ROLE OF ETHICAL ORIENTATION & PROACTIVE PERSONALITY IN FOSTERING CSR PERCEPTION OF MANAGEMENT STUDENTS

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Abstract

Purpose
The purpose of the present study was to examine the role of ethical orientation and proactive personality in fostering Corporate Social Responsibility (CSR) perception of management students. CSR is a philanthropic, ethical and behavioural orientation towards closing the business strategic gaps in global networking and it creates ties with the communities. CSR activities are driven mainly by the human resource development. Students are perceived as future managers of the corporate world and their perception about CSR is deemed important to business organizations. The students can make companies understand their responsibility towards various stakeholders. So, our target sample is management students who can help and understand the perception of CSR.

Design/methodology/approach
A sample of 242 management students of a university are participated in a survey. After doing a review of literature, we selected three scales: Perceived Role of Ethics and Social Responsibility (PRESOR), Proactive Personality and Perceptions of CSR scales are used in survey. Descriptive statistics is used to test the hypotheses.

Findings
Exploratory factor analysis and content analysis suggested that CSR perceptions can be further sub-divided into independent constructs such as perceptions of Philanthropic CSR and perceptions of Ethical CSR. Findings reveal that the both PRESOR and proactive personality are positively correlated with Philanthropic CSR but only PRESOR is positively related to CSR Ethical.

Research limitations/implications
While the scope of this study is limited to management students in one organization and results may not generalize to different students in different regions. Hence, future studies should test the given hypotheses in different discipline of students. The findings suggest that management education should incorporate CSR course or projects and is a part of business management education.

Practical implications
Implications of these results for management educators and practitioners are that proper guidance and trainings are required to increase awareness for CSR activities and engage proactive students to put their values they bring to those classes. Today’s students may represent a new source of corporate social responsibility. The dimensions identified in the study if incorporated by the business in its day-to-day operations can make it socially responsible as well as socially acceptable in the true sense.

Originality/value
This research makes an empirical contribution to identify the factors which management students expect business enterprises should do to be justified as socially responsible corporate citizens. Experienced and non-experienced students create a vast difference to the business world. Now students hold long term goal which is a positive syndrome for business organization.

Keywords: Social responsibility, Corporate social responsibility perception, Proactive personality and Perceive role of Ethics and Social Responsibility
1. Introduction

Corporate social responsibility (CSR) has received growing interests among companies as today’s societies expect businesses to act responsibly in their operations and activities. The impact of business operations on societies and particularly to the environment is undeniable. Concerns about corporate social responsibility (CSR) have increased markedly in recent years, and corporations are under increasing pressure to refrain from socially harmful activities and to engage in activities that improve societal welfare. With a variety of options for corporate engagement in mainstream society and local communities, corporations have created dedicated organizational units to effectively manage their social obligations. When analyzing the importance of CSR, three reasons are worth mentioning. Firstly, the consolidation of a concept of Corporate Social Responsibility (CSR) in the business world has increased the demand for professionals qualified in competences for responsible management. Secondly, beyond the area of private firms, interest in CSR has become known also for governments, supranational organisms, social organizations, non-profit organizations and other institutional actors. In this sense, the idea that sustainable development (at the three economic, social and environmental levels) depends largely on the responsible behaviour of both organizations and educational institutions. There has been little fundamental questioning of the role of the management students in promoting CSR. Thus thirdly, these have led universities to ask themselves about their own responsibility thus gaining awareness of their role in the education and training of professionals provided with the competences (knowledge, abilities and attitudes) and values needed for corporate social responsibility. We need to know more about how individuals in organizations perceive these issues and make decisions, and what personal characteristics influence their perceptions and decisions as they confront difficult dilemmas where the concern for societal welfare is not compatible with pressures for shareholder wealth maximization.

The success of a social initiatives should take into consideration the impacts of such managerial commitments and actions [1] (Groves et al. 2011) and other factors as the consumers ‘perception and their subsequent reaction and behaviour from market. However, it had widely been studied the similarities and differences between managers and business students with respect to CSR [2] (Goodman and Crawford 1974; [3] DeSalvia and Gennill 1971; [4] Hollon and Ulrich 1979; [5] Stevens 1984; [6] Longenecker et al. 1989). Furthermore, universities not only provide educational services but also shape the identity and responsibilities of the nation and the wider world [7] (Sullivan, 2003). Although there are studies examining the perception of business student on social responsibility, relatively few studies examine this issue especially in universities. Current management students will become the potential member of the society, organizations, and managers whose decision will affect the future. Hence, it is crucial to study role of ethics in fostering CSR perception of management students.

