CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYER ATTRACTIVENESS AMONG BUSINESS STUDENTS AT THE UNIVERSITY OF NAIROBI, KENYA

Nancy Mogikoyo Marika[1]
Department of Management Science, University of Nairobi, Kenya.
Email: nancy.marika@uonbi.ac.ke

Dr. Justine Mokeira Magutu[2]
Department of Political Science and Public Administration, University of Nairobi, Kenya
Email: magutu@uonbi.ac.ke

Dr. Mercy Gacheri Munjuri [3]
Department of Business Administration, University of Nairobi, Kenya
Email: mercy.gacheri@uonbi.ac.ke

Abstract
In this era of globalization, winning the war for top talent to gain a competitive advantage is critical for the survival of organizations. In Kenya today, attracting and retaining talent is a major challenge to many organizations. Corporate Social Responsibility (CSR) has been identified as influencing employee attraction and retention. A pay cheque alone is no longer sufficient; people want to work in organizations whose values match their own and that impact and contribute to society. The aim of this study was to determine if CSR affects organizational attractiveness. Final year business students from the University of Nairobi were surveyed to see the extent to which CSR issues will influence their decision to work in a given organization. The findings indicated that how an organization handles its economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility and environmental responsibility of CSR affects prospective employees' decision to seek employment with an organization.

KEY WORDS: Corporate Social Responsibility, Employer Attractiveness, University of Nairobi, Business Students, Kenya

1. Introduction

The need to attract the best recruits has become a pertinent issue among many organizations. This is due to the realization that the caliber of employees an organization has can determine its success or failure. Consequently many organizations now acknowledge the importance of attracting and retaining highly qualified employees (Bhattacharya, C.B., Sen, S. & Korschun, D., 2008; Mikołajek-Gocejna, 2016). Organizations are becoming increasingly aware that attracting and retaining superior human resource can provide them with a sustained competitive advantage (Turban & Greening, 1997). This is crucial in view of the current and projected labour scarcity in a number of fields especially where special skills are required (Lado & Wilson, 1994; Bettina, 2012). Therefore, having the right numbers and quality employees is crucial for the survival of any organization.

Amini and Bienstock (2014) have postulated that for employers to succeed in attracting and retaining top talents, they have to put into consideration the needs of prospective and current employees. According to Berthon, Ewing and Hah (2005), attracting and retaining employees can be done more effectively once organizations understand the factors contributing towards employer attractiveness. Therefore employers need to create incentives and images that present them as good places to work (Backhaus, K. B., Stone, B. A. and Heiner, K., 2002). Hence becoming an "employer of choice' or "the best place to work" has become a central human resource issue (Pfeffer, 1998). While in the past factors like reward systems, work environment influenced people's job choices nowadays people are turning more to soft factors like Corporate Social Responsibility (CSR) (Odumeru & Ifeanyi, 2013; Albinger & Freeman, 2000; Greening & Turban, 2000; Backhaus et al., 2002). As a result many employers are now paying increasing attention to CSR as part of their strategy to attract large numbers of qualified employees (Angelidis & Ibrahim, 2004; Scherer & Palazzo, 2008). There is a new breed of job seekers that is placing ethical issues above financial incentives when considering a job offer (Chapola, 2016). This is supported by Chaudhry and Krishnan (2007) who observe that CSR is fast gaining importance as more and more organizations are realizing its value.

According to Gross (2010), organizations both public and private, are facing a lot of pressure from communities, regulators, non-governmental organizations, activists and socially responsible investors, to behave as responsible corporate citizens. The importance of CSR has further been illustrated by the fact that many of the best practice companies nowadays have clear CSR policies and often often include CSR programs in their business strategies (Crowther & Aras, 2008). Meister (2012) has concluded that CSR is considered an important business strategy because CSR programs can attract and retain investors, attract more customers, increase employee engagement, attract more job candidates and generally improve the organization's public image (Meister, 2012). Thus CSR plays an important role in determining whether an organization is perceived as an attractive employer or not.

There is a lot of evidence from literature that indicates that an organisation's CSR activities affect its ability to attract and retain needed human resources. For instance, a study by Greening and Turban (2000) on CSR and organisational attractiveness found that prospective job applicants are more likely to pursue jobs from socially responsible organizations than from organizations with poor social responsibility records. Similarly researchers at Stanford University and the University of California, Santa Barbara, surveyed 800 MBA students from 11 leading North American and European business schools and found that 94 percent would accept a lower salary to work for a organization with a reputation for being environmentally friendly, caring about employees and caring about outside stakeholders such as the community (Weber, 2011). This is similar to a study reported by Forbes which found that more than half of 2100 MBA student respondents indicated they would accept a lower salary to work for a socially responsible company (Albinger & Freeman, 2000). Likewise Cable and Turban (2003) found a positive relationship between an organizations'

ranking in popular business magazines and quantity and quality of applicants interested in it. Kim and Park (2011) also established that CSR can be an effective management strategy for attracting prospective employees.

From the above studies, it is clear that CSR can influence an applicant's decision to take up a job in a given organization. However, such studies were done mainly in developed countries. Despite the growing importance, very little research has been done on CSR in Africa (Visser, 2006). This view is supported by Cheruiyot and Tarus (2016) who observed that research into CSR in Africa is relatively neglected with the exception of some studies in a few countries like South Africa (Hinson & Ndhlovu, 2011; Visser & Tolhurst, 2010), Nigeria (Amaeshi, Adi, Ogbechie and Amao, 2006), Ghana (Julian & Ofori-dankwa, 2013), Tanzania (Egels, 2005). There are relatively few studies on Kenya (Cheruiyot & Maru, 2012, 2014; Muthuri & Gilbert, 2011). Therefore, the objective of this study was to establish whether CSR initiatives influence job applicants' perceived organizational attractiveness in Kenya with a focus on the final year business students from the University of Nairobi.

