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Article

Corporate social responsibility and its impact on organizational attractiveness: Unveiling the mediating role of perceived organizational support

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Corporate social responsibility and its impact on organizational attractiveness: Unveiling the mediating role of perceived organizational support

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ABSTRACT

The central aim of the study is to investigate the mediating role of perceived organizational support (POS) in the relationship between corporate social responsibility (CSR) initiatives and organizational attractiveness (OA). It employs a cross-sectional quantitative design, collecting data from diverse organizations. Multistage convenient sampling was used to collect responses from employees of 20 IT companies in Bengaluru. Insights from employees working in IT companies are collected through the questionnaire. There were 740 questionnaires distributed, of which only 396 were returned in their completeness state. Statistical analyses, including regression and bootstrapping techniques, were done using SPSS and AMOS to examine the mediating effect of POS. The study highlights a noteworthy mediating effect of perceived organizational support (POS) on the relationship between CSR initiative and organizational attractiveness. It was also revealed that POS partially mediates CSR and OA, significantly influencing CSR and OA. Managerial implications of this study are that the organization focusing primarily on employee support measures enhances the external reputation and develops internal commitment and loyalty. These insights furnish organizations with a strategic roadmap to navigate the dynamic realm of CSR and organizational attractiveness.

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Human Resource Management; Corporate Social Responsibility; Organizational Theory & Behavior

1. Introduction

Corporate social responsibility (CSR) has gained prominence in the corporate world due to its ethical and societal significance. It encompasses voluntary initiatives by organizations to address social, ethical, and environmental concerns. For instance, its growing importance is driven by changing societal expectations and the realization that businesses have a broader impact on various stakeholders. In the establishment of CSR projects is a valuable strategy for organizations to enhance their reputation with both internal and external stakeholders. Furthermore, by attracting, inspiring, recruiting, and retaining employees, CSR significantly contributes to the development of a strong employer brand (Verčič & Sinčić-Čorić, 2018). Furthermore, it is important to emphasize that CSR directly enhances organizational performance and indirectly benefits the company by fostering increased employee commitment and productivity. This demonstrates that CSR activities have a dual positive impact on the organization and individual

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employees (Lindholm, 2018). The employer brand carries significant implications for shaping a company's image as the top employer choice and its corporate reputation (CR) among job seekers, current employees, and key stakeholders. Corporate reputation is influenced by the perceptions and impressions of both current employees (internal customers) and prospective job applicants. In recent years, there has been a noteworthy increase in the global business community's attention on corporate social responsibility (CSR). First and foremost, stakeholders, consumers, investors, and communities expect enterprises to conduct business ethically and actively promote societal well-being. Furthermore, corporate reputation is vital in the digital age, and businesses recognize that participating in socially responsible activities can enhance their brand image and set them apart from competitors. In addition, companies are being further encouraged to prioritize corporate social responsibility (CSR) by institutional investors, who consider environmental, social, and governance (ESG) aspects when making investment decisions. In a nutshell, employer branding's core purpose is to project and set apart the organization's image and identify as appealing to both its current workforce and potential job seekers (Binu Raj et al., 2022).

Organizational attractiveness, especially in the context of corporate social responsibility (CSR), denotes the compelling appeal of a company as an employer and holds substantial relevance. It serves as a critical factor in talent acquisition and retention, drawing individuals who seek employers aligned with their values and a commitment to social responsibility. In recruitment advertisements, various organizational attributes are typically presented, allowing job candidates to gauge the organization's attractiveness for themselves (Agnihotri & Bhattacharya, 2021). Furthermore, an organization's commitment to CSR fosters trust among employees and stakeholders, contributing to a positive work environment, job satisfaction, and long-term sustainability. This, in turn, provides a competitive edge in attracting top talent and maintaining a competitive position in the market. However, attracting the appropriate catchment specific is challenging for the organization. Indeed, as per the principles of the status generalization theory introduced by Desrumaux et al. (2009), it is posited that in our society, attractiveness is a broad and all-encompassing status characteristic that impacts cognitive processes and behavioral patterns. In essence, organizational attractiveness intertwined with CSR is a key driver of success for companies in today's dynamic business landscape. In this context, Perceived organizational support (POS) signifies the extent to which employees sense a feeling of ownership and establish a meaningful connection to the organization's sustainability endeavors. Corporate social responsibility (CSR) initiatives have been growing in prominence in the Indian IT industry in recent years, indicating a greater understanding of the industry's social and environmental responsibilities. Through social impacts initiatives, the industry pays close attention to addressing societal issues like healthcare, education and rural development. Furthermore, IT companies are adopting sustainable practices including waste reduction and energy efficiency as a result of a growing awareness of environmental issues. Since, Bangalore is often known as India's Silicon Valley, is residence of a large number of IT companies, both international organizations and startups. As a centre for technical innovation and economic growth, these businesses keep immense influence in the local society and environment.

There are various studies contribute with respect to corporate social responsibility and organizational attractiveness to understand the influence of CSR attractiveness on attractiveness to job seekers (Ranjan & Yadav, 2018), the multidimensional context of CSR activities to customers and job seekers (Zhang et al., 2020), an important tool in talent recruitment (Waples & Brachle, 2019). While identifying the gap, the studies are focused on information technology software employees of Bengaluru, which aims to explore strategies and approaches that organizations can employ to effectively harness perceived organizational support and optimize the beneficial influence of their CSR initiatives on organizational attractiveness. The necessity of CSR (Corporate social responsibility) in the context of its impact on organizational attractiveness, particularly when mediated by organizational support, arises from several key factors, firstly, CSR initiatives reflect a company's commitment to ethical practices, sustainability and community engagement. Such initiatives not only bolster an organization's external reputation but also create a sense of pride and affiliation among employees. Secondly, organizational support plays a vital role in employee satisfaction, engagement and retention. However, when employees perceive their organization as supportive and caring, they are more likely to feel connected to their workplace and motivated to contribute positively. The aim of the study is as follow:

RQ1: To what extent does perceived organizational support (POS) mediate the impact of corporate social responsibility (CSR) on organizational attractiveness?

RQ2: How do the control variables (age, gender, education qualification, academic institution, and overall experiences) effect CSR, perceived organizational support, and organizational attractiveness?

RQ3: What are the practical implications of understanding the role of POS as a mediator for organizations aiming to enhance their attractiveness through CSR?

The article is thoughtfully structured into distinct sections, each contributing to a comprehensive exploration of the research. It initiates with the introduction section, setting the foundation for the study. Subsequently, the theoretical framework section meticulously designs a theoretical framework, drawing from an extensive review of existing literature and framing research hypotheses. Moving forward, the research methodology section elucidates the empirical approach employed to test the theoretical framework. The analysis and findings section thoroughly examines the study's analysis and the derived outcomes. In the discussion section, the study explores the implications of the study, encompassing both theoretical and managerial implications, thereby providing valuable insights. The future research scope section pinpoints potential areas for future investigation. Lastly, the article culminates with the conclusion section, which concisely summarizes the key findings and insights, providing a thoughtful closing to the research.

