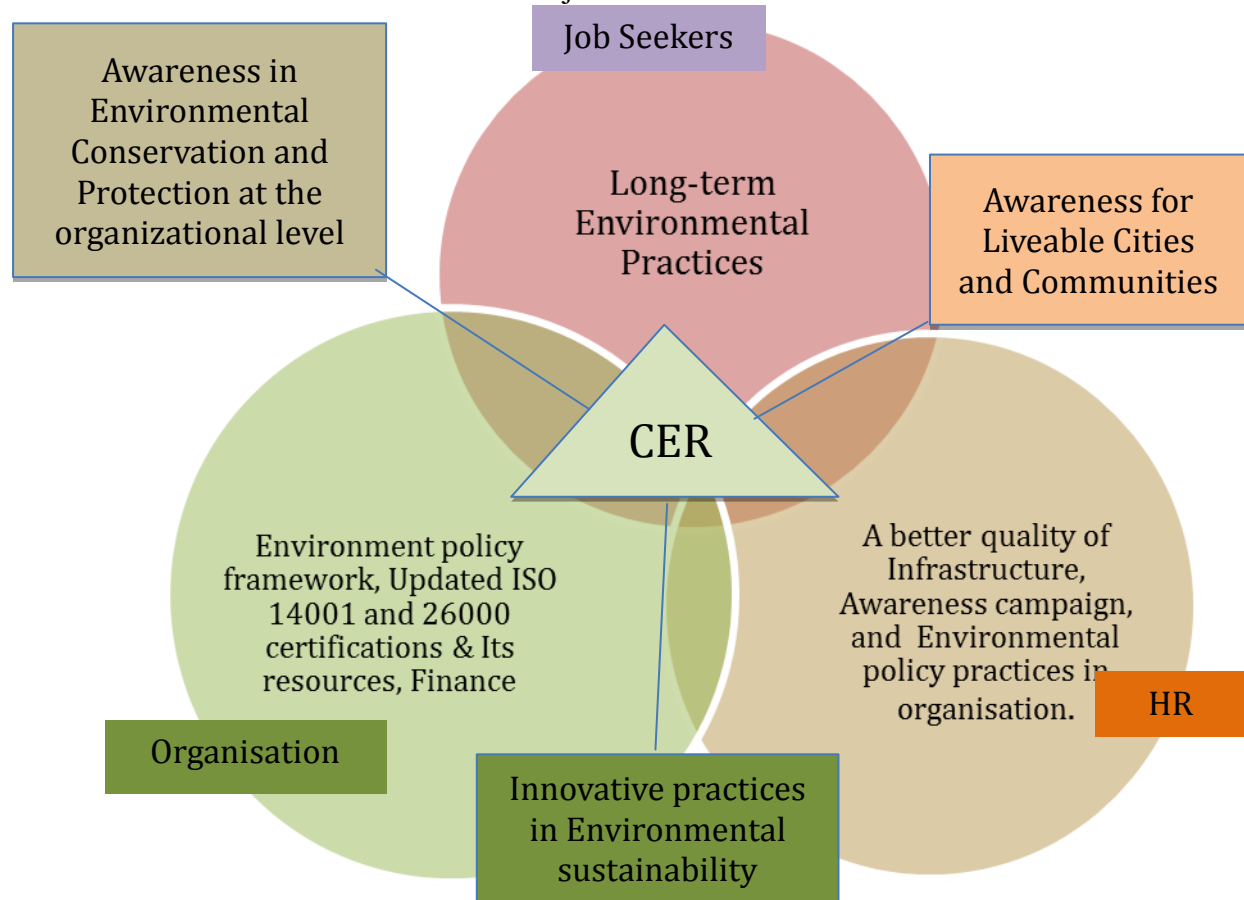


Figure 1.4 Conceptual Model of Corporate Environment Responsibility,  
 (Adopted from 2002, University of Michigan Sustainability Assessment)

## **2. LITERATURE REVIEW:**

UNESCO Report (2002) has strictly pointed out that just as we have learnt to live unsustainably, we now need to learn how to live sustainably.

Gond et al. (2010) presented a framework explaining the manner in which the performance of an organization, society and environment affected as a result of the attitude and behavior stimulated in the employees due to change in their perception towards CSR.

