

**CSR Practices in the IT Sector: Examining Motivational Drivers, Implementation Challenges, and Employee Participation**

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**Abstract**

In the contemporary business world, Corporate Social Responsibility (CSR) has become a necessary element of organizational strategy. IT organizations have a prominent role to play in ensuring CSR by engaging employees and being sustainable. The awareness of the issues that determine CSR awareness and participation is used to increase a successful implementation and participation. The article will use descriptive research design because it aims to explore the motivation and barriers to implementation and the extent of employee engagement in Corporate Social Responsibility (CSR) activities in IT organizations. The study is limited to the city of

Coimbatore, which is an up-and-coming Information Technology centre located in Tamil Nadu. The convenience sampling technique is used to select a sample of 150 employees in the IT industry, which depends on the availability and the willingness of the employees to take part. The main data is gathered by way of the structured questionnaire and is examined with the help of the chi-square test. The results suggest that age and gender are the demographic factors that are insignificantly tied to CSR awareness. The article notes that the level of awareness of CSR is quite stable among the respondents and thus, there is need to pay closer attention to other driving variables, including organizational practices, communication approaches, and employee engagement programs. On the whole, the research offers information regarding the improvement of the CSR involvement of IT organization employees..

**Keywords: CSR Practices, Digital Inclusivity, Sustainability, Motivational Drivers, Implementation Challenges and Employee Participation**

### **Introduction of the Study**

Corporate Social Responsibility (CSR) has become a highly important part of business strategy in the contemporary world that molds the ethical business conduct, social wellbeing, and environmental conservation of the organization. Within the Indian context, CSR became an official term when the Companies Act, 2013 was introduced to force some types of firms to spend a certain amount of their profits on socially responsible activities. This control mechanism has massively impacted industries and especially the Information Technology (IT) industry to embrace systematic and strategic CSR programs.

One of the leaders in terms of CSR adoption is the Indian IT industry that is considered one of the leading drivers of the economic growth and the global competitiveness of the country. Major IT corporations have been paying more attention to CSR in their company philosophy centered on education, digital inclusivity, sustainability, health, and community building. Such programs do not only promote corporate image, but also match the sustainable development objectives and stakeholder anticipations. One of the crucial aspects of CSR effectiveness has become employee participation. Involving the employees in the CSR would not only increase the effectiveness of the initiatives but would also promote the sense of belonging, motivation, and organizational commitment among the workforce. As human capital is one of the most significant assets in IT industry, the participation of employees in the CSR activities, including volunteering, skilled input and community participation, is important in enhancing the organizational culture and social outcomes.

### **Research Background**

The inspiration of the CSR involvement in the IT industry is guided by various elements. Compliance with regulations is one of the major drivers, which forces organizations to comply with statutory requirements. There is also the influence of companies on the need to build brand image, competitive advantage, stakeholder expectation, and sustainability in the long-term. Corporate values and ethical considerations are also important factors in the development of CSR strategies in IT organizations.

Although the attention to CSR is increasing, there are a number of problems with the implementation of such initiatives. Problems that organizations face in most cases are associated

with resource allocation, ineffective mechanisms of monitoring and evaluation, effective alignment between CSR activities and the business goals, as well as challenges in quantifying the social impact of the programs. In addition, the issue of transparency and accountability in CSR practices has remained.

It is against this backdrop that the study being discussed seeks to examine CSR practices in the Indian IT sector in the spirit of determining the motivation drivers behind the same, the major implementation issues and the employee involvement. Through the dimensions examined, the research aims to offer information on the manner in which CSR can be successfully used as a strategic instrument towards sustainable development and organizational excellence.

### **Statement of the Problem**

Corporate Social Responsibility (CSR) has emerged as a legal and strategic requirement of firms in India especially following the enactment of the Companies Act, 2013. Indian Information Technology (IT) industry is also one of the strongest industries promoting economic growth and competitiveness in the world, and has taken initiatives of CSR in different social and environmental fields. With the increased attention and focus as well as investment on the CSR activities, there is still a wide gap between policy formulation and the actual implementation in the sector.