2. Theoretical framework

2.1. Stakeholder theory

Stakeholder theory is a perspective on capitalism that underscores the independent relationships between a business and its customers, suppliers, employees, investors, communities, and other entities who hold a stake in the organization. This theory advocates for the creation of value that benefits all these stakeholders, emphasizing a more comprehensive approach to corporate success (Parmar et al., 2010). Stakeholders have a crucial role in a company's CSR decision-making process as they contribute resources (Brulhart et al., 2019). From the viewpoint of stakeholders, an employee's image is positively influenced by the image and reputation of their employer. Perhaps when individuals perceive that organizations prioritize and genuinely care about societal issues and concerns relevant to them, they view the firm as more credible and esteemed. Consequently, this perception makes them consider the organization an attractive employer of choice (Story et al., 2016). Stakeholder theory emphasizes the importance of businesses considering the needs and concerns of different groups that can affect or be affected by the company's well-being. As a result, when companies engage in corporate social responsibility (CSR) activities, it can draw the attention of a broader customer base, particularly those who prioritize social and environmental causes. This, in turn, has the potential to improve the company's profitability and competitive edge (Zhang et al., 2020) (Figure 1).

2.2. Corporate social responsibility and organizational attractiveness

Corporate social responsibility (CSR) initiatives serve as a means to respond to consumers' social concerns, establish a favorable corporate identity, and foster positive relationships with consumers and various stakeholders. (Yoon et al., 2006). Additionally, companies consider the ongoing pursuit of sustainable development as a key motivator for their CSR endeavors. As the idea of sustainable development gains traction in corporate discussions, many firms have embarked on initiatives to actively manage and reduce their environmental effects (Panapanaan et al., 2003). The active participation of a company in corporate social responsibility (CSR) activities can lead to a positive perception by society, resulting in a strong reputation and a favorable image. These factors, although indirectly, can impact the company's return on capital (Adeneye & Ahmed, 2015). A research investigation that examined the relevance of CSR in establishing an effective human resource management strategy for job seekers has shown that CSR has a specific impact on organizational attractiveness (Lis, 2012). For instance, another

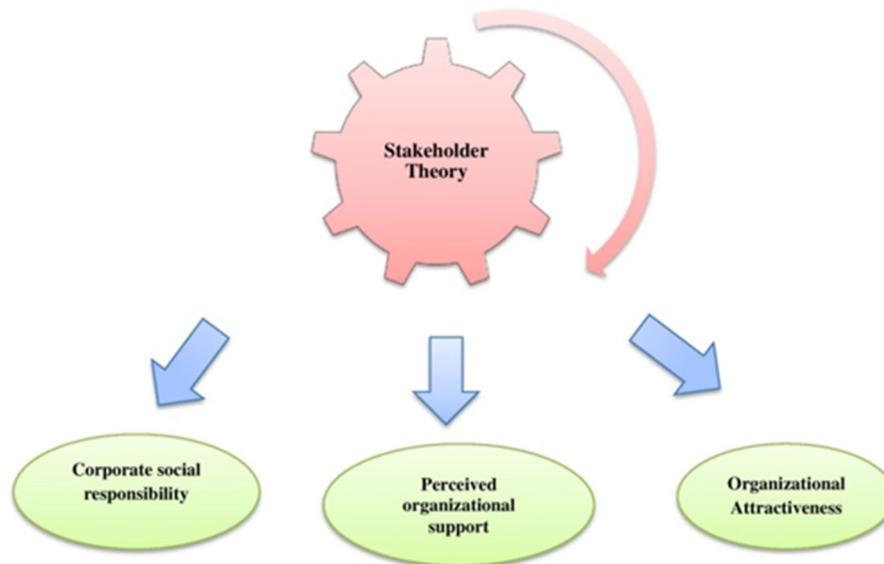


Figure 1. Theoretical framework (Author's design).

study explores the importance of corporate social responsibility practices (CSR) adopted by organizations in attracting university students (prospective employees) in developing countries, which plays a significant role in influencing their choice of employer (Simpson & Aprim, 2018). The researchers Waples and Brachle (2019) investigated how CSR initiatives and indicators of relative pay levels affect organizational attractiveness, and its findings highlighted the substantial effect of CSR information in elevating the appeal of these organizations. Ali et al. (2023) analyzed how the effectiveness of corporate social responsibility influences organizational attractiveness to job seekers, and the results indicated a substantial impact on organizational attractiveness. Based on the empirical evidence provided, it is evident that CSR influences organizational attractiveness. Consequently, in light of the aforementioned discussion, it is reasonable to hypothesize a relationship between CSR and organizational attractiveness as perceived by IT employees. Thus, this study puts forth the following hypothesis.

H1: Corporate social responsibility is significantly positive to organizational attractiveness.

2.3. Corporate social responsibility and perceived organizational support

Hur et al. (2021) examine how organizational support influences the relationship between CSR and employees within China's steel industry; the findings reveal that organizational support effectively and positively moderates the relationship between CSR and employees. Another study examines the influence of corporate social responsibility initiatives targeted at employees on contextual performance in the banking sector, which is positively and significantly associated with the perception of organizational support (Bhatti et al., 2022). Hameed et al. (2019) examine the effect of perceived organizational support influencing the relationship between CSR and organizational pride in the hospitality industry, which results in an enhanced level of perceived organizational support (POS) increases the relationship. In another context of the construction industry, Kusi et al. (2021) emphasize on the role of perceived organizational support (POS) in measuring the strength of the relationship between CSR and OP, resulting in the alignment of CSR with organizational support to achieve improved OP. However, fair opportunities and employee recognition positively impact strong dedication, devotion, and performance. The current study in manufacturing industries examines the role of perceived organizational support in mediating the relationship between CSR and job performance, with the results indicating a favorable relationship between CSR and perceived organizational support (Wang et al., 2024).

H2: Corporate social responsibility is significantly positive to perceived organizational support

2.4. Perceived organizational support and organizational attractiveness

In their (1986) study, Eisenberger & Huntington which refers to the concept of perceived organizational support, how employees perceive the level of supportiveness in their relationship with the organization. These perceptions are formed through daily observations and their assessment of how the organization acknowledges and rewards their efforts and loyalty. The previous study investigates how job applicants respond to employment interviews and examines the relationships between their responses, core self-evaluations, proactivity, and interviewer perceptions. Additionally, this study explores the significant correlations between applicants' perceptions of the employer and their perceptions of organizational support and attractiveness (Nikolaou & Georgiou, 2018). Another study conducted within a New Zealand government agency aimed to examine the relationship between the employer branding attribute associated with organizational support and employee retention. The findings revealed that perceived organizational support (POS) significantly impacted employees' level of organizational commitment, which served as a predictor for employee retention (Arasanmi & Krishna, 2019). In another research endeavor, the focus was on examining whether female executives had an impact on how female job seekers perceived an employer's attractiveness. The outcomes indicated that organizations with women in top management positions typically held greater appeal for female candidates (Iseke & Pull, 2019).

H3: Perceived organizational support is significantly positive to perceived organizational attractiveness

2.5. Perceived organizational support as a mediator between corporate social responsibility and organizational attractiveness

Kim et al. (2018) explore how corporate social responsibility (CSR) affects an organization by examining the sequential mediation of the meaningfulness of work (MOW) and perceived organizational support (POS). The findings revealed that MOW and POS sequentially mediate between perceived CSR and organizational commitment (OC). However, this suggests that CSR practices can be seen as an active investment that enhances crucial employee attitudes. In another context, the research focused on assessing the effects of green entrepreneurial orientation, social entrepreneurship, and organizational ambidexterity on achieving sustainable environmental performance. Additionally, the study explored how organizational support mediated and how corporate social responsibility acted as a moderating factor in these relationships. However, the findings highlighted that CSR significantly influenced the relationship between organizational support and sustainable environmental performance (Xie et al., 2022). Moreover, in another scenario, the study provided insights into how the presence of nationality diversity in the executive suite of multinational corporations relates to the overall attractiveness of these MNCs as employers. The findings revealed that perceived organizational support significantly positively affects employer attractiveness (Dauth et al., 2023). Thus, talent management comprises a set of supportive human resources practices that have the potential to influence how employees perceive the level of support provided by their organization (Mensah, 2022). In light of the earlier discussion regarding the potential interconnections among CSR, POS, and OA variables, the researcher has formulated a hypothesis. This hypothesis is designed to explore how POS may act as a mediator in the relationship between CSR and OA.