Wu (2013) conducted a research in Guangdong Province of China to understand the perception and attitudes of employees towards CSR and sustainable development and considered three aspects – organisations' understanding of CSR, the influence of organisations' stakeholders on their CSR and the action plan to assume CSR. He found that CSR was confirmed to solving social responsibility problems which were related to their economic interests.

Greening & Turban (2000) revealed that eco-friendly products or the reduction of CO<sub>2</sub> emissions signals that a company cares about environmental issues and aims to distinguish itself from competitors that put less emphasis on CER.

Suazo et al. (2009) stated that not just applicants but also employees rely on signals associated with their employer's corporate policies.

Berry (2002); Klien, Molloy and Brinsfield (2012) stated that employees who work in a company with a positive employer reputation are likely to be more committed to this company and to go beyond their regular responsibilities to ensure the company's well-being.

Ng and Burke (2005) found that diversity management programs positively influence a company's reputation.

Brammer et al. (2007) emphasized that philanthropy and community contributions are positively related to employee commitment.

Sharma (2000) & Chen (2009) implied that the encouragement and reward of an environmentally friendly culture, the responsibility for a company's environmental impacts as well as the strategic importance of protection and restoration of the environment.

## **3. METHODOLOGY:**

This study adopted descriptive survey design; the study was conducted in Bangalore City. The sample size of the study was 390. The questionnaire were distributed through online and offline to the jobseekers in around Bangalore. The questionnaire were framed based on the following objectives to conduct the research.

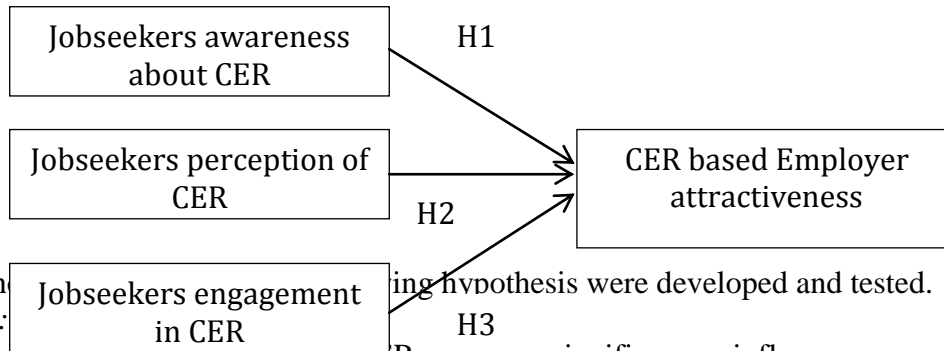
## **4. OBJECTIVES:**

1. Measure the awareness about the CER among the respondents
2. To calculate the perception about the CER activities carried by the corporates in Bangalore
3. To find out the respondents attractiveness towards employers engaging CER activities.

Based on the above objectives the following conceptual model developed and hypotheses were framed.

### *Conceptual Framework:*

The following framework is developed to measure the jobseekers attractiveness towards the employers who are doing CER activities.



Based on the following hypothesis were developed and tested.

H1: Jobseekers awareness about CER has a significance influence on employer attractiveness.

H2: Jobseekers perception of CER has a significance influence on employer attractiveness.

H3: Jobseekers engagement in CER has a significance influence on employer attractiveness.

*Data analysis:*

Data were collected from 390 respondents from various parts of Bangalore. There two parts of questions related to their demographic profile and the other part is related to the independent variables Independent variables are Jobseekers awareness about CER, Jobseekers perception of CER and Jobseekers engagement in CER, and dependent variable CER based Employer Attractiveness. The following table shows the demographic Profile of the respondents:

Table 1: Demographic profiles of the Respondents

Profile	No. of Respondents	Frequency
Male	174	44.30%
Female	216	55.70%
Age:		
Under 18-25	120	30.80%
25-30	180	46.10%
Above 30	90	23.10%
Educational level		
Higher Secondary	20	5%
UG	150	38.50%
PG	220	56.50%

For the data collection and analysis, a sample survey of 390 respondents was taken from in around Bangalore City. The respondents were aged from 18 to 30 years and above. The respondents aged from 18 to 25 years were freshers seeking jobs, wherein from 25 to 30 years and above had experience in the seeking job. Their education qualification ranged from UG level to PG level. Post Graduate qualified respondents on the higher side as compared to Under graduate and Higher Secondary level. The respondents were 150 numbers in Male and 190 numbers in Female. The data so collected were analyzed using descriptive analysis.