Among the significant ones is the inability to clearly define the motivational drivers behind the decisions made by IT firms to carry out CSR. Although regulatory compliance is one of the main considerations, there is no clear understanding of how other contributors like ethical

responsibility, expectations of stakeholders and brand positioning influence CSR practices. Such ambiguity brings up questions on whether CSR programs are all value-based, or merely compliance-based.

Moreover, various challenges that are common in the IT sector such as poor impact assessment system, lack of alignment between the goals of an organization and its CSR activities, lack of involvement of stakeholders and the failure to measure long-term social impacts, hinder the implementation of CSR initiatives. These problems influence the general efficacy and sustainability of CSR activities.

The other issue of serious concern is the extent to which employees are involved in CSR activities. Despite the importance of employee engagement as an essential factor in improving the results of CSR, most organizations are faced with difficulties in actively engaging its workforce, other than through superficial or the occasional volunteer programs. The fact that there are no well-developed models of employee involvement can decrease the possible effect of CSR programs and decrease their influence on corporate culture and staff satisfaction.

With these concerns, a thorough research is necessary, which will look at the motivation factors that drive CSR programs in the Indian IT sector, the challenges that will be encountered when executing the program and how effective employee involvement has been. These gaps will be addressed so as to understand how CSR can be more consistent with the organizational objectives and needs of the society and increase its overall effectiveness and sustainability.

### **Review of Literature and Agenda**

Mohammed et al. (2025) employed the use of advanced econometric instruments to establish that the CSR investments contribute to raise financial performance. The findings indicate that the relationship between CSR activities and financial performance i.e. the firms that engage in CSR have a positive and significant correlation i.e. the high probability of achieving high profitability and value in the market. The study shows that CSR also creates brand reputation, credibility among the parties and long term sustainability, which eventually culminates into economic success. It comes to a conclusion that CSR should not be viewed as a compulsory requirement, but as a strategic investment, which will result in the benefits not only to the social welfare, but also to the corporate growth.

Pipatnarapong et al. (2025) discussed empirical validity and regression findings to state whether socially responsible companies evade aggressive tax evasion. According to the findings, CSR and tax avoidance are negatively correlated and this leads to the conclusion that the higher companies are involved in CSR practices the more likely they will adopt ethical financial practices and shun tax aggressive policies. The study states that the CSR based firms are concerned with transparency, accountability and long term legitimacy instead of the short term financial rewards. The study concludes that CSR is among the governance mechanisms that discourage the practice of an unethical behavior and promote the practice of responsible corporate behavior in the emerging economies.

Gupta et al. (2025) research the relationship between perceptions of Corporate Social Responsibility (CSR) among employees and their advocacy behavior in organizations with the focus on the mediating role of organizational justice. Their investigation reveals that the perception that the employees hold about the CSR activities as genuine and fair further their organizational justice which in turn causes them to be supportive and promotional of the organization (employee advocacy). However, a second concept which the research also raises, is

the concept of corporate hypocrisy in which in the event workers develop the sense that there is a certain gap between what the organizations state and what they are actually performing, it will negate these beneficial impacts of CSR. The findings support the fact that authenticity and transparency in the practices of CSR are crucial in building trust, engagement, and positive organizational conduct among the employees.

Panda and Mishra (2025) argued that analysis will quantify the performance of the CSR activities in both effectiveness and performance of organizational and service delivery. These results show that planned CSR programs can significantly help in service provision and addressing the social issues by enhancing links among the stakeholders and their credibility of the institutions. However, the research sets up the disparities on CSR performance at different PSUs due to the difference in managerial practices, resource allocation and strategic orientation. The research establishes that CSR programs should be aligned to the organizational objectives and social requirements, as such that the social contribution is increased in addition to efficiency of services.