H4: Perceived organizational support mediates the relationship between corporate social responsibility and organizational attractiveness

2.6. Control variables

According to prior studies, gender (male., female), age (20–30 yrs.), and education levels (under graduate, post graduate, doctorate, others) are usually regarded as demographic variables when exploring the drivers of organizational attractiveness (Hu et al., 2019). On the basis of industry experts and panel perspectives, academic institution (Tier 1 (IIT, IIM, NIT), Tier 2 (Central University, State University, Autonomous, Private University)), overall experiences (0–5yrs, 6–10yrs, 11–15 yrs. and > 16 & above yrs.), and their classification based on industry requirements, which they refer to as catchment-specific.

Therefore, to provide a concise overview, this study primarily explores how perceived organizational support can mediate the relationship between corporate social responsibility and organizational attractiveness. The conceptual model is depicted in [Figure 2](#).

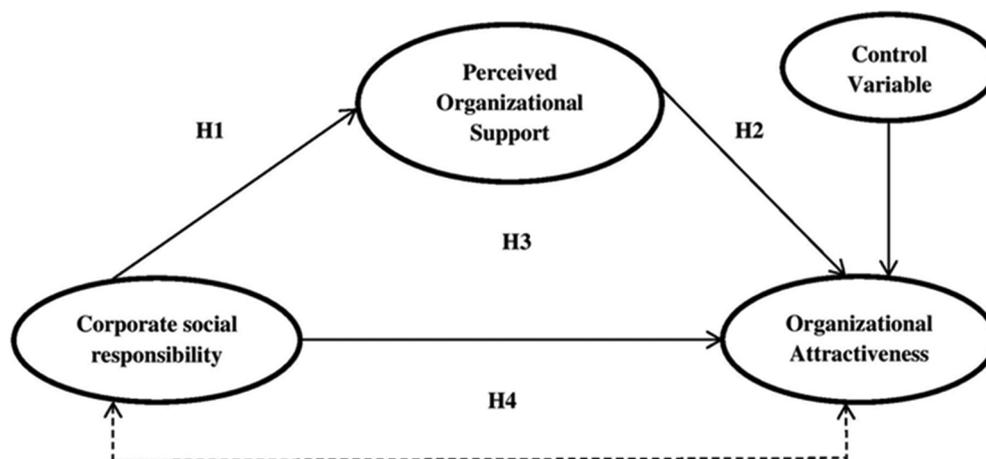


Figure 2. Conceptual framework (author's design).

3. Conceptual framework

According to Miles et al. (1994), a study's conceptual framework comprises the essential components and hypothesized relationships among these components. In a more specific context, it offers the framework that outlines the research design for examining the particular phenomenon (Maxwell, 2012).

Figure 2 illustrates the conceptual framework employed in this study, which consists of corporate social responsibility as independent variable, organizational attractiveness as a dependent variable, perceived organizational support as a mediating variable, and control variables as age, gender, education qualification, academic institution, and overall experiences respectively are the catchments of the study.

4. Research methodology

The research methodology was designed with the purpose of a comprehensive explanation of the specific methodologies utilized for examining and describing the empirical relationships among the studied variables, such as corporate social responsibility (CSR), perceived organizational support (POS), and organizational attractiveness (OA). However, this section encompasses various aspects, including the design of the study, the philosophical underpinning of the research, the intended population for the study, the sample utilized, the instruments employed for data collection, the methods employed for data acquisition, the framework or model frame for the study, the analytical techniques applied to the data and ethical considerations in research. The selection and application of a particular research philosophy assist researchers in clarifying the overall research, assessing existing methods, and fostering innovation and adaptability in the choice and modification of techniques employed (Sullivan et al., 2021). In this study, a positivist approach was adopted, following the recommendations of Creswell and Creswell. For instance, the positivist approach is grounded in assessing facts, applying scientific methodologies, and the relationships between causes and their potential effects (Creswell & Creswell, 2018). This research utilized explanatory research and adopted a cross-sectional approach. The primary objective of this study was to investigate the influence of corporate social responsibility on organizational attractiveness. Additionally, the study examined whether perceived organizational support could mediate the relationship between corporate social responsibility and organizational attractiveness. In this study, a cross-sectional research design was adopted. Cross-sectional research aims to explore the relationships among the examined variables at a particular time frame, shedding light on how these variables are interconnected and contributing to understanding the evolution of the phenomenon under investigation. Perhaps the choice of a cross-sectional design is advantageous due to its cost-effectiveness and time-saving benefits compared to longitudinal studies. Furthermore, the researcher in this study applied structural equation modeling (SEM). SEM encompasses a set of statistical techniques that

examine relationships among independent and dependent variables, whether singular or multiple, categorical or continuous. These variables or factors can measure both independent and dependent variables. At the same time, SEM is also known by various alternative names, including simultaneous equation modeling, path analysis, causal analysis, causal modeling, confirmatory factor analysis, and analysis of covariance.

4.1. Research design and area of the study

In light of the study, the present study used a survey research design. The reason behind is that a survey's design makes it possible to gather pertinent information about a variable or phenomenon from a sample of respondents. Perhaps, the study is carried out in Bangalore, India's Silicon Valley. It serves as an epitome of technological innovation and entrepreneurial drive. Thus, choosing Bangalore as the focused research area which provides a vital insight into the ever-changing dimensions of Information Technology (IT) industry

4.2. Population and sample size

The study's population consists of Bangalore Information Technology companies. The sample size for the study was 740; according to the thumb rule of Bentler (1990) 10:1, 740 questionnaires were distributed, 396 respondents responded, and the response rate was 53.3%.

4.3. Sampling technique and source of data

The researchers employed multistage convenient sampling as a sampling technique. In the first stage, randomization is used to select 20 IT companies from the brand value report. In the second stage, convenience sampling is used to collect responses from respondents. Convenience sampling was chosen as the sampling technique due to the hybrid work arrangements commonly found in IT companies. However, it was challenging to approach employees during their working hours, considering their convenience and securing their consent for participation were crucial factors in the data collection process. The study consists of two primary and secondary sources. The primary sources are questionnaires, and the secondary sources are company brand value reports. This study collected the responses from only selected IT companies' employees. The researcher approach the employers of the companies to understand the industries current practices as well as to validate the questionnaires which is adapted for the study perspectives, which help to collect the responses from the IT employees.

4.4. Measures

Corporate social responsibility (CSR) was assessed using eight items adapted from a scale initially developed by Turker (2009). Additionally, perceived organizational support was measured through eight items adapted from Eisenberger et al. (1986), and organizational attractiveness was evaluated using six items adapted from Highhouse et al. (2003). However, respondents expressed their opinions through a five-point likert scale ranging from 1 = "Strongly Disagree," 2 = "Disagree," 3 = "Neutral," 4 = "Agree," and 5 = "Strongly Agree".

5. Catchment profile of respondents

Catchment-specific is a combination of demographic metrics which identifies the right talent from the talent pool of the potential workforce (Francis & Sangeetha, 2024). According to status generalization theory, it anticipates that when it comes to task outcomes, diffuse status characteristics have more extended pathways to specific status characteristics (Webster & Driskell, 1983). It consists of gender, age, education qualification, academic institution, location, and overall work experience.