2. Review of Literature

In the 1980s and 1990s, CSR literature appeared to approach the corporation’s engagement in social responsibilities from a business perspective [8] (Margolis and Walsh, 2001). There is a growing demand for corporate social initiative during these periods due to mainly two reasons. First, the wave of merger and acquisition has raised question about the effectiveness and visibility of managerial supervision over the company. Second reason could be the ethical failure which has a negative impact on societies. That’ why many academic community’s efforts has also tried to solve the controversy not only by discussing social and ethical issues in business ethics courses or seminars but also implementing and promoting those courses in business school curricula [9] (Ibrahim et al. 2006).

Social responsibility model: The field of social psychology is especially relevant here in that it is rich with theories about how the social context affects decisional processes. In this context, Self-
determination theory (SDT), considered among the most influential theories of human motivation. It shows that humans, at their psychological best, are motivated and responsible. [10] (Ryan & Deci, 2000). They argue that the decisions of individuals to be either constructive or irresponsible reflect more than personality or genetic differences—that irresponsible behaviour may certainly be construed as a reaction to elements of the social environment. At the foundation of self-determination theory are three psychological needs, namely, autonomy, competence, and relatedness. These three important psychological needs have been shown to be essential for facilitating growth and constructive social development which is the primary root for CSR activities. Here the “constructive social development” is generally used to refer to the social development of a person, this theory lends itself nicely to considering social development at the level of the organization or society. These three needs are utmost important to perceive the social responsibility actions which may further lead to corporate social responsibility.

Second aspect of social responsibility model: The social responsibility model suggested by A. B. Carroll includes four responsibility levels [11] (Carroll, 2004). The first step, according of the author, is economic one of utmost importance, and then in decreasing order of importance are legal, ethical and, the last but also the most distinguishable, philanthropic level. Carroll assumed that the economic responsibility level to be a base of social responsibility. He indicated that only a profitable business activity allows other responsibilities to be taken. He assigned second position to legal responsibility considering that an enterprise must obey laws when striving for profits. Ethical responsibility points out that business activity should be conducted fairly, justly and harmlessly. The last level, concurrently being on the top of the pyramid, is philanthropic responsibility and despite of its small size it is highly visible like a tip of the iceberg. The philanthropic activity relates to performing or financing actions for the selected social problems by sponsoring, charity activity, local community activities This is otherwise known as the pyramid of social responsibility where it begins with the order of concept., be profitable, obey the law, be ethical and the last one is be a good corporate citizen.

The concepts of social responsibility presented above allow the following CSR platforms to be identified. The challenge of CSR perception requires the firm to integrate these four components.

2.1. Corporate social responsibility perception:

Understanding individuals especially management student’s perceptions is important because they can significantly influence workplace attitudes, behaviours, and performance. However, exploring perceptions of CSR on management students contribute to understanding of how they would be impacted by perceptions of what the organization is doing to others and in addition to perceptions of how they would be treated directly. Specifically, we explore how CSR can enable employees to find greater meaningfulness and purpose at work. Exploring meaningfulness provides a contribution to the CSR activities. Simultaneously job satisfaction and organizational commitment are due to relational mechanisms that differentiate social responsibility from environmental responsibility. Finally, scholars have called for future management research to bridge the micro-macro divide [12] (Aguinis, Boyd, Pierce, & Short, 2011). CSR offers a promising opportunity to do just that—to be a macro-level construct through which we can expand our understanding of micro-level constructs such as employee attitudes and behaviour.

Literature suggests that the individual factors like gender, age, education level, position in the company affect the employee CSR perceptions. Different studies highlight the gender differences in perceptions. For instance, [13] Peterson (2004) shows that men are more eager to realize economical CSR implementations, while women put more importance on voluntary CSR activities. Another individual factor that affects the CSR perception of employees is age. Literature mainly suggests that older people are less tolerant against unethical behaviors than younger people.
Proactive personality:

Proactive personality is a relatively stable individual disposition toward proactive behaviour [14] (Bateman & Crant, 1993). Proactive personality predicts felt responsibility, which in turn influences three types of individual-level socially (ir) responsible behaviours both within and beyond organizational boundaries (i.e., socially responsible behaviours in the workplace, counterproductive work behaviours, and socially responsible behaviours outside the workplace). Introducing proactive personality as a dispositional construct that identifies differences among people in the extent to which they act to influence their environments. The proposition that such a construct exists is based on the comprehensive view of the person-situation relationship taken by the interactionist perspective. Proactive personality is one who is relatively unconstrained by situational forces, and who effects environmental change. Other people, who would not be so classified, are relatively passive - they react to, adapt to, and are shaped by their environments. Proactive people scan for opportunities, show initiative, act, and persevere until they reach closure by bringing about change. They are pathfinders [15] (Leavitt, 1988) who change their organization’s mission or find and solve problems. These personality traits are really required to initiate CSR activities. Our present study is an attempt to identify the requisite capabilities to initiate any change in the society by the management students.

2.1.1. Perceive role of Ethics and Social Responsibility (PRESOR)

The Perceived importance of ethics and social responsibility by an individual is a critical element in decision making process whether an ethical problem is even perceived in each situation. The purpose of the present study is to develop a valid scale for measuring how management students perceive the role of ethics and social responsibility at the academic level. The PRESOR scale is important because the target business students perceive that effective social responsibility leads to long term success and also they perceive that profitability of firm leads to short-term success.

The PRESOR instrument initially consisted of 16 items selected from an instrument developed by [16] Kraft and Jauch (1992). Exploratory principal components analysis with varimax rotation of responses obtained from senior and master’s level business [17] (Singhapakdi et al., 1996b) identified three factorial subscales comprised of 13 items — "Social responsibility and profitability" (items 8, 9, 13 and 15), "Long-term gains" (items 1, 6, 7, 10, 11 and 12), and "Short-term gains" (items 5, 14 and 16). Reliability analyses of the three factorial subscales gave coefficient alpha values of 0.71, 0.57 and 0.64 respectively.

The PRESOR construct was theoretically postulated to have three sub-dimensions: Social Responsibility, Long-term Gains and Short-term Gains [17] (Singhapakdi et al., 1996). Previous research has found different dimensions within the PRESOR scale [18] (Axinn et al., 2004; [19] Etheredge, 1999; [20] Singhapakdi et al., 1995, 1996). For this reason, an exploratory factor analysis was performed. The results showed a two-factor solution with the eigenvalues greater than 1 and the total variance explained was 48.30%. After evaluating the psychometric properties of the measurement model, two composite variables were created by adding up the values of the items included in each factor and they were standardized using the same procedure as in the independent variable. These variables were also labelled. Importance of ethics and social responsibility and subordination of ethics and social responsibility, respectively. Thus, this scale could potentially be useful in terms of understanding the decision process in ethical situations.

Several observations may be made in light of the above research findings. First, there have been only a limited number of attitudinal or behavioral studies of CSR perceptions among management students have used in India context. So in the current study raises a question that Is CSR perception a single construct or multiple constructs.
3. Methodology

3.1. Sample and Procedures

The data was collected from the students of a university located in the eastern part of India. The students were pursuing full-time MBA courses in human resource management or rural management and were in the first year of the program. The data Hypotheses Tested:

H1. There is a positive significant correlation between PRESOR and CSR Perception

H2. There is a positive significant relationship between Proactive Personality and CSR Perception

3.2. Sample and Procedures

The data was collected from the students of a university located in the eastern part of India. The students were pursuing full-time MBA courses in human resource management or rural management and were in the first year of the program. The data was collected from all students who were pursuing the courses. In India, CSR activities are often handled by the human resource department and implemented with a focus on the rural areas, where most Indians live. Hence, students pursuing courses in human resource management or rural management are an apt target group of the study as some of them may be involved in designing and implementing company’s CSR policies in the future.

As the medium of instruction for the courses is English, questionnaires were administered in English. The Perceived Role of Ethics and Social Responsibility (PRESOR) questionnaire consisted of 13 items; the proactive personality questionnaire had 17 items while the CSR perceptions questionnaire had 12 items. Each item was measured on a 7-point Likert scale with 1 indicating strong disagreement and 7 indicating strong agreement. 246 questionnaires were distributed among the students and 242 usable responses were obtained.