2. Literature Review and theoretical framework

2.1 Corporate Social Responsibility

The concept of CSR has been defined differently by different authors. As stated by Windsor (2006), CSR is a widely contested concept with no clear meaning. Moon (2004), explains that CSR is a difficult concept to pin down because it overlaps with other concepts such as corporate citizenship, sustainable business, environmental responsibility, the triple bottom line; social and environmental accountability; business ethics and corporate accountability. According to Matten and Moon (2008), not only does the meaning and practice of CSR vary between organizations, but there is also variation across nations. The Commission of the European Communities (2006) defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and interact with their stakeholders on a voluntary basis. According to Holme and Watts (2000), CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. This is similar to the World Business Council for Sustainable Development (WBCSD) definition which states that CSR is the commitment of business to contribute to sustainable economic development, working with employees, their families and the local communities (WBCSD, 2001). Odumeru and Ifeanyi (2013) have defined CSR as ways in which organisations achieve commercial success using methods that honour ethical values, respect people and communities and the natural environment.

A broader definition of CSR has been given by Blowfield and Frynas (2005) who have defined CSR, as an umbrella term for a variety of theories and practices all of which recognize: that companies have a responsibility for their impact on society and the natural environment, sometimes beyond legal compliance and the liability of individuals; that companies have a responsibility for the behavior of others with whom they do business; and that business needs to manage its relationship with wider society, whether for reasons of commercial feasibility, or to add value for the society. It is evident that there are many and varied definitions of the concept of CSR. According to Carroll (2016), in a 2006 study by Dahlsrud, 37 different definitions of CSR were captured. Thus as Wood (1991) concluded, the under lying theme of CSR is that business and society are interlinked rather that distinct entities. The general understanding of the concept of CSR is that companies have a hierarchy of responsibilities to uphold. These responsibilities have been categorized into economic, legal, ethical and philanthropic responsibilities. This has been exemplified by Carrol's popular model of CSR (Carroll, 1991) where CSR is portrayed as hierarchy of four responsibility levels: economic, legal, ethical and philanthropic components.

According Carroll's CSR model, economic responsibility is the first and foremost for a business because businesses are created as economic entities designed to produce goods and services that society wants and to sell them at a profit. Economic responsibility includes: maximizing earnings per share; maximizing and sustaining profitability; strong competitive position; high level of operating efficiency (Carroll, 2015a, Carroll & Shabana, 2010). It is considered a survival instinct. This is supported by Novak (1996), who states that economic responsibilities of organizations include: earning a fair return on investment for the shareholders; satisfying customers with goods and services of real value and promoting innovation and ensuring employees work in a safe environment and that they are paid fairly. Therefore unless organizations are economically viable they cannot be expected to be good social performers. This is because if a business fails to make profit, it likely won't be able to pay its employees competitive salaries, taxes as expected by government or contribute to charities (Kan, 2013). In other words an organization cannot meet its other responsibilities without first meeting its economic responsibility. Economic responsibility remains crucial in today's hypercompetitive global business environment where economic performance and sustainability have become urgent topics (Carroll, 2016).

The legal responsibility entails expectations of legal compliance and playing by the laws and regulations. Businesses are expected and required to comply with the laws and regulations of their country (Kim & Park, 2011). Bbusinesses are expected to fulfill their economic mission within the framework of legal requirements set forth by the societal legal systems (Solomon, 1994). Legally, responsible organizations should perform in a manner consistent with expectations of government and law; be a law-abiding corporate citizen; provide goods and services that meet minimal legal requirements; and that a successful organization be defined as one that fulfils its legal obligations (Carroll & Buchholtz, 2015). For instance it is expected that they will obey labour laws on working hours, overtime, offer Equal Employment opportunities and generally not exploit their employees. It is expected to obey tax laws and implement applicable industry regulations. They are expected to obey not just the letter but also the spirit of the law.

Ethical responsibilities imply that organizations will embrace those activities, norms, standards and practices that even though they are not codified into law, are expected nonetheless (Carroll, 2016). Gond et al (2010) stated that ethical CSR includes issues that go beyond contractual or regulatory compliance such as fair wages and women's rights (Gond J. P., El-Akremi A., Igalens J., & Swaen V., 2010). It means that in addition to what is required by laws and regulations, society expects businesses to operate and conduct their affairs in an ethical fashion (Carroll, 2016). At this level organizations are expected to be ethical by paying higher wages, offering employees better benefits, avoiding trade with unscrupulous companies.

Philanthropy requires an organization to perform in a manner consistent with philanthropic and charitable expectations of society, and to voluntarily assist projects that enhance a community's quality of life (Carroll, 1991). This includes actively engaging in acts or programs to promote human welfare. Examples of philanthropy include business contributions to financial resources or executive time, such as contributions to the arts, education, or the community. Thus businesses can no longer afford to focus solely on profit: they are responsible for making decision that must be ethically and socially acceptable to all stakeholders involved, including wider communities and the environment, as well as shareholders (Oury, 2007).

Carroll (2015b) noted that the pyramid of responsibilities should be seen as a whole and not as individual and separate. Organizations should engage in decisions, actions, policies and practices that simultaneously fulfill the four responsibilities and not in some sequential, hierarchical, fashion (Gond, et. al., 2010).This means that the total social responsibility of business entails the concurrent fulfillment of the organization's economic, legal, ethical, and philanthropic responsibilities.

2.2 Theoretical Underpinning of the Study

This study is founded on two theories: the stakeholder theory and the Triple Bottom line (TBL) theory. The stakeholder theory suggests that the purpose of a business is to create as much value as possible for its stakeholders. Generally stakeholders include shareholders, customers, employees, suppliers and the local community (Kim & Park, 2011). According to the stakeholder theory, managers are agents of all stakeholders and thus have to balance the legitimate interests of the stakeholders when making decisions in addition they have to ensure that the rights of stakeholder are not violated (Freeman, 1984; Wood & Jones, 1995). Therefore organizations are not only accountable to their shareholders but obligated to consider the interests of all other stakeholders that can affect or be affected by the achievement of organization's objective (Sternberg, 1996). This view is supported by Gond et. al. (2010) who stated that the responsibility of the managers is not only representing the interests of shareholders but they have the wider responsibility of coordinating the interests of all stakeholders, balancing them in the case of conflict and maximizing the sum of benefits over the medium and long term.

Under the stakeholder theory organization should be managed to benefit of all those who have a stake in the organization. This is because all parties are important (Omran & Ramdhony, 2015). For instance, while shareholders invest their money in enterprises, employees invest their time and intellectual capital, customers invest their trust and repeated business and communities provide infrastructure and education for future employees (Kim & Park, 2011). Thus business organizations must play an active role in society in which they operate. The main idea of stakeholder theory is that organizations that manage their stakeholder relationships effectively will survive longer and perform better than organizations that don't (Freeman, 1984).