Table 1 represents the catchment profile of male (65.7%) and female (33.8%) respondents, Age groups of 20–30 yrs. (60.9), 31–40 yrs. (26.3), 41–50 yrs. (10.9) and > 51 & above yrs. (2) respectively.

Table 1. Respondents catchment profile.

	Catchment	Frequency	Percentage
Gender	Male	257	64.9
	Female	137	34.6
	Other	2	5
Age	20–30yrs	237	59.8
	31–40yrs	110	27.8
	41–50yrs	43	10.9
	>51 & Above	6	1.5
Education Qualification	Graduates	204	51.8
	Post Graduates	176	44.4
	Doctorate	6	1.5
	Other	10	2.5
Academic Institution	Tier 1 (IIT, IIM, NIT)	63	15.9
	Tier 2 (Central University, State University, Autonomous, Private University)	301	76.0
	Tier 3 (Rural University)	29	7.3
	Tier 4 (Foreign University)	3	8
Overall Work Experience	0–5yrs	276	69.7
	6–10yrs	69	17.4
	11–15yrs	31	7.8
	>16 & Above yrs.	20	5.1

Table 2. Descriptive statistics and correlation.

Items	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
OA1	4.24	0.768	-1.459	3.660
OA2	4.01	0.937	-1.128	1.127
OA3	4.15	0.863	-1.242	1.734
OA4	4.04	0.869	-1.073	1.257
OA5	4.02	0.898	-0.950	0.649
OA6	3.97	1.000	-1.045	0.714
POS1	3.95	0.956	-1.149	1.213
POS2	4.04	0.919	-1.124	1.272
POS3	3.96	0.914	-0.973	0.864
POS4	3.97	0.946	-0.985	0.595
POS5	3.88	0.915	-0.907	0.768
POS6	3.97	0.867	-1.049	1.304
POS7	3.86	0.936	-0.832	0.408
CSR1	4.08	0.806	-1.193	2.182
CSR2	4.04	0.850	-1.111	1.512
CSR3	3.99	0.918	-1.001	0.730
CSR4	4.07	0.851	-1.214	2.017
CSR5	4.01	0.945	-1.081	1.045
CSR6	4.00	0.933	-1.202	1.478
CSR7	4.03	0.838	-1.145	1.829
CSR8	4.06	0.834	-1.194	2.148
CSR9	4.12	0.850	-1.198	1.861
CSR10	4.14	0.851	-1.191	1.812
CSR11	4.21	0.869	-1.472	2.682

6. Results and discussions

6.1. Descriptive analysis

Descriptive analysis was performed to evaluate the normality of the data. The data set's accuracy was verified by examining each item's mean, standard deviation, skewness, and kurtosis. The data is considered normal if the skewness falls between +2 and -2 and the kurtosis falls between +3 and -3 (Hair et al., 2010a).

Table 2 presents the descriptive statistics of all items in the data set in terms of mean, standard deviation, skewness, and kurtosis. Mean values ranged from 3.96 to 4.24 with a standard deviation of 0.851 to 1.000. The range of skewness and kurtosis is +2 to -2 and +3 to -3, respectively. Consequently, data is normal and analysed by using parametric tests.

Table 3. Reliability and correlation.

Construct	Cronbach's Alpha	N of Items	OA	POS	CSR
Organizational Attractiveness (OA)	0.852	6	1		
Perceived organizational support (POS)	0.917	7	.693**	1	
Corporate social responsibility(CSR)	0.943	11	.649**	.678**	1

Table 4. Convergent and discriminant validity.

	CR	AVE
Support	0.919	0.620
Corporate	0.936	0.571
Attractiveness	0.849	0.488

6.2. Reliability

According to Hair et al. (2010b), a reliability test aims to determine how consistent a variable or group of variables is with the notion for which it is designed. The Cronbach's alpha of the construct was found to be greater than 0.7, as proposed by Nunnally (1967).

Table 3 presents Cronbach's alpha for each of the variables, as CSR (0.943), POS (0.917), and OA (0.832) are within the recommended range, indicating that the questionnaire instrument used for the study is reliable and internally consistent. Thus, there is a positive correlation between OA, POS, and CSR, respectively.

6.3. Convergent and discriminant validity of measurement model

To assess the validity of the scale, several validity indicators, including composite reliability, discriminant validity (CR), and average variance extracted (AVE), were utilized. As Campbell and Fiske (1959) outlined, the construct validity assessment encompasses both convergent and discriminant validity. Convergent validity is determined by analyzing the correlation between scale items, which is quantified using measures like AVE and composite reliability (CR).

Table 4 shows that CR for each construct ranges from 0.8 to 0.9, indicating high reliability or internal consistency, as Hair et al. (2010b). However, the average variance extracted (AVE) estimates of two constructs (POS) and (CSR) are greater than 0.50, with one construct having an organizational attractiveness (OA) less than the threshold 0.5, indicating that the criterion for discriminant validity does not met. In order to address this issue with the validity test, the researcher examined the outlier and employed AMOS 22.0 for data analysis; as presented in the table, the researcher addressed dataset outliers in Section 6.4.

6.4. Outlier removal

Tabachnick and Fidell (2007) outline the Mahalanobis distance method to identify and manage these outliers, which are represented in Table 5.

Table 5 presents the Mahalanobis distance test results. Thirty-six responses were deleted, resulting in a total of 360 for analysis, after removing outliers again to check the convergent and divergent validity presented in Table 6.

Figure 3 shows the measurement model of the study after removing the outliers, as presented in Table 5. Table 6 presents the revised confirmatory analysis of the study's proposed measurement model.

Table 6 presents that AVE is less than 0.5, whereas the CR value is greater than 0.7. Furthermore, the study indicates that all standardized factor loadings for each construct fall inside the threshold, following the guidelines stated by Hair et al. (2010b).

7. Evaluating the measurement model

In this research, the researcher evaluates the model's performance by examining various essential indicators. These encompass the goodness-of-fit index model (GFI), the Chi-square minimum/df (CMIN/df),

Table 5. Outlier removal.

Observation number	Mahalanobis d-squared	p1	p2
202	119.787	0	0
187	105.894	0	0
221	104.236	0	0
249	101.163	0	0
355	95.355	0	0
388	92.419	0	0
335	89.712	0	0
360	86.83	0	0
312	85.623	0	0
220	75.05	0	0
218	73.615	0	0
217	72.512	0	0
174	72.207	0	0
182	71.808	0	0
366	69.424	0	0
172	69.121	0	0
171	67.554	0	0
365	66.845	0	0
183	66.492	0	0
334	66.257	0	0
239	65.967	0	0
252	65.537	0	0
159	65.227	0	0
339	65	0	0
233	63.959	0	0
67	63.341	0	0
192	59.672	0	0
132	58.74	0	0
112	58.61	0	0
163	57.991	0	0
382	57.81	0	0
325	55.57	0	0
395	55.471	0	0
390	55.294	0	0
213	55.004	0	0
266	54.99	0	0
249	53.123	0.001	0

Table 6. Revised convergent and discriminant validity.

	CR	AVE
Support	0.924	0.635
Corporate	0.948	0.622
Attractiveness	0.861	0.510

and the root-mean-square (RMSE) of the approximation. Additionally, the researcher analyzes incremental fit measures, including the adjusted-goodness-of-fit index (AGFI), the normal-fit-index (NFI) value, and the comparative-fit-index (CFI) value. Furthermore, it assesses parsimonious fit measures involving the parsimony-normed-fit-index (PNFI) value and the parsimony-good-of-fit index (PGFI) values.