3.3. Measures and Control Variables

The questionnaire used in the study had three sections with a total of 41 questions. The first section consisted of the 13 item scale developed by [17] Singhapakdi, Vitell, Rallapalli and Kraft (1996) for measuring the perceived role of ethics and social responsibility (PRESOR) in determining organizational effectiveness; the second section consisted of the 17-items proactive personality scale developed by Bateman and Crant (1993) and the third section included an adapted 11-item version of the scale developed by [21] Wong, Long and Elankumaran (2010) for measuring business students’ perceptions about CSR. Some sample items are: “Social responsibility and profitability can be compatible” (PRESOR); “I am constantly on the lookout for new ways to improve my life” (Proactive Personality) and “As a business owner, you would allow some employees to volunteer at a homeless shelter on company time 2 days a month if there is a request for volunteers to help in the shelter” (CSR perceptions). The CSR perception scale developed by Wong et al. (2010) measured 11 different facets of CSR without combining them into a single construct. Hence, exploratory factor analysis (EFA) and content analysis of the 11 items was done. Based on the EFA and content analysis, the 11 items were divided into three constructs: CSR Philanthropic (Items 1, 2 and 3); CSR Ethical (Items 4, 7, 9 and 12) and CSR Economic (Items 5, 6, 8 and 11). These three constructs (CSR Philanthropic, CSR Ethical and CSR Economic) were used further in the study. The control variables adopted in the study were the program in which the respondents studied; the age of the students; the experience of the students and the gender of the respondents.

3.4. Descriptive Statistics and Cronbach Alpha

The study originally postulated to measure five confruct: PRESOR, Proactive Personality, CSR Philanthropic, CSR Ethical and CSR Economic. The PRESOR construct was theoretically postulated to have three sub-dimensions: Social Responsibility, Long-term Gains and Short-term Gains [17] (Singhapakdi et al., 1996). The means of the seven first-level constructs (Social Responsibility, Long-term Gains, Short-term Gains, Proactive Personality, CSR Philanthropic, CSR Ethical and CSR Economic) ranged from 4.60 to
5.72 on a 7-point Likert scale, suggesting moderately high scores on all constructs. This suggests that the employees had high perceptions about the firm’s participation in CSR activities and the firm’s corporate image and exhibited high degree of trust towards the firm.

The Cronbach alpha for the eight constructs ranged from 0.478 to 0.837. For all constructs, except Proactive Personality, the alpha was lower than the recommended value of 0.7 [22] (Hair, Anderson, Tatham & Black, 1995). However, [23] Nunnally (1978) suggests that alpha of 0.5 to 0.6 are acceptable in the initial stages of research. Hence, CSR Philanthropic (alpha of 0.590) and CSR Ethical (alpha of 0.601) were considered for future analysis. However, the construct of CSR Economic was dropped as alpha values were less than 0.5. For two of the three postulated sub-dimensions of PRESOR (Social Responsibility and Short-term gain), the alphas were less than 0.5. An exploratory factor analysis of the items in the PRESOR scale did not reveal a clearly interpretable pattern of loading of the items but suggested that most items loaded on a single factor. Hence, PRESOR was used as a single-dimensional scale with an alpha of 0.740.

The final constructs used in the study were PRESOR, Proactive Personality, CSR Philanthropic and CSR Ethical. The standard deviation ranged from 0.71 to 1.20 indicating a low to moderate amount of dispersal.

4. Analysis

The study focuses on the role of attitudes and personality trait in developing CSR perceptions. A person’s view of the societal role of organizations is likely to inform their judgments about the appropriateness of CSR activities and the strength of these judgments can drive their CSR perceptions. Proactive behaviors like organizational citizenship behavior (OCB), which are conceptually and empirically linked to proactive personality, are also positively related to CSR [24] (Abdullah & Rashid, 2012). Out of the 9922 possible responses, 51 responses were missing. The percentage of missing values amounted to 0.51% of the total population of responses. The missing values were replaced by the series mean for that item. Correlation analysis and step-wise regression, using SPSS 21, was used to test the hypotheses.

The control variables used in the study were program, age, work experience and gender. Students studying in the rural management program were assigned the value 0 while students studying in the human resource management program were assigned the value of 1. Data on age and work experience of respondents were measured in years. Male respondents were assigned the value 0 while female respondents were assigned the value of 1.

First, a correlation matrix of all the four constructs (PRESOR, Proactive Personality, CSR Philanthropic and CSR Ethical) along with the four construct variables was generated. Two sets of regression equations were executed with CSR Philanthropic and CSR Ethical as the dependent variable respectively. In the first step, the control variables were inputted. In the second step, the PRESOR scores were entered. In the third step, the proactive personality scores were entered.

