CORPORATE SOCIAL RESPONSIBILITY IMPACT ON ORGANIZATIONAL ATTRACTIVENESS: AN INVESTIGATIVE STUDY

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ABSTRACT

After the covid-19 there is a huge change in the human perspective towards society. People are drifting towards environmentally cautiousness. People started understanding all these pandemics are the result of pollution and global warming. Accordingly, people started supporting environmentally friendly products. Employees are not exception for this phenomenon, employees also preferring the organizations which are more concern about the environment. At the same time there is a leaping demand for healthcare professionals and India witnessed a flood of migration in healthcare sector due to rise in demand for skilled professionals across the globe. In this context current research examined the corporate social responsibility impact on organizational attractiveness in employee perspective.

KEYWORDS: *Corporate Social Responsibility, Organizational Attractiveness, Global Warming, Employee Migration.*

INTRODUCTION

Corporate Social Responsibility (CSR) holds significant importance in the healthcare sector for several reasons. CSR initiatives in healthcare not only help companies build a positive public image but also contribute to broader societal well-being.

Here are the key areas where CSR plays a vital role in healthcare:

1.Improved Access to Healthcare: Healthcare organizations that commit to CSR often invest in programs to increase access to essential health services, particularly in underserved or rural areas. This can include establishing free clinics, mobile health units, or subsidizing treatments for low-income individuals, ultimately reducing healthcare disparities.

2.Community Health and Wellness Programs: CSR allows healthcare organizations to engage in community health initiatives, such as preventive health education, wellness programs, and disease screening. These efforts can help prevent chronic diseases, raise awareness about health risks, and improve the overall health of the community, which reduces the burden on healthcare systems.

3.Environmental Sustainability: The healthcare sector has a notable environmental footprint due to waste generation, energy use, and the use of chemicals. Through CSR, healthcare organizations can implement sustainable practices such as waste reduction, eco-friendly facilities, and energy-efficient operations. Reducing the environmental impact of healthcare not only benefits the planet but also creates a healthier environment for patients, staff, and the community.

4.Ethical and Transparent Practices: CSR promotes ethical practices, which are essential for maintaining patient trust and safety. This includes ensuring transparency in pricing, data privacy, equitable treatment, and avoiding conflicts of interest. By adhering to these principles, healthcare organizations can foster a culture of trust with patients and the public.

5.Employee Well-being and Retention: CSR initiatives focused on employee well-being, such as mental health support, professional development, and fair labour practices, improve job satisfaction and retention. In the

healthcare sector, where burnout rates can be high, these initiatives are particularly valuable for retaining skilled healthcare workers and improving the quality of patient care.

6.Research and Innovation for Public Health: Through CSR, healthcare organizations can contribute to research and development for public health issues that may not be as profitable, such as rare diseases, vaccines for low-income regions, or treatments for neglected tropical diseases. This investment supports advancements in healthcare that benefit society as a whole.

7.Enhanced Corporate Reputation and Patient Loyalty: CSR initiatives positively impact a healthcare organization's reputation. When organizations demonstrate a commitment to societal good, they build patient loyalty and trust, which can lead to a stronger brand presence and competitive advantage. Employee Agility also plays a significant role in patient Loyalty **(Sreedhar Reddy B& Tulasi Das V, 2023).**

Role of Corporate Social Responsibility (CSR) in Organizational Attractiveness
Corporate Social Responsibility (CSR) plays a significant role in enhancing an organization's attractiveness to various stakeholders, including potential employees, customers, investors, and partners. Some organization's coming up with gender equality programs and attracting skilled women employees **(Sreedhar Reddy B& Tulasi Das V, 2017)**. Here's how CSR contributes to organizational attractiveness:

1. Attracting and Retaining Talent
  ➤ Employee Value Proposition (EVP): CSR initiatives enhance an organization's EVP by aligning corporate values with those of socially conscious employees.
  ➤ Increased Job Satisfaction: Employees often feel more engaged and satisfied working for a company that demonstrates commitment to social and environmental causes.
  ➤ Millennial and Gen Z Appeal: These generations prioritize working for socially responsible companies, making CSR a key factor in attracting younger talent. Socially responsible and sustainable service sector organisations that employ green HRM practices reap benefits by attracting and retaining good employees **(Tulasi Das V& Sreedhar Reddy B, 2016).**

2. Enhancing Brand Reputation
  ➤ Positive Public Image: Companies with strong CSR programs are viewed more favorably by the public, leading to enhanced brand loyalty and trust.
  ➤ Differentiation in the Market: CSR can differentiate a company from its competitors, making it more attractive to consumers who prefer socially responsible brands.