According to Carroll (2016), each of the four CSR responsibilities impacts the different stakeholders differently in terms of priorities. For instance, economic responsibilities most strongly impact shareholders and employees because if the business is not financially viable both of these groups will be significantly affected. Legal responsibilities are certainly important to the employers because if they break the laws they will be penalized or be sued by the employees or consumers. Ethical responsibilities affect all stakeholder groups. Finally, philanthropic responsibilities most affect the community and nonprofit organizations, but also employees because some research has concluded that a company's philanthropic involvement is significantly related to its employees' morale and engagement.

CSR is crucial because it may be used to achieve sustainable development. Sustainability means that organizations are expected to meet the current needs of their stakeholders without compromising its ability to meet their needs in the future (Riketta, 2005). Sustainability is about an organization's long-term survival; environmentally, socially and economically (Doane & MacGillivray, 2001; Molm, Collett & Schaefer, 2007). According to the Bruntland Report (1987), sustainable development entails economic development, social development and environmental protection.

Economic sustainability entails linking the growth of an organization to the growth of the economy generally. Therefore economic growth should be undertaken with due consideration to the community and the environment. Social sustainability requires that a company adopts fair and beneficial business practices toward the labour, community and the region in which it conducts its business. For instance, such a company will be expected to pay fair salaries to its workers, offer good health care programs, provide opportunities for advancement, maintain a healthy and safe work environment and tolerable working hours, and would not otherwise exploit a community or its labour force (Onyali, 2014). Environmental sustainability requires an organization to engage in practices that do not harm and minimize environmental impact. This is due to the recognition that natural resources like oil, water, air are not infinite, and hence too much degradation will worsen the lives of current and future generations. Therefore the focus is the efficient use of energy

recourses, reducing greenhouse gas emissions, and generally minimizing the ecological impact (Goel, 2010). As such an organization is expected to reduce its ecological impact by carefully managing its consumption of energy and non-renewables and reducing manufacturing waste as well as rendering waste less toxic before disposing of it in a safe and legal manner (Schaltegger, et al., 2003).

CSR means that the success of a company cannot be based on the economic aspect alone but the social and environmental aspects have to be considered. This is explained by the TBL theory. The TBL was first proposed John Elkington (Elkington, 1994). The underlying principle of TBL is that to adequately measure their performance, organizations need to look beyond financial accounting; they should also account for their environmental and social impact (Tashiba, 2014). According to Goel (2010), TBL provides a framework for measuring the performance of the business and the success of the organization using three independent scales: economic sustainability, social sustainability, and environmental sustainability. TBL is based on the idea that an organization should measure its performance in line with the impact it has on all stakeholders (Hubbard, 2009). A TBL organization will seek to benefit all the stakeholders without exploiting or endangering any group (Onyali, 2014).

According to the TBL theory, companies are required to prepare and disseminate three different bottom lines. The first bottom line should measure corporate profit; the second bottom line should measure the company's social aspect, this is the people account and should measure how socially responsible the company has been throughout its operations; while the third bottom line is the planet account and should measure how environmentally responsible the company has been (Brown et al., 2006; Toukabri, Jemâa & Jilani, 2014). This is what is commonly referred to the three Ps: profit, people and planet (Onyali, 2014). The three Ps should be understood to be inter dependent. According to Tashiba (2014), a company's economic sustainability will dependent on its ability to simultaneously incorporate social and environmental values into its practices in order to yield higher overall profitability. Therefore, a sustainable business ought to be able to report a positive return on investment across all three bottom lines (Elkington, 1997).

2.3 CSR and Employer Attractiveness

In recent years organizations are increasingly competing to attract highly skilled personnel (Mahroum, 2000). Due to what Chambers et al. (1998) refers to as "war for talent", many employers have acknowledged the need to develop and present an image which will serve to attract both the number and quality of job applicants required to ensure the highest levels of productivity from their employees. Employers have to make themselves attractive to current and prospective employees. Employer attraction means getting potential candidates to view the organization as a positive place to work (Rynes, 1991). Cable and Turban (2003) have defined employer attractiveness as the degree to which an applicant has interest in pursuing employment opportunities with an organization. It is the envisioned benefits that a potential employee sees in working for a specific organization (Berthon et al, 2005). Barber (1998) on the other has operationalized employer attraction to include: wanting to interview with an organization, actually interviewing with an organization, job pursuit intentions, probability or indications to accept a job offer, and actually accepting a job offer.

Various studies indicate that CSR has a positive impact on company reputation (Burke & Logsdon, 1996; Backhaus et al., 2002). This is because CSR makes such companies to be more attractive to potential employees who are looking for workplaces with socially responsible practices, community mindedness and sound ethics. A study by Story, Castanheira and Hartig (2016) also found that CSR was an important factor that increased organizational attractiveness. Similarly a global survey of corporate executives concluded that businesses benefit from CSR because it increases their attractiveness to potential and existing employees

(Gond et al., 2010). This is in line with Turban and Greening (1997) suggestion that organizations with higher ratings in corporate social performance are perceived as having better reputations.

2.4 Conceptual Framework

The main aim of this study was to examine the corporate social responsibility factors that lead to employer attractiveness for potential employees in Kenya. From the reviewed literature, the current research presents a conceptual framework as illustrated in Figure 1. The framework is adopted from Carroll's pyramid of CSR (Carroll, 2016) but with an additional factor of Environmental Responsibility that was found important when conducting this research. The diagram shows Five CSR factors that lead to employer attractiveness. On other hand, employer attractiveness can be measured as positive if an organization has a good corporate reputation/image; shared mission goals; payment of fair prices & wages; socially responsible; support of diversity in the recruitment strategy; secure employment; professional training and development; opportunity to make an impact; involvement in charitable activities; friendly work environment and good working conditions. The Conceptual framework is presented in Figure 1.

3. Methodology

The research design that was used is a descriptive research design that was aimed at establishing students' knowledge of Corporate Social Responsibility and their perception on how various CSR initiatives influence employer attractiveness. The sample was drawn from the business school, final year students in the University of Nairobi, hence the sampling technique applied was purposive random sampling technique.