Table 7 provides evidence that all the fitness indicators meet the threshold criteria. Perhaps this data suggests that the current research model exhibits both acceptable validity and reliability. Hence, the researcher can proceed for further hypothesis testing.

8. Common method bias

Common method bias occurs when data for independent and dependent variables has been collected from the same source. Harman's factor test was employed in the study to rule out the possibility of a common method bias using SPSS (Podsakoff & Organ, 1986). In order to apply Harman's single factor, all of the CSR, POs, and OA items were included in the exploratory factor analysis (Table 8).

According to the EFA results, there are three components, and no single factor could account for more than 50% of the variance. First, the first factor explained 48.16%, then 6.76%, and finally 3.548% of the variance. The findings show that the study did not contain any common method bias.

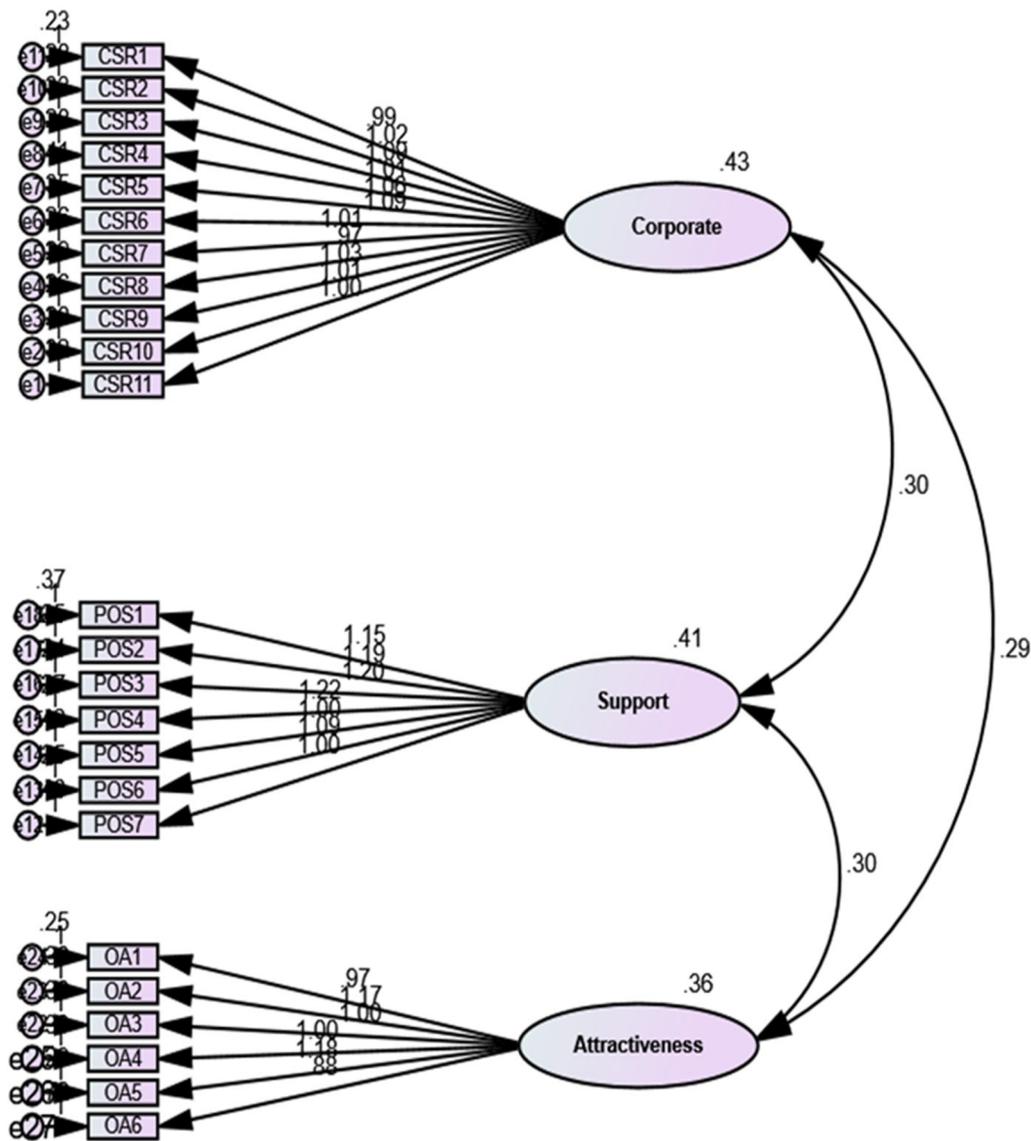


Figure 3. Measurement model.

Table 7. Fit index of the confirmatory factor analysis.

Fit Index	Score	Recommended Threshold Value
Absolute Fit Measures		
CMIN/df	3.066	≤2 a; ≤5 b
GFI	0.838	≥0.90 a; ≥0.80 b
RMSEA	0.082	≤0.80 a; ≤0.10 b
Incremental Fit Measures		
NFI	0.884	≥0.90 a
AGFI	0.805	≥0.90 a; ≥0.80 b
CFI	0.918	≥0.90 a
Parsimonious Fit Measures		
PGFI	0.695	Greater is good
PNFI	0.798	Greater is good

9. Structural equation modeling

Structural equation modeling (SEM) is the more advanced generic linear model method that helps researchers to analyze regression equations (hair). This approach comprises of two steps: (i) an external model is evaluated to check and confirm the validity and reliability of the research model (measurement model), and (ii) An internal research model for testing research hypotheses. The internal research model

Table 8. Principal component factor analysis for harman's one factor test.

Factor	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	11.716	48.816	48.816
2	1.623	6.761	55.577
3	0.852	3.548	59.125
4			
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Table 9. Individual path.

	Predictor		Unstandardized Estimate (B)	Standardized Estimate (β)	P	R ²
Support	←	Corporate	0.721	0.722	***	0.521
Attractiveness	←	Support	0.744	0.787	***	0.620
Attractiveness	←	Corporate	0.707	0.74	***	0.547

is tested by using t-statistics, coefficient of determination, and path coefficients. The path coefficient (Beta) measures how much one variable influences another and whether it has a positive or negative effect. If the p-value is less than 0.005, the hypothesis is confirmed with 95% confidence, and if the p-value is greater than 0.05, it is rejected.

9.1. Individual path coefficient

Prior to evaluating the proposed hypothesis, the researcher examines each model component's individual path coefficient to determine its effects and potential.

In Table 9, the individual direct effects of each variable on one another. corporate social responsibility to perceived organizational support ($B=0.721$, $\beta=0.722$, $R^2=0.521$, $p=0.000$). Similarly, support to organizational attractiveness ($B=0.744$, $\beta=0.787$, $R^2=0.620$, $P=0.000$) and corporate social responsibility to organizational attractiveness ($B=0.707$, $\beta=0.74$, $R^2=0.547$, $p=0.000$). However, it is important to note that all three conditions meet the criteria framed by Barrow and Kenny, allowing further testing to be conducted. These results indicate that support for attractiveness exerts the most significant influence with ($R^2=0.620$). This suggests that employees seek support from their organization, which, in turn, enhances their attraction and retention within the organization for a long period of time.

9.2. Assessments of the proposed Structural model and hypothesis testing

The structural model in Figure 4 consists of corporate social responsibility, perceived organizational support, and attractiveness. Here, corporate social responsibility is the independent variable, and organizational attractiveness is the dependent variable.