3. Customer Loyalty and Attraction
  ➤ Consumer Preferences: Modern consumers are increasingly choosing brands that align with their values, particularly those that are environmentally and socially responsible.
  ➤ Building Trust: Transparency in CSR efforts builds trust with consumers, leading to long-term loyalty and word-of-mouth promotion.

4. Investor Appeal
  ➤ Socially Responsible Investing (SRI): Investors are increasingly considering CSR performance as part of their decision-making process, leading to greater interest in companies with strong CSR records.
  ➤ Risk Management: Strong CSR practices are often seen as indicators of effective risk management, particularly in areas like environmental sustainability and governance.

5. Community and Stakeholder Relations
  ➤ License to Operate: CSR activities can enhance relationships with local communities and stakeholders, fostering goodwill and reducing resistance to operations.
  ➤ Networking and Partnerships: CSR can open opportunities for partnerships with NGOs, governments, and other organizations, enhancing the company's network and influence.

REVIEW OF LITERATURE
Shimmy Francis et.al, (2024), this study delves into the psychological processes involved in how employees and stakeholders perceive CSR initiatives and the support provided by the organization. This investigation explores the concept that the perception of support functions as an intermediate step in heightening attractiveness, contributing to a more profound understanding of the psychological factors in play and the interplay of CSR, POS,

and organizational attractiveness spans multiple fields, including psychology, organizational behaviour, and corporate social responsibility. However, addressing this research question contributes to a holistic view of these disciplines, fostering cross-disciplinary insights. Lastly, based on Stakeholder theory principles.

Irmela Fritzi Koch-Bayram and Torsten Biemann (2024), study revealed that companies not only contribute to environmental protection and harm directly through their own activities but also contribute to environmental issues by stimulating their employees to behave consistently. Moreover, this study disclose that the environmental behaviour of organizations affects employees' psychological self and emotions. From a utilitarian perspective, it follows that the welfare associated with CSR and the harm pertaining to CSIR are larger than previously expected; thus, the promotion of CSR and the prevention of CSIR become even more significant. These findings highlight the importance of business ethics and have important ethical implications for practitioners and policy-makers.

Tsai Meng-ying et.al, (2023), According to the social exchange theory, when employees get some benefits or good effects from social exchanges, the return of employees may be their compliance with happiness. The benefits might be feeling fair treatment from the supervisor, the organization attaching importance to their career improvement, and so on. Therefore, employees generate spontaneous organizational identity when they perceive the organization's CSR efforts at all levels (economic, legal, ethical, and discretionary). This shows employees' cognition of the organization is due to the perception of CSR. As a result, those companies that put efforts to practice CSR create a friendly and ethical work environment and demonstrate the organization's ethical practices, thereby enhancing employee happiness.

Sreedhar Reddy B& Tulasi Das V (2018), observed that most of the companies are implementing short-term plans, but companies, which have good financial strength, can go with long-term plan to put better impact on society. Companies have to train CSR employees in implementing of CSR activities because there is a shortage of skilled and experienced CSR implementers. Some companies are simply donating money to PM relief fund or CM relief fund, though it legally comes under CSR activity but if company directly implements CSR activities, it can create better impact on society. Companies should not only focus on new projects but also focus on sustainability of previous projects.

RESEARCH GAP
Form the review of literature it is observed that very less literature is available regarding organizational attractiveness in healthcare sector.
There is a need to create comprehensive model for organizational attractiveness to retain skilled healthcare professionals.

OBJECTIVES OF THE STUDY
- To explore the role of corporate social responsibility in healthcare sector.
- To examine corporate social responsibility impact on organizational attractiveness in select healthcare sector organizations in Meerut of Uttar Pradesh.
- To put forth certain suggestions based on the findings of the study to improve the organizational attractiveness in healthcare sector organizations.

HYPOTHESIS
H$_0$: There is no impact of corporate social responsibility on organizational attractiveness in select healthcare sector organizations in Meerut of Uttar Pradesh.
H$_1$: There is an impact of corporate social responsibility on organizational attractiveness in select healthcare sector organizations in Meerut of Uttar Pradesh.

METHODOLOGY
To satisfy the aforesaid objectives the information has been gathered from two sources for example primary and secondary sources. The secondary information was gathered from various journals, periodicals, magazines, books and unpublished documents. The primary information was gathered legitimately from the sample respondents with pre-designed questionnaire. The participants selected for this study consisted of employees of select Hospitals in Meerut. These employees include Doctors, Nurses, Paramedics, and other supporting staff. Simple random sampling technique was deployed in sample selection. Out of 806 questionnaires distributed 759 questionnaires found to be usable.