The data was collected using a self-administered questionnaire. This was carried out by the researchers with the help of trained research assistants. The questionnaires were used to collect data on socio-demographic characteristics of the students, their knowledge of Corporate Social Responsibility, their awareness of the concept of CSR and their wish to work with employers who have embraced CSR initiatives. The questionnaire was divided into three parts. Part A had closed and open ended demographic questions to be used to classify the respondents. Part B had closed ended questions that attempted to capture data for establishing the respondents' knowledge and awareness of Corporate Social Responsibility initiatives. Part C had questions on CSR factors. These questions were used to establish the importance the respondents' attach on working for an employer who has embraced CSR.

4. Discussion of Results

4.1 Demographic Characteristics

Out of a sample of 150 students that was selected, 145 responded while 5 did not. The response rate therefore was 96.7%. Out of the total respondents, 80 (55.2%) were male and 65 (44.8%) were female. This was expected because majority of the students in the School of Business are male. Out of the total respondents, 98 (67.6%) were in the age bracket of 18-25 years while 65 (34.8%) were in the age bracket of 26-35years.

4.2 Awareness of CSR Initiatives

The respondents were asked several questions to test their awareness of various aspects of CSR. They were asked if they knew what Corporate Social Responsibility was, and all the 145 respondents (100%) seemed to know what it was as seen in Table 4.4.

The respondents were also asked if they knew some of the CSR initiatives that organizations are embracing such as Cooperate Governance, Company Values, Work place policies and Environmental policies. The response was very high with 91.7% indicating they knew what Cooperate Governance was, 97.9% knew what Company Values are, 99.3% indicated that they knew what work place policies were and 90.3% knew what environmental policies were. However, it was surprising to note that only 65.5% and 64.8% knew what Market place policies and Community Policy were respectively; hence more sensitization needs to be done on these two aspects of CSR. Generally, there was a good understanding by the respondents on what CSR and its initiatives are. These results are presented in Table 4.4.

4.3 CSR Factors

In this section, the researchers sought to establish the respondents' perception regarding the various CSR factors which included economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility and environmental responsibility. The respondents were expected to indicate to what extent they agreed to the various statements that defined CSR factors. The responses were captured in a five point Likert scale (5= Strongly Agree, 4= Agree, 3= Neither Agree nor Disagree, 2= Disagree and 1= Strongly Disagree) and the general level of acceptance was determined by calculating the means and standard deviation for the various statements as per the responses and tabulated in descending order of means. The results were as presented in Table 4.5.

The respondents strongly agreed on majority of the CSR factors with means of 4.76, 4.72, 4.56, and 4.51 for Legal Responsibility of CSR, Economic Responsibility of CSR, Philanthropic Responsibility of CSR and Environmental Responsibility of CSR respectively. It was surprising that ethical responsibility of CSR ranked lowest among all the factors with a mean of 4.45.

Under legal responsibility, the variable that ranked highest is employer should not discriminate on the basis of gender (mean=4.88, SD=1.92), followed closely by two variables that had a tie were respondents are attracted to an employer who is not involved in child labour and an employer who does not discriminate on the basis of tribe or race (mean=4.83, SD=1.89). Other variables were, it is important for my employer to have policy to ensure honesty and quality in all its contracts dealings and advertising (mean=4.69, SD=1.53); my employee of choice should offer equal opportunities for all including physically handicapped (mean=4.69, SD=1.53) and in general my employer of choice should not discriminate on minority groups (mean=4.67, SD=1.57). Legal responsibility as a CSR factor obtained a grand mean of 4.76. This is a clear indication that many potential job seekers get attracted to those employers that are legally responsible and this is one of the factors that inform their employer choice decisions. The legal responsibility entails expectations of legal compliance and playing by the laws and regulations. Therefore businesses are expected to fulfil their economic mission within the framework of legal requirements set forth by societal legal systems (Solomon, 1994). Meeting legal requirements and broader expectations of stakeholders in order to contribute to a better society through actions in the workplace, market place and local community and through public policy advocacy and partnerships has been found to greatly influence employer attractiveness (Dahlsrud, 2006).

Under economic responsibility, the variables that ranked highest are, my employer should have suitable arrangements for health, safety and welfare for employees (mean=4.84, SD=1.85); my employer should pay fair wages (mean=4.81, SD=1.81) and an employer who has fair working conditions is attractive to prospective employees (mean=4.75, SD=1.72). The rating of other economic responsibility variables were, my employer should consider and support individual employees career development and skill training (mean=4.69, SD=1.55); I would like to work for an organization that is governed well and able to fairly

maximize shareholders wealth (mean=4.68, SD=1.52); I believe CSR activities will bring sustainable change among stakeholders (mean=4.63, SD=1.49); I believe CSR activities need to be linked with cooperate strategy(mean=4.63, SD=1.43).

Economic responsibility as a CSR factor obtained a grand mean of 4.72. This is an indication that potential job seekers' employer choices are highly influenced by an employer's degree of economic responsibility. These findings are consistent with Carroll's (1991) model that posits that economic responsibility is vital for a business because businesses are created as economic entities designed to produce goods and services that society wants, and to sell them at a profit. This responsibility includes: maximizing earnings per share; maximizing and sustaining profitability; strong competitive position; high level of operating efficiency. Unless organizations are economically viable, they cannot be expected to be good social performers (Kan, 2013).

On philanthropic responsibility, most of the variables were rated highly as follows, my employer should develop the society by offering training to the local community for the good of the society (mean=4.71, SD=1.54); my employer should have effective feedback, consultation or dialogue with customers suppliers and business partners (mean=4.70, SD=1.53); my employer should develop the society by offering education programmes (mean=4.65, SD=1.46); my employer should offer a good work-life balance for its employees by considering flexible patterns (mean=4.55, SD= 1.56). The only variable that did not get a very high rating was; my employer will be a good cooperate citizen if it gives regular financial support to local community/charity (mean= 4.21, SD=1.06).

Philanthropic responsibility as a CSR factor obtained a grand mean of 4.56. These results indicate that potential job seekers' get attracted to employers who engage in philanthropic activities which include actively engaging in acts or programs to promote human welfare or goodwill and business contributions to financial resources or executive time, such as contributions to the arts, education, or the community. Corporations can no longer afford to focus solely on profit, they are responsible for making decision that must be ethically and socially acceptable to all stakeholders involved, including wider communities and the environment, as well as shareholders (Oury, 2007).