9.3. Mediation

This study examined the mediating role of perceived organizational support in the relationship between corporate social responsibility and organizational attractiveness. Baron and Kenny (2018) propose four essential conditions for mediation to be established: (a) a significant relationship between the independent and dependent variables; (b) a positive relationship between the independent variable and the mediating variable; (c) a significant association between the mediating variable and the dependent variable and (d) the relationship between the independent variable and the dependent variable should either insignificant or weaken when the mediator is introduced into the analysis. Thus, Table 9 satisfies the Baron & Kenny principles for further proceeding in the mediation analysis.

The findings in Table 10 show that corporate social responsibility plays a substantial role in influencing organizational attractiveness. Both the standardized and unstandardized path coefficients are ($B=0.314$, $\beta =0.353$), with a ($p<0.05$), thus conforming hypothesis H1. Similarly, corporate social responsibility has a significant impact on perceived organizational support ($B=0.824$, $\beta =0.723$) with ($p<0.05$), thus conforming to hypothesis H2. Furthermore, perceived organizational support is shown to influence organizational attractiveness significantly ($B=0.412$ $\beta =0.5331$) with ($p<0.05$), thus conforming to hypothesis H3. In the context of hypothesis 4, the researcher carried out a bootstrapping analysis in AMOS involving 5000 resampling iterations. However, statistical significance for the indirect effect was assessed through a 95% bias-corrected and accelerated confidence interval (Hayes, 2009). Thus, hypothesis 4 is supported and has a partial mediation effect.

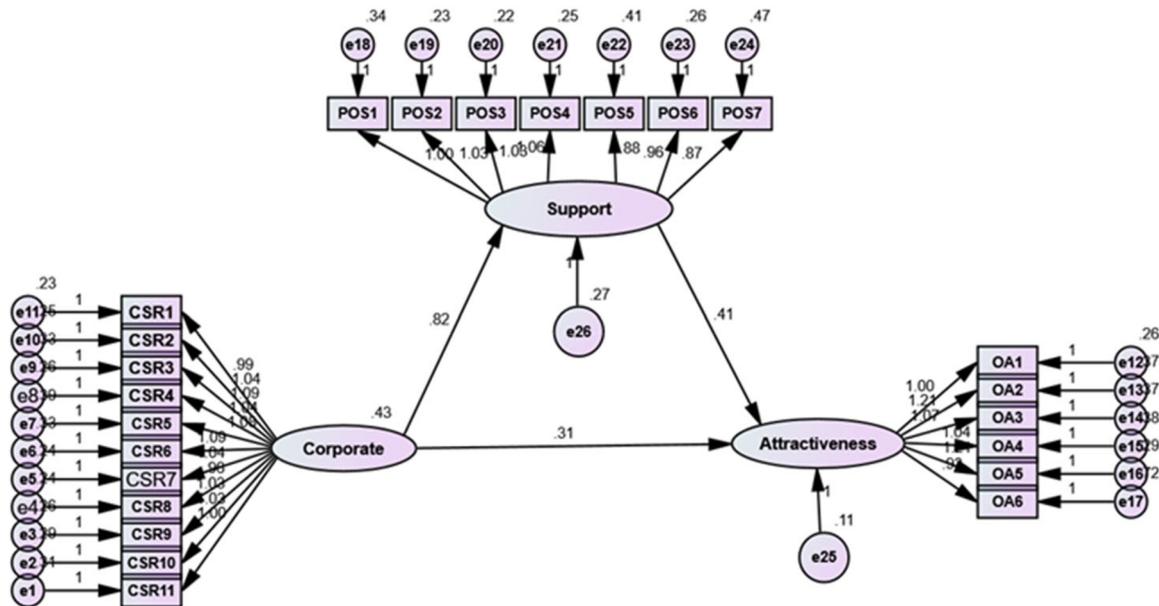


Figure 4. Proposed structural model.

Table 10. Hypothesis testing.

	Direct Effect		Unstandardized Estimate(B)	Standardized Estimate (β)	P	Hypothesis
Attractiveness	←	Corporate	0.314	0.355	***	H1 supported
Support	←	Corporate	0.824	0.723	***	H2 supported
Attractiveness	←	Support	0.412	0.531	***	H3 supported
	Indirect Effect		Unstandardized Estimate(B)	Standardized Estimate (β)	P (BC two tail)	R2 Hypothesis
Attractiveness	←	Corporate	0.339	0.384	0.000	0.680 H4 supported Partial Mediation
	Total Effect		Unstandardized Estimate(B)	Standardized Estimate (β)		
Attractiveness	←	Corporate	0.653	0.739		

9.3.1. Bootstrap mediation analysis

In this study, the researcher employed the bootstrapping techniques with 5000 samples and a 95% confidence interval to examine the total, direct, indirect, and mediating effects. However, to evaluate the significance of the pathways, the researcher adopted the BC (Bias-Corrected) method, known for its ability to reduce the potential for type 1 errors (Williams & MacKinnon, 2008). The bias-corrected bootstrap confidence interval (CI) is highly effective in identifying indirect effects. However, it tends to have an increased risk of type 1 errors. On the other hand, the percentile bootstrap method offers better coverage and type 1 error rates. Generally, the percentile bootstrap CI is the most straightforward to use and comprehend, and it performs well across a wide range of situations (Scharnow, 2017).

Table 11 indicates the direct, indirect, and total effects of predictor and mediator variables based on the SEM bootstrap approach.

9.4. Model fit index summary

Table 12 represents the model fit indices of the proposed hypothesis model, Absolute Fit Measures (CMIN/df = 3.066, GFI = 0.838, RMSEA = 0.079), Incremental fit measures (NFI = 0.884, AGFI = 0.805, CFI = 0.918) and Parsimonious fit measures (PGFI = 0.695, PNFI = 0.798). Thus, the proposed hypothesis is accepted and can be considered as good fit.

9.5. Control variable effect

Control variable gender, age, education qualification, and overall experiences on the link between (Corporate to Support), (Support to Attractiveness), and (Support to Attractiveness) in males and females, respectively.

Table 13 shows that gender has a significant influence on the link between (Corporate to Support), (Support to Attractiveness) and (Support to Attractiveness) in males and females, respectively. The z-score value is less than 1.96, and there is no significant difference between males and females on (Corporate to Support), (Support to Attractiveness), and (Support to Attractiveness). Age has a significant influence on the link between (Corporate to Support), (Support to Attractiveness) and (Support to Attractiveness) in 20-30 years and >31 and above years, respectively. The z-score value is less than 1.96, and there is no significant difference between the ages of (20-30 yrs) and (>31 and above years) on (Corporate to Support), (Support to Attractiveness) and (Support to Attractiveness). Education qualification has a significant influence on the link between (Corporate to Support), (Support to Attractiveness) and (Support to Attractiveness).

Table 11. Bootstrap result.

Test for Mediation-Indirect Effect (Number of Bootstrap samples = 5000 & CI = 95%)							
Corporate Social Responsibility to Organizational Attractiveness	Percentile Method				Bias-Corrected Method		
	Estimate	LB 95% CCI	UB 95% CI	P	LB 95% CCI	UB 95% CI	P
Direct Effect	0.314	0.182	0.439	0	0.189	0.443	0
Indirect Effect	0.339	0.241	0.462	0	0.245	0.469	0
Total Effect	0.653	0.532	0.762	0	0.527	0.758	0.001

Table 12. Fit index of the proposed hypothesis model.