5. Results

The correlation analysis suggested that all the constructs, except proactive personality and CSR Ethical, were positively related with each other at p ≤0.01 level. The correlation between CSR Philanthropic and CSR Ethical was 0.233. The moderate level of correlation suggested that they were not first-order dimensions of a latent second-order construct, as that would have resulted in a higher degree of correlation. Hence, they were tested as independent dependent variables.

In order to test the hypotheses, we used step-wise regression. For each of the two dependent variables – CSR Philanthropic and CSR Ethical – three models were tested. In model 1, only control variables were used as independent variables (IV) and CSR Philanthropic (CSR Ethical) was the dependent variable (DV). For CSR Philanthropic, none of the control variables were significant while for CSR Ethical, gender was found to be the only significant variable (β = 0.342 at p
As female respondents were coded as 1 and male respondents as 0, this suggested that females tend to have higher scores on CSR Ethical, keeping other variables constant.

In the second model, PRESOR was entered as another IV in addition to the control variables. PRESOR was positively related to both CSR Philanthropic and CSR Ethical ($\beta = 0.666$ at $p \leq 0.001$ and $\beta = 0.519$ at $p \leq 0.001$ respectively) thereby validating hypothesis 1. None of the other control variables were found significant.

In the third model, proactive personality and PRESOR were entered as the IVs, in addition to the control variables. PRESOR continued to be positively related to both CSR Philanthropic and CSR Ethical ($\beta = 0.560$ at $p \leq 0.001$ and $\beta = 0.490$ at $p \leq 0.001$ respectively). Proactive personality was found to be positively related to CSR Philanthropic ($\beta = 0.355$ at $p \leq 0.001$) but not to CSR Ethical, partially validating hypothesis 2. As in model 2, none of the control variables were found to be significant.

To check for the robustness of the results, the results were analyzed by program and gender. In the first instance, the sample was divided in terms of program with 0 indicating respondents from the rural management program and 1 indicating respondents from the human resource management program. When CSR Philanthropic was considered the dependent variable, the results were in the same direction but Proactive Personality was now significant at only $p \leq 0.05$ for the rural management program (rather than $p \leq 0.001$ for the full sample). For the human resource management program, neither PRESOR nor Proactive Personality was a significant predictor of CSR Ethical when both were entered as independent variables.

When the sample was analyzed based on gender with CSR Philanthropic as the dependent variable, the results were in the same direction as the full sample but Proactive Personality was now significant at only $p \leq 0.05$ for both the genders (rather than $p \leq 0.001$ for the full sample). When CSR Ethical was considered as the dependent variable, the same direction and significance of relationships was observed for males (gender = 0). However, for females, PRESOR was now a significant predictor only at $p \leq 0.1$ (rather than $p \leq 0.001$ for the full sample). The results suggested that gender and program were correlated with the study variables, which was supported by an independent sample t-test. The t-test suggested that the sample means of PRESOR, Proactive Personality and CSR Ethical differed when compared by gender. Similarly, the sample means of PRESOR and CSR Ethical differed when compared in terms of program.

As the means of the study variables differed in terms of gender and the program in which the student was enrolled, further regression equations were run with the study variables (PRESOR, Proactive Personality, CSR Philanthropic and CSR Ethical) as the dependent variable and gender and program as the independent variable respectively. Gender was found to be a significant predictor of PRESOR, Proactive Personality and CSR Ethical (at $p \leq 0.05$) with females reporting greater PRESOR and CSR Ethical scores but lower scores in Proactive Personality. Students enrolled in the human resource program reported statistically significant higher scores in PRESOR and CSR Ethical.

6. Discussion

The increased awareness of the societal consequences of organizational actions; the realization that the financial strength and reach of modern-day organizations can make them a force for good and the understanding that corporate citizenship and profitability are complementary rather mutually exclusive has driven the growth of academic interest in CSR. This study aims to further the research on CSR by examining the attitudes and personality traits that shape the CSR perceptions of business school students in India. Organizational CSR activities are implemented by managers, many of whom are likely to be trained in a business school. Hence, the CSR perceptions of business school students can play an important role in the actual implementation of CSR activities.