Under environmental responsibility, the variables that ranked highest are my employer of choice should provide accurate environmental information on its products/services and activities to customers suppliers and community (mean=4.68, SD=1.50); I would like to work with an organization that would reduce enterprise's environmental impact in terms of pollution (mean=4.64, SD= 1.42); my employer of choice should live in ways that do not compromise on the wellbeing of future generation (mean=4.57, SD=1.41); I would like to work with enterprise that reduce environmental impact in terms of energy conservation (mean=4.57, SD=1.32); I would like to work with an enterprise with tries to reduce enterprise's environmental impact protection of natural environment (mean=4.53, SD= 1.27); my employer should support the idea of preservation diversity of habitats genetic profiles and species on earth (mean=4.50, SD= 1.43).

The environmental responsibility variables that were not ranked highly included my employer should consider the potential environmental impact when developing new products (mean=4.42' SD=1.27); I would like to work with an organization that reduces enterprise environmental impact in terms of waste minimization and recycling (mean=4.38, SD=1.18); I would like to work with an enterprise which tries to reduce enterprise's environmental impact by sustainable transport option (mean=4.29, SD=1.16). Environmental responsibility as a CSR factor obtained a grand mean of 4.51. This is a clear indication that many potential job seekers get attracted to those employers that are environmental responsible. Odumeru and Ifeanyi (2013) observed that CSR are ways in which organizations achieve commercial success using methods that honour ethical values, respect people and communities and the natural environment.

On ethical responsibility, the variables that ranked highest are, "In general I would like to work for employer whose directors make fair and balanced decisions that consider stakeholders and community" (mean=4.75, SD=1.63); "My employer should register and solve complaints from customers, suppliers and partners" (mean=4.72, SD=1.56); "It's important for my employer to have fair market condition and compete fairly with its competitors" (mean=4.66, SD=1.47); my employer of choice should price its products and services fairly (mean=4.65, SD=1.45); my employer should ensure timely payment of suppliers invoices (mean=4.58, SD=1.35). Other ethical responsibility variables that did not receive a high rating were; I will work with an employer that consult with employees on important issues (mean=4.23, SD=0.96); my employer should have a different CSR department to deal with CSR issues (mean=4.10, SD=0.86); I will only work with an organization that has developed CSR policy (mean=3.88, SD=0.86). Ethical responsibility as a CSR factor obtained a grand mean of 4.45.

This is the CSR factor that was not rated as highly as the other factors. The indication is that as much as potential job seekers tend to consider those employers that are ethically responsible as they make employer choice decisions, they tend to get more attracted to those employers that are legally, economically, philanthropically and environmentally responsible. Ethical responsibility is still regarded when making employer choice decisions. This is in line with Chapola (2016) who argues that there is a new breed of job seeker that is placing ethical issues above financial incentives when considering a job offer. Employers are now seeing CSR as an important way to increase competitive advantage. On the other hand, employees now want more from their employer than a paycheck. They want to work in organizations whose values are aligned with their own; they want a sense of pride and fulfillment from their work. Corporations can no longer afford to focus solely on profit: they are responsible for making decisions that must be ethically and socially acceptable to all stakeholders involved, including wider communities and the environment, as well as shareholders (Oury, 2007).

These findings seem to agree with previous studies that have found a link between corporate social responsibility initiatives and employer attractiveness. A study by Greening and Turban (2000) on CSR and organizational attractiveness relationship found that prospective job applicants are more likely to pursue jobs from socially responsible organizations than from organizations with poor social responsibility records. Odumeru and Ifeanyi (2013) observed that in addition to reward systems, work environment, congruence between organization and jobseeker's value, diversity policies, treatment of the environment, Corporate Social Responsibility (CRS) has also been proven to positively influence organization attractiveness to job seekers. Many employers are now paying increasing attention to CSR as part of their strategy to attract large numbers of qualified employees (Angelidis & Ibrahim, 2004; Scherer & Palazzo, 2008). Overall there was a high agreement on most corporate social responsibility factors. Legal responsibility, economic responsibility, philanthropic responsibility and environmental responsibility were rated very highly while ethical responsibility was the only factor that did not get a very high rating comparatively.
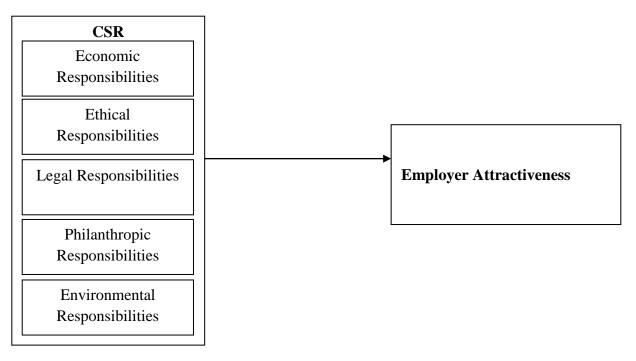
5. Conclusion and Recommendations

This study contributes to the body of empirical research on CSR because it considered various CSR initiatives and assessed how they influence employer attractiveness, and tried to determine the CSR factor that had the greatest impact in increasing employer attractiveness. Creating organizational attractiveness is considered crucial to successfully attract and retain highly qualified employees. CSR can play an effective role in attracting potential employees, through enhancement of organizational reputation and organizational attractiveness. If organizations are willing to implement practices that protect and develop their employees, along with practices that improve the quality of the natural environment and the well-being of the society, they can become an employer-of-choice (Story et al, 2016). CSR can be used as an effective strategy to

attract talented individuals to organizations. Attracting talent today is an important source of organization competitiveness, and CSR strategies may be an effective way to achieve that. Organizations must take CSR initiatives more seriously today than ever before because it is very clear from the findings of this study, that potential job seekers consider the degree of organizational involvement in CSR initiatives such as legal responsibility, economic responsibility, philanthropic responsibility and environmental responsibility and ethical responsibility. Companies that proactively engage in CSR activities and take into consideration the interests of all stakeholders may gain support and trust from employees and attract very highly qualified potential employees.

The study recommends that organizations should put in place CSR policies and communicate these policies to all employees because the support of employees in the implementation of these policies is very important. Organizations should monitor their CSR programs regularly in order to make any amends from time to time taking into account the environmental dynamism. This may increase their attractiveness. Organizations should give high consideration to employees as primary stakeholders in order to gain trust, support and commitment from these employees which can go a long way in boosting the corporate image and increasing competitiveness. Organizations may benchmark their CSR initiatives from time to time with other employers in different industries with an aim of adopting some best practices in CSR.