Fit Index	Score	Recommended Threshold Value
Absolute Fit Measures		
CMIN/df	3.066	≤2 a; ≤5 b
GFI	0.838	≥0.90 a; ≥0.80 b
RMSEA	0.079	≤0.80 a; ≤0.10 b
Incremental Fit Measures		
NFI	0.884	≥0.90 a
AGFI	0.805	≥0.90 a; ≥0.80 b
CFI	0.918	≥0.90 a
Parsimonious Fit Measures		
PGFI	0.695	Greater is good
PNFI	0.798	Greater is good

Table 13. Control effect.

			Gender Effect				
			Male		Female		
	Predictor		Estimate	P	Estimate	P	z-score
Support	←	Corporate	0.818	***	0.836	***	0.135
Attractiveness	←	Support	0.425	***	0.394	***	-0.274
Attractiveness	←	Corporate	0.316	***	0.354	***	0.312
			Age Effect				
			20-30 yrs.		>31 and Above yrs.		
	Predictor		Estimate	P	Estimate	P	z-score
Support	←	Corporate	0.793	***	1.027	***	1.237
Attractiveness	←	Support	0.415	***	0.366	***	-0.468
Attractiveness	←	Corporate	0.325	***	0.332	0.003	0.051
			Education Qualification				
			Under graduate		Post graduate		
	Predictor		Estimate	P	Estimate	P	z-score
Support	←	Corporate	0.86	***	0.813	***	-0.311
Attractiveness	←	Support	0.397	***	0.434	***	0.349
Attractiveness	←	Corporate	0.339	***	0.239	0.012	-0.856
			Academic Institution				
			Tier 1		Tier 2		
	Predictor		Estimate	P	Estimate	P	z-score
Support	←	Corporate	0.846	***	0.821	***	-0.114
Attractiveness	←	Support	0.578	***	0.376	***	-1.223
Attractiveness	←	Corporate	0.075	0.653	0.365	***	1.627
			Overall Experience				
			0-5Yrs		> 6 and Above yrs.		
	Predictor		Estimate	P	Estimate	P	z-score
Support	←	Corporate	0.812	***	0.912	***	0.573
Attractiveness	←	Support	0.472	***	0.293	***	-1.726*
Attractiveness	←	Corporate	0.26	***	0.444	***	1.414

to Attractiveness) in undergraduate and postgraduate respectively. The z-score value is less than 1.96, and there is no significant difference between the education qualification of (undergraduate) and (post-graduates) on (Corporate to Support), (Support to Attractiveness), and (Support to Attractiveness). Academic institution has a significant influence on the link between (Corporate to Support), (Support to Attractiveness) and insignificant to (Corporate to Attractiveness) in Tier 1 institutions (IIT, IIM, NIT) and Tier 2 institutions (Central university, State university, Autonomous, Private university) has a significant influence respectively. The z-score value is less than 1.96, and there is no significant difference between the academic institution of (Tier 1) and (Tier 2) on (Corporate to Support), (Support to Attractiveness) and (Support to Attractiveness)

10. Discussion

RQ1: To what extent does perceived organizational support (POS) mediate the impact of corporate social responsibility (CSR) on organizational attractiveness?

In this study, researchers made a noteworthy pattern; in the initial phases of the analysis, they observed a strong relationship between corporate social responsibility and organizational attractiveness ($B=0.314$, $\beta=0.355$, $P=0.00$), which was supported by the prior studies (Story et al., 2016). Similarly, the researcher identified a significant impact of corporate social responsibility on perceived organizational support ($B=0.824$, $\beta = 0.723$, $P=0.000$) (Hameed et al., 2019). Hypothesis 3 Perceived organizational support is significant to organizational attractiveness ($B=0.412$, $\beta = 0.531$, $P=0.000$) (Kröll et al., 2021). Perhaps it implies that perceived organizational support has a more substantial effect on organizational attractiveness compared to corporate social responsibility. Essentially, it suggests that when employers provide robust organizational support to their employees, it significantly boosts the organization more attractive to them. However, when perceived organizational support serves as a mediator between corporate social responsibility (CSR) and organizational attractiveness (OA) in the proposed model, it sheds light on the

significant relationship required to meet Barron and Kenny's criteria in this study. Consequently, to discern the mediation effect of perceived organizational support, the researcher conducted a bootstrapping analysis involving 5000 resamples at a 95% confidence interval, utilizing both percentile and bias-corrected methods. Perhaps Tables 9 and 10 present the direct, indirect, and total effects on organizational attractiveness, indicating a scenario of partial mediation in enhancing organizational attractiveness. As a result, hypothesis 4 is supported. Moreover, previous studies exploring these concepts have also suggested a significant relationship between corporate social responsibility, attractiveness, and perceived organizational support (Hameed et al., 2019; Kröll et al., 2021; Story et al., 2016).

RQ2: How do the control variables (age, gender, education qualification, academic institution, and overall experiences) effect CSR, perceived organizational support, and organizational attractiveness?

In this, the results highlight that gender, both (male and female), age (20-30yrs and >31 and above yrs.), education qualification (UG, PG), Academic Institution (Tier 1 and Tier 2), and Overall experiences (0-5yrs and > 6 and above yrs.) has a significant impact on perceived organizational support, CSR and organizational support. However, there is no significant difference between males and females (), (20-30 yrs. and 31 and above yrs.), (UG, PG), (Tier 1 and Tier 2), (0-5yrs and >6 and above years).

RQ3: What are the practical implications of understanding the role of POS as a mediator for organizations aiming to enhance their attractiveness through CSR?

In this study, by understanding the role of perceived organizational support (POS) as a mediator for organizations aiming to enhance their attractiveness through corporate social responsibility (CSR) has several practical implications: Firstly, organizations can adapt their CSR programs to serve and commitment among employees and stakeholders, which, in turn, enhances their perception of organizational attractiveness. Secondly, effective internal communications are vital in conveying the positive impact of CSR initiatives on the well-being of their employees and stakeholders, thus promoting a perception of strong support and increasing overall attractiveness. Thirdly, engaging employees in CSR activities and promoting a culture of involvement can further strengthen perceived organizational support, leading to enhanced organizational attractiveness. Furthermore, organizations should extend their efforts to include various stakeholders, demonstrating how CSR positively impacts a broader community, which can enhance overall attractiveness. Fourthly, regular monitoring and feedback mechanisms are essential to gauge the impact of perceived organizational support mediation on attractiveness and to fine-tune strategies as needed. Subsequently, it is essential to ensure that CSR and POS initiatives align are aligned with long-term goals, ensuring a lasting and authentic image of attractiveness. In essence, recognizing the mediating role of perceived organizational support guides organizations in aligning their corporate social responsibility (CSR) efforts and support initiatives, creating a more appealing and sustainable or organizational image, benefiting both internal and external stakeholders.