Pandey et al. (2025) research uses a comparative spatial analysis of two mining regions to bring out the social and economic issues experienced during the phase of moving out of extractive industries. The results highlight that Corporate Social Responsibility (CSR) is very important in assisting the affected communities by fostering sustainable living, social justice, and environmental redressing. The study however exposes gaps in the application of CSR initiatives especially in meeting long term needs of communities. It concludes that a more integrative and community based CSR strategy is needed in order to secure a just and sustainable transition.

Kargbo et al. (2025) re-position the Corporate Social Responsibility (CSR) in that strategic communication is vital in promoting the efficacy of the responsibility. This article believes that

CSR is not simply about carrying out social activities, but also the way that the organizations convey such activities to the stakeholders. Proper communication practices can foster transparency, trust, and credibility, which enhance the relationships of the stakeholders. The study accentuates the fact that companies that follow coherent, clear and real communication efforts tend to get the support of more stakeholders and enhance their corporate reputation. It also cautions against ineffective or misleading communication as this may cause suspicion and charges of corporate hypocrisy. The conclusion of the study is that strategic communication and CSR practices should be considered jointly in order to maximize both social and organizational benefits.

### **Objectives of the Study**

1. To examine the level of awareness of employees towards Corporate Social Responsibility (CSR) activities in the IT industry.
2. To determine the extent and the influence of employee involvement in the CSR efforts in the Indian IT sector.

### **Research Methodology**

The present study adopts a descriptive research design to analyze Corporate Social Responsibility (CSR) initiatives in the Indian IT industry, with specific reference to employees working in the IT sector in Coimbatore.

### **Research Design**

A descriptive research design is used to systematically describe the motivational drivers, implementation challenges, and level of employee participation in CSR activities within IT organizations. The study is confined to Coimbatore city, which is an emerging hub for Information Technology companies in Tamil Nadu. A total of 150 employees from the IT sector are selected as the sample for the study. The study uses a convenience sampling method, where respondents are selected based on accessibility and willingness to participate. The collected data is analyzed using Chi-square test

### **Sources of Data**

- **Primary Data:** Collected directly from IT employees using a structured questionnaire.
- **Secondary Data:** Collected from journals, research articles, company reports, websites, and relevant publications related to CSR.

### **Limitations of the Study**

1. The study is restricted to employees working in the IT sector in Coimbatore, and hence the findings may not be applicable to other regions or industries in India.
2. The study is based on a sample of only 150 employees, which may not fully represent the entire population of the Indian IT industry.
3. The study relies primarily on respondents' opinions collected through a questionnaire, which may be subject to personal bias, incomplete responses, or lack of awareness about CSR activities.