Figure 1: Conceptual Framework

Source: Authors (2017)

Table 4.1 Response Rate

	Frequency	**Percentage**
Response	145	96.7
No Response	5	0.3
Total	**150**	**100**

Table 4.2 Gender

	Frequency	Percentage
Male	80	55.2
Female	65	44.8
Total	**145**	**100**

Table 4.3 Age of Respondents

	Frequency	Percentage
18-25 years	98	67.6
26-35 years	47	32.4
Total	**150**	**100**

Table 4.4 Awareness of CSR Initiatives

CSR Initiatives	Yes		No		Somewhat	
Corporate Social Responsibility	145	100%	0	0%	0	0%
Cooperate governance	133	91.7%	5	3.4%	7	4.8%
Company values	142	97.9%	3	2.1%	0	0%
Work place policies	144	99.3%	1	0.7%	0	0%
Environmental policies	131	90.3%	0	0%	14	9.7%
Market place policies	95	65.5%	22	15.2%	28	19.3%
Community policies	94	64.8%	12	8.3%	39	26.9%
Mean	**126**	**87%**	**6**	**4%**	**13**	**9%**

Table 4.5 CSR Factors

	Factor	SA	A	N	D	SD	TOT	Mean	SD
	Legal Responsibility								
1	My employer of choice should not discriminate on the basis of gender	127	18	0	0	0	145	**4.88**	**1.92**
2	I would like to work with employer who is not involved in child labor	126	14	5	0	0	145	**4.83**	**1.89**
3	I would like to work with an employer who does not discriminate on basis of ethnicity tribe or race	121	23	1	0	0	145	**4.83**	**1.81**
4	It is important for my employer to have policy to ensure honesty and quality in all its contracts dealings and advertising	103	39	3	0	0	145	**4.69**	**1.53**
5	My employee of choice should offer equal opportunities for all including physically handicapped	103	39	3	0	0	145	**4.69**	**1.53**
6	In general my employer of choice should not discriminate on minority groups	106	33	3	3	0	145	**4.67**	**1.57**
	Grand Mean							**4.76**	**1.71**

	Economic Responsibility								
1	My employer should have enterprise have suitable arrangements for heath safety and welfare for employees	123	21	1	0	0	145	**4.84**	**1.85**
2	My employer should pay fair wages	121	20	4	0	0	145	**4.81**	**1.81**
3	An employer who has fair working conditions is attractive to prospective employees	116	23	5	1	0	145	**4.75**	**1.72**
4	My employer should consider and support individual employees career development and skill training;	104	38	2	1	0	145	**4.69**	**1.55**
5	I would like to work for an organization that is governed well and able fairly maximize shareholders wealth	103	37	5	0	0	145	**4.68**	**1.52**
6	I believe CSR activities will bring sustainable change among stakeholders	101	36	6	2	0	145	**4.63**	**1.49**
7	I believe CSR activities need to be linked with cooperate strategy	96	44	5	0	0	145	**4.63**	**1.43**
	Grand Mean							**4.72**	**1.62**
	Philanthropic Responsibility								
1	My employer should develop society by offering training to the local community for good of society	103	42	0	0	0	145	**4.71**	**1.54**
2	My employer should have effective feedback, consultation or dialogue with customers suppliers and business partners	103	40	2	0	0	145	**4.70**	**1.53**
3	My employer should develop society by offering of education programmes	98	43	4	0	0	145	**4.65**	**1.46**
4	My employer should offer a good work-life balance for its employees by considering flexible patterns.	106	26	3	7	3	145	**4.55**	**1.56**
5	My employer will be a good cooperate citizen if it gives regular financial support to local community(charity)	75	26	44	0	0	145	**4.21**	**1.06**
	Grand Mean							**4.56**	**1.43**
	Environmental Responsibility								
1	My employer of choice should provide accurate environmental information on its products services and activities to customers suppliers and community	100	44	1	0	0	145	**4.68**	**1.50**
2	I would like to work with an organization that would reduce enterprise's environmental impact in terms of pollution	94	50	1	0	0	145	**4.64**	**1.42**
3	My employer of choice should live in ways that do not compromise on the wellbeing of future generation;	95	42	3	5	0	145	**4.57**	**1.41**

4	I would like to work with enterprise that reduce environmental impact in terms of energy conservation	84	60	1	0	0	145	**4.57**	**1.32**
5	I would like to work with an enterprise with tries to reduce enterprise's environmental impact protection of natural environment;	82	58	5	0	0	145	**4.53**	**1.27**
6	My employer should support the idea of preservation diversity of habitats genetic profiles and species on earth	98	31	11	0	5	145	**4.50**	**1.43**
7	Organization I work for should consider the potential environmental impacts when developing new products	86	44	10	0	5	145	**4.42**	**1.27**
8	I would like to work with an organization that reduce enterprise environmental impact in terms of waste minimization and recycling;	75	60	5	0	5	145	**4.38**	**1.18**
9	I would like to work with an enterprise with tries to reduce enterprise's environmental impact by sustainable transport option	82	33	25	0	5	145	**4.29**	**1.16**
	Grand Mean							**4.51**	**1.33**
	Ethical Responsibility								
1	In general I would like to work for employer whose directors make fair and balanced decisions that consider stakeholders and community	109	36	0	0	0	145	**4.75**	**1.63**
2	My employer should register and solve complaints from customers suppliers and partners	104	41	0	0	0	145	**4.72**	**1.56**
3	It's important for my employer to have fair market condition and compete fairly with its competitors	98	45	2	0	0	145	**4.66**	**1.47**
4	My employer of choice should price its products and services fairly	97	45	3	0	0	145	**4.65**	**1.45**
5	My employer should ensure timely payment of suppliers invoices	90	49	6	0	0	145	**4.58**	**1.35**
6	I will work with an employer that consult with employees on important issues	64	51	30	0	0	145	**4.23**	**0.96**
7	My employer should have a different CSR department to deal with CSR issues	56	55	26	8	0	145	**4.10**	**0.86**
8	I will only work with an organization that has developed CSR policy	43	69	5	28	0	145	**3.88**	**0.86**
	Grand Mean							**4.45**	**1.27**

References

Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. Journal of Business Ethics, 28(3), 243-253.