To measure the reliability of the research scale, Cronbach alpha test was used based on the data collected. Cronbach’s alpha was measured to certify the consistency of the data. And the result of the same showed in the below table:

Table 2: Reliability Test

Variable	No. of items	Cronbach's Alpha
1. Jobseekers awareness about CER	4	0.892
2. Jobseekers perception of CER	5	0.886
3. Jobseekers engagement in CER	5	0.786
4. CER based Employer Attractiveness	4	0.897

The above table showed the reliability of the scale and it is above 0.07 which good and accepted. Further to prove the hypothesis Correlation analysis was executed to find out the relationship between independent and the dependent variable. The test result of the correlation is as follows :

Table 3: Correlation

Independent Variable	Dependent Variable	Coefficients (r)	Significance(p)	Result
Jobseekers awareness about CER	CER based Employer Attractiveness	.538	.001**	Significant and Positively correlated
Jobseekers perception of CER	CER based Employer Attractiveness	.889	.004**	
Jobseekers engagement in CER	CER based Employer Attractiveness	.742	.001**	

\*\* . Correlation is significant at the 0.01 level.

The above table explains the correlation between the dependent and independent variables. The result of Pearson's correlation test shown that of the all the three independent variables such as Jobseekers awareness about CER, Jobseekers perception of CER and Jobseekers engagement in CER has a positive relationship between independent and dependent variable. Further it was found that jobseekers perception towards CER has the highest positive relationship with employer attractiveness with the score of .8892(88.9%). Thus, the result shows that independent and dependent variables are statistically significant.

*Regression Analysis:*

Regression analysis technique was used to measure the relationship between the dependent and independent variable. The following table shows the strength of independent variable to the dependent variable.

Table 4: Regression Results

Hypothesis	Independent Variable	Dependent Variable	$\beta$	Std. Error	T	Sig(p)	Result
H1	Jobseekers awareness about CER	CER based Employer Attractiveness	.437	.1421	.678	.012	Accepted
H2	Jobseekers perception of CER	CER based Employer Attractiveness	.543	.137	.314	.032	Accepted

H3	Jobseekers engagement in CER	CER based Employer Attractiveness	.786	.1521	.524	.018	Accepted
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*Impact of Task Characteristics on Task-Technology Fit*

The regression results of this research proved that there is an association at 5% (sol) significance level between Jobseekers awareness about CER as the p-value is less than 0.05. It is having a positive beta value i.e., 0.437, hence H1 is accepted and the null hypothesis is rejected.

*Impact of Technology Characteristics on Task-Technology Fit*

As shown in the regression results table, the Jobseekers perception of CER has a significance influence on CER based Employer Attractiveness with a p value of 0.012 which is less than 0.05. Further, the independent variable has a significance impact on CER based Employer Attractiveness with the beta value of .543. Hence H2 is accepted.

*Impact of Task-Technology Fit on Individual’s performance*

The result of the regression table showed that the independent variable Jobseekers engagement in CER

(p value.032 - less than 0.05) has an impact on the dependent variable CER based Employer Attractiveness with the beta value .786. Hence H3 is accepted.

**5. CONCLUSION:**

The research so conducted has revealed the job seekers attractiveness towards an organisation’s CER level. Most of the time job seekers apply only to certain smartpay jobs, but in the recent times the scenario has changed. Their awareness of CER activities showed their interest in perceiving those organisation which are having a reliable Corporate Responsibility criterion in their norms. Thus, the research showed that the respondents who have the knowledge about a company’s CER performance ranked them on the top for their job selection process. The companies may benefit from communicating their CER initiatives on their websites, recruitment brochures, or through recruiters. This helps the potential job seekers to understand the contribution that the company expects from their employees during their tenure. The research analyzed the job seekers willingness to engage themselves in the company, depending upon how well the company has potential to retain their employees.

Overall the study revealed that being just a CER company in theory is not enough for a company to continue in their recruitment process. The company needs to show their full extent in the terms of Corporate Environmental Responsibility, which is not just about caring for the community welfare but also in employing potential job seekers in engaging them towards volunteering and aiding their idea of Corporate Environmental Responsibility.

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