DATA ANALYSIS

Table- 1: Regression Model of Corporate Social Responsibility and Organisational Attractiveness Beliefs among Employees of Select Healthcare Sector Organizations

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624[a]	.389	.387	1.12495
a. Predictors: (Constant), CSRM03, CSRM01, CSRM02				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .624. It indicates the relation between Corporate Social Responsibility and Organisational Attractiveness Beliefs is constructive and both alter in identical path. The coefficient of variance R^2 shows that 38.9% of the deviation in the dependent factor (beliefs) is explained by the independent factor (Corporate Social Responsibility). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select healthcare sector organizations to the universe. It is observed that the value of adjusted R^2 = .389 is close to the value of R^2 = .387. If the adjusted R^2 is expelled from the R^2 the value will be (.389-.387= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	609.508	3	203.169	160.543	.000[b]
	Residual	955.461	755	1.266		
	Total	1564.969	758			
a. Dependent Variable: OAM01						
b. Predictors: (Constant), CSRM03, CSRM01, CSRM02						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 160.543 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that corporate social responsibility effects healthcare employee's organizational attractiveness beliefs.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.095	.122		8.993	.000
	CSRM01	-.144	.066	-.141	-2.180	.030
	CSRM02	.499	.111	.475	4.497	.000
	CSRM03	.292	.106	.279	2.751	.006
a. Dependent Variable: OAM01						

(Source: Primary Data)

The result in the above coefficient table revealed that corporate social responsibility effects healthcare employee's organizational attractiveness beliefs.

Table- 2: Regression Model of Corporate Social Responsibility and Organisational Attractiveness Attitudes among Employees of Select Healthcare Sector Organizations

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571[a]	.326	.324	1.17262
a. Predictors: (Constant), CSRM03, CSRM01, CSRM02				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .571. It indicates the relation between Corporate Social Responsibility and Organisational Attractiveness Attitudes is constructive and both alter in identical path. The coefficient of variance R^2 shows that 32.6% of the deviation in the dependent factor (attitudes) is explained by the independent factor (Corporate Social Responsibility). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select healthcare sector organizations to the universe. It is observed that the value of adjusted R^2 = .324 is close to the value of R^2 = .326. If the adjusted R^2 is expelled from the R^2 the value will be (.326-.324= .002). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.2% less difference in the outcome.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	502.939	3	167.646	121.921	.000[b]
	Residual	1038.156	755	1.375		
	Total	1541.095	758			
a. Dependent Variable: OAM02						
b. Predictors: (Constant), CSRM03, CSRM01, CSRM02						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 121.921 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that corporate social responsibility effects healthcare employee's organizational attractiveness attitudes.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.214	.127		9.564	.000
	CSRM01	-.095	.069	-.093	-1.378	.169
	CSRM02	.396	.116	.380	3.425	.001
	CSRM03	.290	.111	.280	2.626	.009
a. Dependent Variable: OAM02						

(Source: Primary Data)

The result in the above coefficient table revealed that corporate social responsibility effects healthcare employee's organizational attractiveness attitudes.

Table- 3: Regression Model of Corporate Social Responsibility and Organisational Attractiveness Intentions among Employees of Select Healthcare Sector Organizations

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533[a]	.284	.281	1.17134
a. Predictors: (Constant), CSRM03, CSRM01, CSRM02				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .533. It indicates the relation between Corporate Social Responsibility and Organisational Attractiveness Intentions is constructive and both alter in identical path. The coefficient of variance R^2 shows that 28.4% of the deviation in the dependent factor (intentions) is explained by the independent factor (Corporate Social Responsibility). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select healthcare sector organizations to the universe. It is observed that the value of adjusted R^2 = .281 is close to the value of R^2 = .284. If the adjusted R^2 is expelled from the R^2 the value will be (.284-.281= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVAᵃ					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410.819	3	136.940	99.808	.000ᵇ
	Residual	1035.881	755	1.372		
	Total	1446.700	758			
a. Dependent Variable: OAM03						
b. Predictors: (Constant), CSRM03, CSRM01, CSRM02						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 99.808 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that corporate social responsibility effects healthcare employee's organizational attractiveness intentions.

Coefficientsᵃ					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.383	.127		10.911	.000
	CSRM01	.005	.069	.005	.070	.944
	CSRM02	.308	.115	.306	2.672	.008
	CSRM03	.229	.110	.228	2.074	.038
a. Dependent Variable: OAM03						

(Source: Primary Data)

The result in the above coefficient table revealed that corporate social responsibility effects healthcare employee's organizational attractiveness intentions.