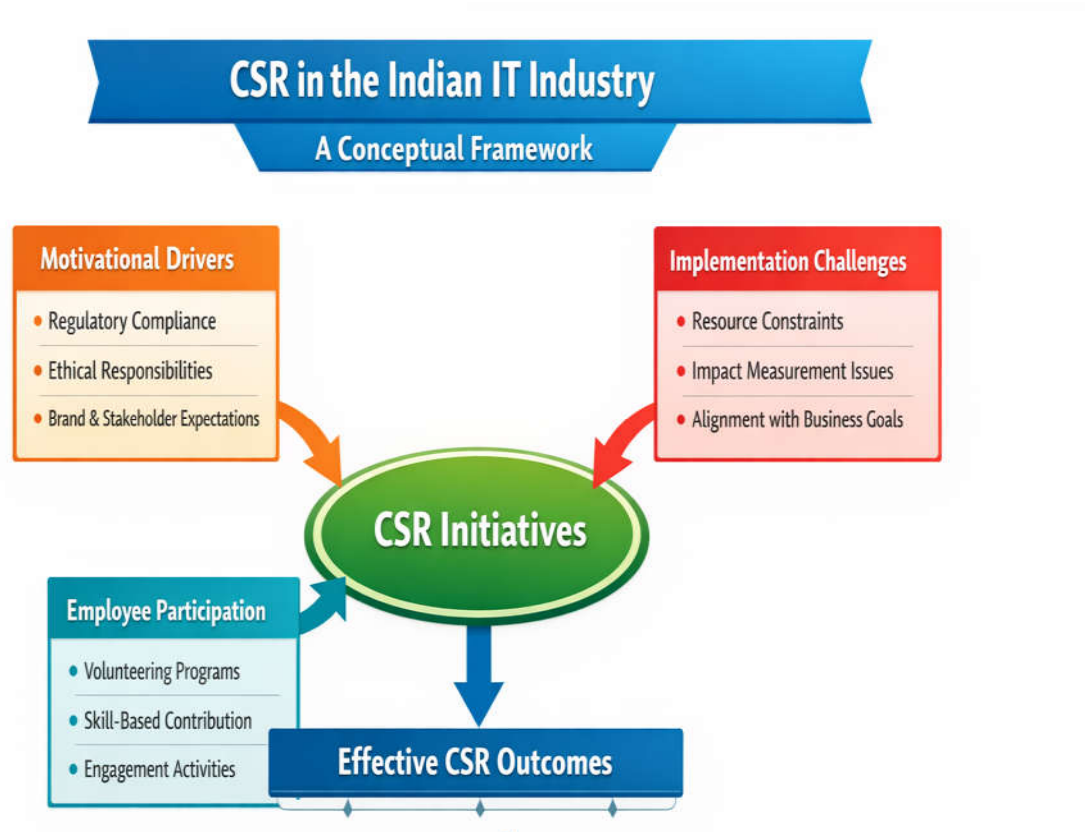
### **Scope of the Study**

The article aims at discussing the issue of Corporate Social Responsibility (CSR) practices within the Indian IT sector and particularly amongst employees who are employed within the IT firms in Coimbatore. The study scope also involves the examination of the main motivation factors that can lead organizations to embrace CSR practices, including regulatory factors, ethical factors, and the reputation of organizations. It also addresses the determination of the key issues that IT companies experience when undertaking CSR activities such as problems connected to resource allocation, impact measurement, and alignment to business intentions.

Moreover, the article examines the level of employee involvement in the CSR programs and how it influences organizational culture and engagement of employees. It attempts to know how the employees feel regarding CSR activities and their participation in these programs. The research is restricted to the primary data on the subjects by interviewing IT employees using a structured questionnaire, supplemented by secondary data on the same.

The results of the research would be very useful to IT corporations to further its CSR practice and employee engagement. Moreover, the study can be used by researchers, academicians, and policymakers who are interested in the CSR practices and their implication in the IT industry. But the results can only be generalized to the selected sample and geogra.

**Figure: 1**



**Motivational Drivers**

Motivational drivers are the underlining causes that make IT companies move towards and maintain Corporate Social Responsibility (CSR) conducts. These drivers in the Indian IT industry are mostly driven by the regulatory compliance especially the Companies Act, 2013,

which requires firms with sufficient qualifications to set funds aside to fund CSR. Besides legal requirements, ethical responsibility is very important since the organizations have an awareness of their responsibility towards societal well-being and environment. Moreover, brand image and stakeholder expectations have a great impact on CSR adoption because the companies want to improve reputation, create trust, and preserve competitive advantage. All these are drivers that influence the intention and commitment of organizations to CSR and the success of organizations in their socially responsible initiatives depend on how much they involve themselves in socially responsible activities.

### **Implementation Challenges**

Implementation challenges are those barriers that IT companies encounter when to undertake CSR initiatives successfully. However, with good intentions, organizational problems, which tend to limit the scope and magnitude of the CSR activities, are also experienced, including lack of financial and human resources. The other key issue is that it is very difficult to quantify the social impact of CSR programs due to intangible and long-term outcomes. Moreover, the relationship between CSR and the strategic business objectives is one of the main issues of concern because corporations find it challenging to balance social aims with the profitability and business strategies. These problems are further compounded by the fact that there is no proper monitoring, evaluation mechanisms, and coordination among stakeholders. All these influence the effectiveness, sustainability, and general effectiveness of the CSR activities in the IT industry.