Amaeshi, K. M., Adi, B. C., Ogbechie, C., & Amao, O. O. (2006). Corporate social responsibility in Nigeria. *Journal of Corporate Citizenship*, 24, 88–99.

Amini M. & Bienstock C.C. (2014). Corporate sustainability: an integrative definition and framework to evaluate corporate practice and guide academic research. *Journal of Cleaner Production*.76(1).

Angelidis, J. A. & Ibrahim, N. A. (2004).An exploratory study of the impact of degree of religiousness upon an individual's corporate social responsiveness orientation.*Journal of Business Ethics,* 51(2), 119-128.

Backhaus, K. B., Stone, B. A. and Heiner, K. (2002), "Exploring the relationship between corporate social performance and employer attractiveness", *Business & Society*, Vol. 41 No. 3, pp. 292-318.

Barber, A. E. (1998). Recruiting Employees: Individual and Organizational Perspectives. Thousand Oaks, CA: Sage.

Berthon, P., Ewing, M., & Hah, L. (2005).Captivating company: dimensions of attractiveness in employer branding.*International Journal of Advertising, 24*(2), 151- 172.

Bettina, L. (2012), "The relevance of corporate social responsibility for a sustainable human resource management: An analysis of organizational attractiveness as a determinant in employees' selection of a potential employer", Management Revue, Vol. 23 No. 3, pp.279-295.

Bhattacharya, C.B., Sen, S. and Korschun, D. (2008). 'Using corporate social responsibility to win the war for talent.' MIT Sloan Management Review 49:2, 37-44

Blowfield, M. & Frynas J.G., 2005. 'Setting New Agendas: Critical Perspectives on Corporate Social Responsibility in the Developing World'. International Affairs, 81(3): 499-513.

Bruntland, G. H. (1987). *Our Common Future: Report of the World Commission On Environment and Development*. Oxford University,

Brown, D., Dillard, J. & Marshall, R.S. (2006).Triple Bottom Line: A business metaphor for a social construct. Barcelona, Departament d' Economia de l'Empresa. Available: http://www.recercat.net/bitstream/2072/2223/1/UABDT06-2.pdf

Burke, L., &Logsdon, J. M. (1996). How corporate social responsibility pays off. Long Range Planning, 29(4), 495-502.

Cable, D.M. & Turban, D.B. (2003).The value of organizational image in the recruitment context: A brand equity perspective. *Journal of Applied Social Psychology*, 33, 2244-2266.

Carroll, A. B. (2016). Carroll's Pyramid of CSR: Taking Another Look. *International Journal of Corporate Social Responsibility.*

Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons,* 34(4), 39-48.

Carroll, A. B. (2015a). Corporate social responsibility: The centerpiece of competing and complimentary frameworks. *Organizational Dynamics, 44*, 87–96.

Carroll, A. B. (2015b). *The State of CSR in 2015 and Beyond.Global Compact International Yearbook*. (pp. 10–13). Macondo Publishers, Global Logistics Partner, Deutsche Post DHL Group.

Carroll, A. B., & Buchholtz, A. K. (2015). *Business and society: ethics, sustainability and stakeholder management* (9[th]ed.). Stamford: Cengage Learning.

Carroll, A. B., & Shabana, K. M. (2010). The business cases for corporate social responsibility: a review of concepts, research and practice. *International Journal of Management Reviews, 12*, 85–105.

Chambers, E., Foulon, M., Handfield-Jones, H., Hankin, S. &Michaels III, E., (1998).The war for talent. The McKinsey Quarterly 3, 44–57.

ChapolaJ. (2016). An empirical analysis of job seekers' perception of corporate social performance as a measure of organisational attractiveness. University of the Witwatersrand:South Africa. Retrieved from

http://wiredspace.wits.ac.za/bitstream/handle/10539/21989/Janechapolamcomdissertation.pdf?sequence=1.

Chaudhry K. & Krishnan V.R. (2007). Impact of corporate social responsibility and transformational leadership on brand community: An experimental study. Global Business Review, 8(2), 205–220.

Cheruiyot, T. K. & Maru, L. C. (2012).Employee social responsibility practices and outcomes in Kenya's tourist hotels.*African Journal of Economic and Management Studies*, 3(1), 23–41.

Cheruiyot, T. K., & Maru, L. C. (2014). Corporate human rights social responsibility and employee job outcomes in Kenya. *International Journal of Law and Management*, 56(2), 152–168

Cheruiyot T. K. & Tarus D. (2016). Corporate Social Responsibility in Kenya: Reflections and Implications. In Vertigans S., Idowu, S. O., Schmidpeter R. (Eds) *Corporate Social Responsibility in Sub-Saharan Africa*, Springer International Publishing, Switzerland 87 – 110. Retrieved from https://www.researchgate.net/publication/292286410_Corporate_Social_Responsibility_in_Kenya_Reflections_and_Implications

Crowther, D. and Aras,G. 2008. Corporate social responsibility.Gulaer Aras and Ventus Publishing APS.www.bookboon.com

Dahlsrud, A. (2006). How Corporate Social Responsibility is Defined: an Analysis of 37 Definitions. Corporate Social Responsibility and Environmental Management

Doane, D., Macgillivray, A.(2001). Economic sustainability: the business of staying in business. New Economics Foundation. Retrieved from <http://www.projectsigma.co.uk>

Egels, N. (2005). CSR in electrification of rural Africa: The case of ABB in Tanzania. *Journal of Corporate Citizenship*, *18*, 75–85

Elkington, J. (1994). Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development, *California Management Review* 36(2) 90–100.

Elkington J. (1997). Cannibals with Forks: The Triple Bottom Line of Twenty-First Century Business. Capstone, Oxford.

European Commission (EC).(2001). Green Paper. Promoting a European Framework for Corporate Social Responsibility.http://europa.eu/rapid/press-release_DOC-01-9_en.pdfaccessed on 2.3.2017

Freeman, R. E. (1984). Strategic Management: A stakeholder approach, Boston, Pitman.

Goel, P. (2010). Triple bottom line reporting: An analytical approach for corporate sustainability. *Journal of Finance, Accounting, and Management,* 1(1), 27-42.