Table- 4: Regression Model of Corporate Social Responsibility and Organisational Attractiveness Actions among Employees of Select Healthcare Sector Organizations

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478ᵃ	.229	.226	1.21469
a. Predictors: (Constant), CSRM03, CSRM01, CSRM02				

(Source: Primary Data)

From the above table it is observed that the correlation coefficient R= .478. It indicates the relation between Corporate Social Responsibility and Organisational Attractiveness Actions is constructive and both alter in identical path. The coefficient of variance R^2 shows that 22.9% of the deviation in the dependent factor (actions) is explained by the independent factor (Corporate Social Responsibility). The adjusted R^2 mentioned in the above table shows the generalisability of the model. It enables the generalising the result obtained from the select healthcare sector organizations to the universe. It is observed that the value of adjusted R^2 = .226 is close to the value of R^2 = .229. If the adjusted R^2 is expelled from the R^2 the value will be (.229-.226= .003). This sum of decrease means that if the sample universe participates in the research and the model has been fitted then, there will be 0.3% less difference in the outcome.

ANOVAᵃ					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	330.633	3	110.211	74.695	.000ᵇ
	Residual	1113.986	755	1.475		
	Total	1444.619	758			
a. Dependent Variable: OAM04						
b. Predictors: (Constant), CSRM03, CSRM01, CSRM02						

(Source: Primary Data)

The Analysis of Variance (ANOVA) allows the researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, where the F ratio = 74.695 and the P value <0.05, this outcome indicates that there is less than 5% change that an F ratio of this value would be occur only coincidentally. Since the P value is lesser than the significant level (0.05), the null hypothesis is rejected and alternative hypothesis is accepted signifying that corporate social responsibility effects healthcare employee's organizational attractiveness actions.

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	1.509	.131		11.476	.000
CSRM01	.176	.071	.179	2.460	.014
CSRM02	.098	.120	.098	.821	.412
CSRM03	.218	.114	.217	1.904	.057
a. Dependent Variable: OAM04					

(Source: Primary Data)

The result in the above coefficient table revealed that corporate social responsibility effects healthcare employee's organizational attractiveness actions.

FINDINGS

- In healthcare sector organizations corporate social responsibility is explaining 62.4% deviation in organizational attractiveness beliefs. From the ANOVA table it is observed that corporate social responsibility impacting beliefs parameter of organizational attractiveness. Employee beliefs can be explained by constant value 1.095 and employee involvement beta value .499.
- In healthcare sector organizations corporate social responsibility is explaining 57.1% deviation in organizational attractiveness attitudes. From the ANOVA table it is observed that corporate social responsibility impacting attitudes parameter of organizational attractiveness. Employee attitudes can be explained by constant value 1.214, employee involvement beta value .396 and environmental responsibility beta value .290.
- In healthcare sector organizations corporate social responsibility is explaining 53.3% deviation in organizational attractiveness intentions. From the ANOVA table it is observed that corporate social responsibility impacting intentions parameter of organizational attractiveness. Employee intentions can be explained by constant value 1.383, employee involvement beta value .308 and environmental responsibility beta value .229.
- In healthcare sector organizations corporate social responsibility is explaining 47.8% deviation in organizational attractiveness actions. From the ANOVA table it is observed that corporate social responsibility impacting actions parameter of organizational attractiveness. Employee actions can be explained by constant value 1.509, CSR engagement beta value .176 and environmental responsibility beta value .218.

SUGGESTIONS

- ✓ According to the analysis the current days employees believe that the company which has environmentally friendly policies have good reputation in the society and they want to join in the healthcare organizations with good environmental brand image.
- ✓ From the analysis it is found that the organizations which are allowing employees to involve in social welfare activities are able to attract skilled employees to the organization. Therefore, organizations looking to attract skilled employees should involve employees in social welfare activities.
- ✓ According to the employee perception potential candidates are meeting current employee to know organizations environmental practices like zero environmental foot prints. Because hospital's generate bio-medical waste as well as hazardous waste, in this context zero-foot print practices will play a vital role in healthcare organization's environmental brand image.
- ✓ From the analysis it is also observed that potential candidates are following healthcare organizations in social media plat forms to understand organizations practices. Therefore, the organizations must be informative in the social media plat forms to attract skilled employees towards organization.

CONCLUSION

The current research administered to examine the corporate social responsibility impact on organizational attractiveness. According to some surveys US alone witnessing 100,000 shortage of healthcare professional. In this context there is a need to develop a model to enhance organizational attractiveness. After the covid-19 pandemic there is an increasing trend towards environmental protection. From the analysis it is found that potential employees are looking for an organization which have environmentally friendly practices and also involve employees in social development activities. Therefore, the organizations should seriously consider corporate social responsibility as a tool to enhance organizational attractiveness.

Scope for Future Research

1. The current research considered corporate social responsibility impact on organizational attractiveness. In the future researchers may develop a comprehensive model for organizational attractiveness by considering organization's internal polies on environment.
2. The present research considered healthcare sector organizations for the study. In future researchers can verify the applicability of the factors in the other sectors as well.

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