### **Employee Participation**

Employee participation is defined as the active engagement of workers in the CSR programs as an important bridge between organizational activities and the intended results. Employees in the IT industry can volunteer in the course of their work, provide their services on the basis of skills, and take part in the community development work. This kind of involvement improves the success of CSR programs through introduced creativity, technicality, and expanded reach. Besides, employee engagement creates a feeling of meaning, enhances job satisfaction and commitment to the organization. Nevertheless, the level of participation can differ in accordance with support, awareness and motivation that should be given to employees. Employee participation is a mediating variable capable of improving not only the performance of the CSR but also other forms of the development of a socially responsible organizational culture in case it is managed well.

### **Effective CSR Outcomes**

Effective CSR results are the consequences or the impact created by CSR programs of IT companies. These impacts can be seen in terms of social impact, sustainable development and organizational benefits. Social impact involves enhancement in the community welfare, education, healthcare and environmental protection. Sustainable development is concerned with the long-term gains that help to balance the economies, social and environmental. Along with that, organizations have the advantage of improved corporate image, customer loyalty and employee satisfaction. The success of such outcomes is highly determined by interaction between motivational drivers, implementation challenges as well as employee involvement. This variable therefore signifies the final success of CSR initiatives and their role in the society and the development of an organization.

### **Analysis, findings and Results**

In this analysis, the researcher will analyze the correlation between age of the respondents and their awareness on Corporate Social Responsibility (CSR). Another demographic characteristic is age which can have a significant impact on the exposure of individuals to information, social values and ethical perceptions. Knowledge of how the various age groups exhibit different degrees of CSR awareness can aid organizations to come up with specific awareness programs and communications strategies. The data will be divided into three age groups and three awareness levels (low, moderate, and high). Chi-square test is used to discuss whether statistically significant relationship exists between age and level of awareness of CSR among the respondents.

**Null hypothesis: There is no significant relationship between Age and the level of Awareness towards CSR**

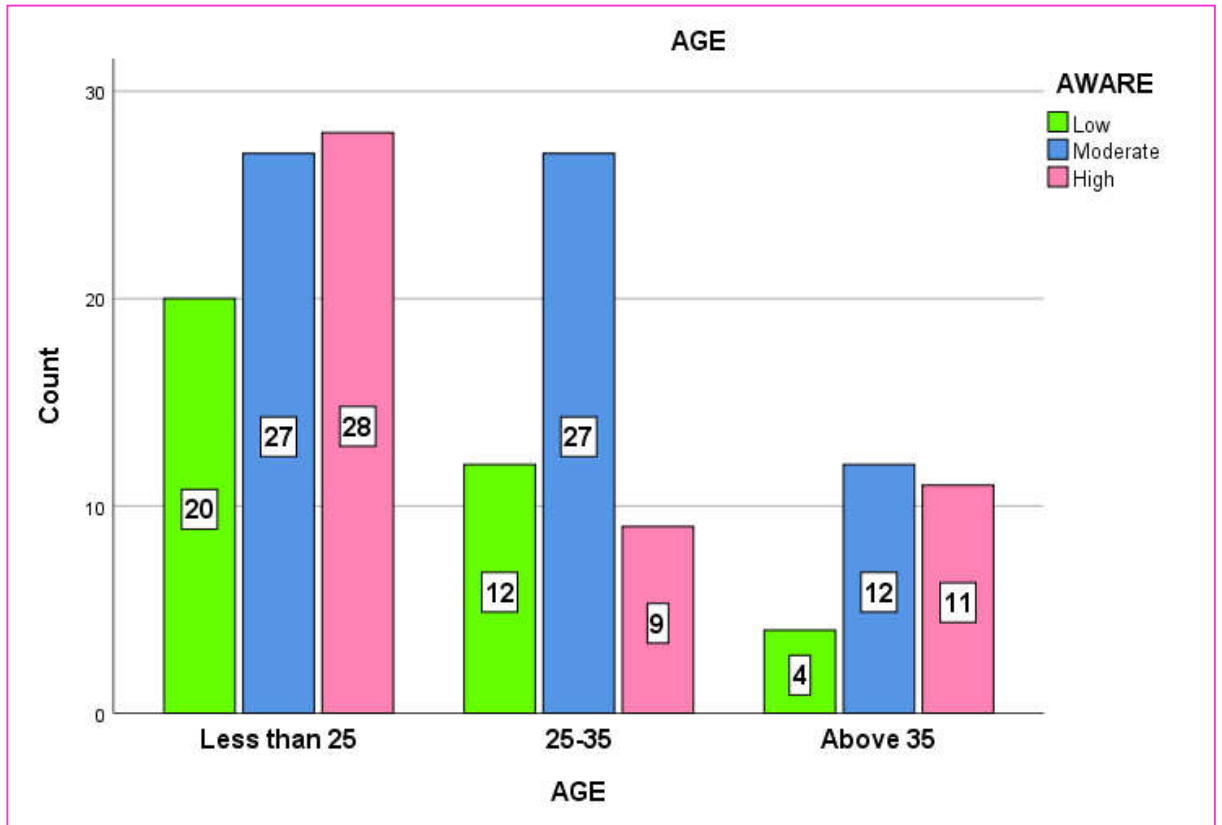
**Age and the level of Awareness towards CSR**