This study focused on two aspects. The first
aspect was to explore whether CSR perception is better conceptualized as a single construct or a family of constructs. Factor analysis of the CSR perceptions scores suggested that CSR perceptions is better conceptualized as a family of constructs. Exploratory factor analysis unearthed perceptions of philanthropic CSR (CSR philanthropic) and perceptions of ethical CSR (CSR ethical) as two independent constructs and provided initial evidence for considering perceptions of economic CSR (CSR economic) as another independent construct. CSR philanthropic and CSR ethical correspond to Lantos classification of altruistic (philanthropic) CSR and ethical CSR and strategic CSR (Lantos, 2001). The items corresponding to the construct tentatively labeled as perceptions of economic CSR were difficult to interpret collectively and the major commonality among them was that all of them had an economic angle. Due to the difficulty in interpretation and low alphas, these items were not considered for further analysis.

The second aspect of the study was to identify psychological factors that affect the perception of CSR. Although CSR policy is formulated at the firm level, the implementation is in the hands of the individual manager and hence her perceptions of CSR can affect the success of the initiative. Attitudes towards the perceived role of ethics and social responsibility (PRESOR) in organizational effectiveness and proactive personality were identified as potential antecedents. Both antecedents were found to positively impact CSR philanthropic but only PRESOR positively impacted CSR ethical.

Perceived role of ethics and social responsibility (PRESOR) as an ethical orientation has received support in the literature (Singhapakdi et al., 1996; Vitell & Hidalgo, 2006) but a survey of literature suggests that limited empirical work has been done on the consequences of PRESOR. High scores in PRESOR is related to ethical intention (Singhapakdi, 1999) and job satisfaction [25] (Vitell & Hidalgo, 2006). Studies suggest that PRESOR, like CSR, is positively impacted by hope and gratitude [26] (Andersson, Giacalone & Jurkiewicz, 2007). In line with the conclusion of [27] Singhapakdi (1999) that ethical orientation leads to ethical intention, this study suggests that high PRESOR values lead to increased perceptions of both CSR philanthropic and CSR ethical.

Proactive personality has been found to be positively related to community service (Bateman and Crant, 1993); interpersonal help (Yang & Gong, 2008) and OCB [28] (Li, Liang & Crant, 2010; Gan & Cheung, 2010). As CSR is a voluntary activity, we hypothesized that proactive personality would be positively related to CSR perceptions. The results partially support the hypothesis with proactive personality being positively related to CSR philanthropic but not CSR ethical. The difference might be related to the content of the items that constitute CSR philanthropic (action-oriented) and CSR ethical (attitude-oriented). This suggests that managers with high trait proactivity will be more CSR-oriented when CSR activities entail doing something rather visibly constructive, as compared to CSR activities that merely aim to prevent doing any harm. In most organizations, the CSR division is mostly entailed in doing constructive social activities while actions related to complying with the letter and spirit of law and refraining from harming stakeholders are dictated by the strategy team. Hence, CSR philanthropic is what would normally be considered as CSR activity. Thus, proactive personality is likely to be positively related to what the layperson perceives as CSR.

Gender affected the scores on PRESOR, proactive personality and CSR ethical with the mean scores for females being higher for PRESOR and CSR ethical but lower for proactive personality. Higher mean scores for females on PRESOR scale is in line with the findings of Andersson et al. (2007). However, other studies have found no differences in PRESOR scores by gender (Singhapakdi, 1999). As the magnitude of the detected effect is sample it may be a statistical artifact and further studies may be required. Earlier studies have suggested that being female has either a positive [29] (Erdogan & Bauer, 2005) or non-significant [30] (Crant, 1996) correlation with proactive personality. Thus, the results of
this study are surprising and further investigation may be required.

The respondents were drawn from two separate management programs and hence it is possible that the course content could explain the program-level discrepancies. However, as the students were in the first trimester of the two-year course and had not been explicitly exposed to any course on CSR we expect the program-level variations to be caused by exogenous factors like demographic composition rather than course content.

7. Implications for Research and Practice

The results from this study will be useful for the management in making better business decision making in relation to curriculum of business social responsibility, it also enhances the literature in the context of business social responsibility.

The study is among the few academic studies that have looked at the attitude and personality-level antecedents of CSR perceptions. This study will help advance research into the psychological factors that drive CSR perceptions. Both universities and corporations must provide sound responses to new realities of the society. The primary role of universities is to serve the society. The results emphasize that students attach importance to the CSR at academic level. It is arguable that managers who score high on CSR perceptions will not only be better implementers of explicit CSR policies but they will also ensure that the company’s day-day activities are socially responsible. The study can help organizations identify people who are likely to be high on CSR perceptions.

References