10.1. Theoretical implications

The present study offers noteworthy contributions to theory and the existing literature. Firstly, it distinguishes itself as one of the studies investigating the impact of perceived organizational support on IT employees within the scope of an Indian organization. While numerous research efforts have explored the relationship between corporate social responsibility and organizational attractiveness in western contexts as (Jannat et al., 2022; Jayarathne et al., 2021; Taneja & Girdhar, 2013; Yadav & Sinha, 2021), the present study takes a novel approach by examining this relationship within the distinct context of India. Secondly, although previous research has explored perceived organizational support (POS) activities as a precursor to organizational attractiveness, the specific mechanisms underlying this relationship have not been thoroughly examined (Liu & Liu, 2016; Naim & Lenka, 2017). Thus, this study enriches the literature on Information Technology by elucidating the mechanism that shapes the attractiveness of the workplace, supported by empirical evidence within the context of an Indian organization. Stakeholder theory serves as the framework to understand this mechanism, elucidating the relationship between corporate social responsibilities (CSR), perceived organizational support (POS), organizational attractiveness (OA), and Information technology (IT). It is worth noting that researchers have previously

drawn upon the concepts of social exchange and norms of reciprocity (Goulder, 1960) to elucidate the motivational foundations of employee behaviors and the cultivation of positive employee attitudes. This study extends this line of research by offering valuable insights into the specific context of an Indian organization. Thirdly, this study delves into the psychological processes involved in how employees and stakeholders perceive CSR initiatives and the support provided by the organization. This investigation explores the concept that the perception of support functions as an intermediate step in heightening attractiveness, contributing to a more profound understanding of the psychological factors in play. Fourthly, the interplay of CSR, POS, and organizational attractiveness spans multiple fields, including psychology, organizational behavior, and corporate social responsibility. However, addressing this research question contributes to a holistic view of these disciplines, fostering cross-disciplinary insights. Lastly, based on Stakeholder theory principles, Akgunduz and Sanli (2017) proposed that when employees perceive that their organization genuinely cares for and supports their well-being, they will probably develop positive sentiments toward the organization. However, these positive sentiments contribute to the cultivation of organizational commitment, a sense of belongingness, increased self-confidence, self-efficacy, heightened work engagement, and enhanced job satisfaction (Labrague et al., 2018). Collectively, these elements effectively reinforce the employee's intention to remain within their organization for an extended period (Karim et al., 2019).

10.2. Managerial implications

Understanding the pivotal role of perceived organizational support as a mediator in the context of corporate social responsibility and its influence on organizational attractiveness has significant managerial implications. Firstly, it emphasizes the importance of engaging in strong corporate social responsibility (CSR) activities that resonate with stakeholders and align with business values. Such programs indicate an interest in social and environmental well-being and help increase organizational attractiveness. Secondly, it highlights the need to establish a culture of perceived organizational support among employees. Managers should focus on building outstanding relationships with their employees by providing the required resources and encouraging a positive work environment, which increases the organizational appeal. Thirdly, building confidence and credibility internally and publicly can be aided by providing regular updates via social media, annual reports, and internal communication channels. However, by implementing these managerial practices, organizations can leverage perceived organizational support to enhance their external image and foster employee loyalty and commitment, ultimately enhancing organizational attractiveness.

10.3. Future ahead

The future scope of this study offers opportunities for further exploration and research. Perhaps some potential avenues for future research are as follows: Firstly, cross-culture analysis investigates how the relationship between CSR, POS, and organizational attractiveness varies across different cultural contexts. For example, Are cultural factors influencing the perception of organization support and its mediating role in CSR impact? Secondly, industry-specific studies which focus on specific industries or sectors to understand how CSR initiatives and perceived organizational support impact organizational attractiveness differently. For example, the technology industry may have unique dynamics compared to health-care or manufacturing. Thirdly, longitudinal studies explore how the relationship between CSR, POS, and organizational attractiveness evolves over time. It provides insights into the sustainability of the impact. Fourthly, comparative analysis implies different CSR initiatives and strategies for enhancing organizational attractiveness. Fifthly, the effect on performance metrics investigates how improved organizational attractiveness, driven by CSR and POS, translates into concrete performance metrics such as financial performance, customer loyalty, or innovation. Updates with emerging trends in CSR perceived organizational support and organizational attractiveness. For instance, how do emerging concepts like remote work and virtual organizational support affect these relationships? However, future research in these areas can provide a deeper and more understanding of the relationship between CSR, perceived organizational support, and organizational support, offering valuable insights for both academics and practitioners.

11. Conclusion

In the evolving landscape of corporate social responsibility (CSR) and its impacts on organizational attractiveness, the mediating influence of perceived organizational support (POS) emerges as a pivotal element. This study has delved into the intricate dynamics of relationships, shedding light on the profound implications for organizations and stakeholders. However, in today's competitive landscape, where attracting and retaining talent and partners is paramount, the mediating role of perceived organizational support can be overstated. It emphasizes that CSR is not merely a tool for external image enhancement but also a catalyst for nurturing a culture of support and care within the organization. For practitioners, the implications are clear: effective internal communication, active engagement of employees, and the inclusion of a broad spectrum of stakeholders are the tools to enhance POS. Thus, it not only elevates the organization's external reputation but fosters a culture of commitment and loyalty; looking forward to future research is highlighted. The study encourages exploration across cultures, sectors, and the evolution of these relationships over time. This interplay of CSR, POS, and OA is a dynamic and evolving domain.

In summary, this study underscores the significance of perceived organizational support as a connecting link between CSR and organizational attractiveness. It equips organizations with a strategic path to elevate their external image and foster internal commitment and unwavering loyalty. As a result, it situates them as the preferred options for employees and partners in a world that places growing importance on socially responsible organizations.

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Ethical clearance

The ethical clearance for the study was provided by the Research Conduct and Ethics Committee (RCEC) of the CHRIST (Deemed to be) UNIVERSITY, Bengaluru, India 560029.

Author's contribution

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Elangovan N: Conceptualization, Validation, Software, Review.

Consent from participants

The objectives, methods and analysis of the research, including the nature of participants in the survey were clearly and fully explained to all participants. Those who are willing to respond to the questionnaire are only participated in the survey. The participant's anonymity and information confidentiality were maintained throughout the study, including in writing this paper.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Availability of data and material

Questionnaires used for study, responses collected and analyses on the responses are available with the researcher.

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Appendix

Items	Statements							
CSR1	The organization participates in activities which aim to protect the quality of the natural environment							
CSR2	The organization makes investments to create a better life for future generations							
CSR3	The organization implements special programs to minimize its negative impact on the natural environment							
CSR4	The organization targets sustainable growth, which considers future generations							
CSR5	The organization supports NGOs working in needy places such as remote villages							
CSR6	The organization encourages its employees to participate in social awareness programs							
CSR7	The organization emphasizes the importance of its responsibilities to the society							
CSR8	The organization respects consumer rights beyond the legal requirements							
CSR9	The organization provides accurate information about its products to its customers							
CSR10	The organization has a high customer satisfaction							
CSR11	The organization complies with legal regulations completely							
POP1	I found that the employees are proud to say they work for this organization							
POP2	I found that the organization to be a reputed one							
POP3	I found that this organization probably has a reputation as being an excellent employer							
POP4	I found the organization as a prestigious place to work							
POP5	I found that there are many people who would like to work at this organization							
POP6	I found that the brand of the organization is well respected							
OA1	I felt that this organization would be a good place to work							
OA2	I felt to be interested in the organization as the first choice							
OA3	I felt that the organization's brand image is attractive							
OA4	I felt like knowing more about the organization(its history, services, products							
OA5	I felt that this organization is very appealing to me							
OA6	I felt that this organization has a foreign work assignments							
Catchment-Specific Profile								
Gender	a	Male	b	Female	c	Others	d	>51 & Above
Age	a	20–30yrs	b	31–40yrs	c	41–50yrs	d	>51 & Above
Education	a	Graduates	b	Post Graduates	c	Doctorate	d	Others
Academic Institution	a	Tier1 (IIT, IIM, NIT)	b	Tier 2(Central University, State University, Autonomous, Private University)	c	Tier 3(Rural University)	d	Tier 4 (Foreign University)
Overall Work Experience	a	0–5yrs	b	6–10yrs	c	11–15yrs	d	>16 & Above yrs.