Age Group	Level of Awareness			Total
	Less	Moderate	High	
Less than 30	20	27	28	75
	26.7%	36.0%	37.3%	100.0%
30 to 50	12	27	9	48
	25.0%	56.3%	18.8%	100.0%

More than 50	4	12	11	27
	14.8%	44.4%	40.7%	100.0%
Total	36	66	48	150
	24.0%	44.0%	32.0%	100.0%
Chi-Square	7.865a	Difference - 4	Sig.	.097

It has a chi-square value of 7.865, which has 4 degrees of freedom and the significance level (p-value) of 0.097. The p-value exceeds the conventional value of 0.05 so that the null hypothesis is accepted. It means that the relationship between the age and awareness level related to CSR is not statistically significant. Even though certain changes are noted in different age cohorts, such as the percentage in the high awareness group among the respondents less than 30 years old and those over 50 years old is relatively higher than that in other age groups, the observed differences are not large enough to be regarded as statistically significant. As such, in this research, age does not have any significant effects on CSR awareness.

**Figure: 2**



### Relationship between gender and the level of awareness

This discussion examines gender and the degree of awareness on Corporate Social Responsibility (CSR). One of the demographics, gender, can shape the perception, values, and awareness of social and ethical matters in people. Knowing that males and females are not the same in terms of their degree of CSR awareness can assist an organization to design its communication and engagement strategies more appropriately. The data will be grouped into two gender categories and three awareness levels: low, moderate, and high. The chi-square test will be applied to find

out whether the relationship between gender and CSR awareness in respondents is statistically significant.