Gond J. P., El-Akremi A., Igalens J., &Swaen V. (2010).Corporate Social Responsibility Influence on Employees. *Research Paper Series.* No. 54, International Centre for Corporate Social Responsibility – ISSN 1479-5124

Greening D. W. & Turban, D. B. (2000): "Corporate Social Performance as a Competitive advantage in Attracting a Quality Workforce", Business and Society, 39, 3, pp. 254-280

Gross, R. (2010). Corporate Social Responsibility and Employee Engagement: Making the Connection, White Paper; 2010.Retrieved from: http://www.mandrake.ca/bill/images/corporate_responsibility_white_paper.pdf

Hinson, R. E., &Ndhlovu, T. P. (2011). Conceptualizing corporate social responsibility (CSR) and corporate social investment (CSI): The South African context. *Social Responsibility Journal, 7* (3), 332 – 346.

Holme R. & Richard Watts (2000), " Corporate Social responsibility: Making Good BusinessSense", The World Business Council for Sustainable Development, Geneva

Hubbard, G. (2009). Measuring Organizational Performance.Beyond the Triple Bottom line.*Business, Strategy& the Environment*, *19*, 177-191. Retrieved from http://dx.doi.org/10.1002/bse.564

Julian, S. D. &Ofori-dankwa, J. C. (2013). Financial resource availability and corporate social responsibility expenditures in a Sub-Saharan economy: The institutional difference hypothesis. *Strategic Management Journal, 34*(11), 1314–1330.

Kan, H. K. (2013). Investigating relationships between Corporate Social Responsibility Orientation and Employer Attractiveness in Hong Kong's graduate labour market.Heriot-Watt University Edinburgh Business School.Ph.D. thesis

Kim S.Y. & Park H. (2011). Corporate Social Responsibility as an Organizational Attractiveness for Prospective Public Relations Practitioners.*Journal of Business Ethics, 103*(4) 639 – 653

Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. Academy of management review, 19(4), 699-727.

Mahroum, S (2000). Highly skilled Globetrotters: mapping the international migration of Human Capital". R and D management, 30 (1), 23-31.

Matten, D. and J. Moon: 2008, ''Implicit' and 'Explicit'CSR: A Conceptual Framework for a comparative Understanding of Corporate Social Responsibility'. *Academy of Management Review 33 (2), 404–424*

Meister J. (2012).*Corporate Social Responsibility: A Lever for Employee Attraction &Engagement.s Forbes.*Retrieved from http://www.forbes.com/sites/jeannemeister/2012/06/07/corporate-social-responsibility-a-lever-for-employee-attraction-engagement[accessed February 8 2017.

Mikołajek-Gocejna, M. (2016). The Relationship between Corporate Social Responsibility and Corporate Financial Performance – Evidence from Empirical Studies. *Comparative Economic Research.* 19(4), 67 – 84.

Molm, L. D., Collett, J. L., & Schaefer, D. R. (2007).Building solidarity through generalized exchange: A theory of reciprocity.*American Journal of Sociology*, 113(1): 205-242.

Moon J. (2004). Government as a driver of corporate social responsibility: the UK in comparative perspective, Nottingham University Business School

Muthuri, J., & Gilbert, V. (2011). An institutional analysis of Corporate Social Responsibility in Kenya. Journal of business Ethics, 98 , 467-483.

Novak M. (1996). Business as a Calling: Work and the Examined Life. The Free Press, New York, NY

Odumeru J. A. and Ifeanyi, G. O. (2013). Corporate Social Responsibility as a Recruitment Strategy by Organisations. International Review of Management and Business Research Vol. 2 Issue.2

Omran M. A. & Ramdhony D. (2015). Theoretical Perspectives on Corporate Social Responsibility Disclosure: A Critical Review. *International Journal of Accounting and Financial Reporting,* 5(2), 38 – 55

Onyali, C. I. *(*2014). Triple Bottom Line Accounting and Sustainable Corporate Performance. *Research Journal of Finance and Accounting.* Vol.5, No.8, 2014

Oury, C. (2007). A Guide to Corporate Social Responsibility, London: British Standard Institution.

Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.

Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66: 358-384.

Rynes, S. L. (1991). Recruitment, job choice, and post-hire consequences. In M. D. Dunnette (Ed.) *Handbook of industrial and organizational psychology* (2nd ed.): 399-444. Palo Alto, CA: Consulting Psychologists Press.

Schaltegger, S., Burritt, R., & Petersen, H. (2003). *An Introduction to Corporate Environmental Management*: *Striving for Sustainability*. Nursery Street, Greenleaf Publishing Ltd.

Scherer, A. G. & Palazzo, G. (2008).Globalization and Corporate Social Responsibility. Oxford: Oxford University Press, 2008

Solomon, M.R. (1994). Consumer Behavior, Allyn & Bacon, London.

Sternberg, E. (1996). *Stakeholder Theory Exposed.*Corporate Governance. Quarterly 2(1): 4-18.

Story, J. ,Castanheira, FHartig, S. (2016) "Corporate social responsibility and organizational attractiveness: implications for talent management".Social Responsibility Journal, Vol. 12(3), pp.484 - 505

Tashiba, D. (2014). Corporate Social Responsibility, the Triple Bottom Line, Standardization and Brand Management in Houston, Texas.Master thesis.Uppsala University, Department of Earth Sciences.

Toukabri, M., Ben Jemâa, O., &Jilani, F., (2014). Corporate social disclosure: Explanatory theories and conceptual framework. *International Journal of Academic Research in Management, 3*(2), 208 – 225.

Turban, D.B., & Greening, D.W. (1997). Corporate Social Performance and Organisational attractiveness to prospective employees. Academy of Management Journal, 40, 658-672.

Visser, W. (2006) 'Revisiting Carroll's CSR Pyramid: An African Perspective', in E. R. Pedersen and M. Huniche(Eds.),Corporate Citizenship in Developing Countries Copenhagen:Copenhagen Business School Press.

Visser, W., &Tolhurst, N. (2010).*The world guide to CSR.A country-by-country analysis of corporate sustainability and responsibility.* Sheffield: Greenleaf.

Weber, G (2011) The Recruitment Payoff of Social Responsibility. Retrieved from http://www.workforce.com/section/recruiting-staffing/article/recruiting-payoff-social responsibility.html

Windsor, D. (2006). Corporate Social Responsibility: Three Key Approaches. Journal of Management Studies 43(1), 93– 114.

Wood, D. J., & Jones, R. E. (1995). Stakeholder mismatching: A theoretical problem in

empirical research in corporate social performance. International Journal of Organizational Analysis, 3: 229 – 267.