**Null hypothesis: There is no significant relationship between Gender and the level of Awareness towards CSR**

**THE RELATIONSHIP BETWEEN THE GENDER AND LEVEL OF AWARENESS:  
CHI-SQUARE TEST**

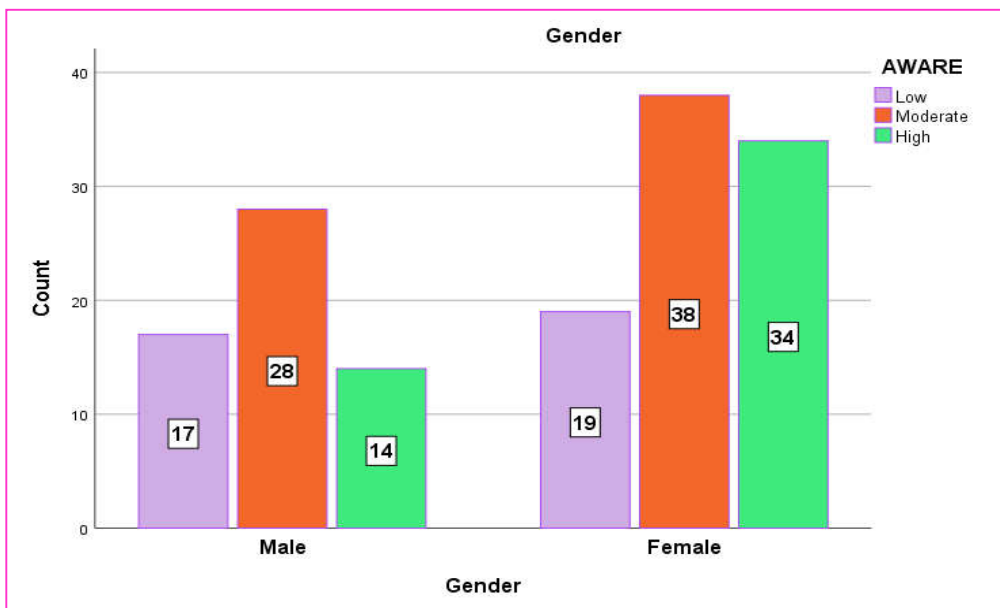
Gender	Level of Awareness			Total
	Less	Moderate	High	
Male	17	28	14	59
	28.8%	47.5%	23.7%	100.0%
Female	19	38	34	91
	20.9%	41.8%	37.4%	100.0%
Total	36	66	48	150
	24.0%	44.0%	32.0%	100.0%
Chi-Square	3.282	2	.194	

The chi square value of  $3.282/2 = 0.194$  with a significance level (p-value) of 0.194. The null hypothesis is accepted as the p-value is more than 0.05. It means that gender and level of awareness towards CSR are not significantly related. There is a small difference in the high

awareness category with female having a relatively higher percentage (37.4) than male (23.7) however they are not statistically significant. There is also a slight difference in the moderate awareness with the highest percentage of 37.4 in females and 23.7 in males. One can therefore conclude that the issue of gender does not have a major role in shaping the CSR awareness of the respondents in this study.

**Figure: 3**

**Gender and the level of awareness**



### **Implications of the Study**

According to the research results, demographic factors like age and gender do not play a crucial role in the degree of awareness on Corporate Social Responsibility (CSR). This has a number of significant implications. CSR awareness seems to be evenly spread among various age groups as well as gender. Hence, organizations need not develop highly segmented awareness programs, which are based on these demographic factors. Instead, they have the opportunity to embrace more generalized approach to CSR communication and which appeals to a wider audience. Secondly, age and gender are not a major determinant; more of the determinants that could have more impact on the level of awareness of CSR include education, occupation, income level, or media exposure. This implies that there is a need to conduct more research on these variables. Thirdly, firms may target inclusive CSR campaigns that cut across all the demographic groups and reach everyone equally. Digital channels, social media and awareness can be well exploited without that demanding heavy individual customization according to age or gender. Lastly, policy makers and organizations need to focus on developing a coherent and available CSR information to increase overall social awareness, but not a particular demographic group.

### **Conclusion**

The results of the study are as follows; there exists no significant correlation between demographic factors like age and gender with the level of awareness related to Corporate Social Responsibility (CSR). The chi-square analysis shows that the differences that exist among different groups are not significant. This is an indication that the level of CSR awareness is relatively stable among the respondents regardless of the age and gender. The Chi-square test result ( $p = 0.097$ ) is greater than the significance level of 0.05, indicating that there is no statistically significant association between age group and level of awareness. Although

variations are observed across different age categories, these differences are not strong enough to establish a meaningful relationship. Therefore, age does not significantly influence awareness levels among respondents. This suggests that individuals across all age groups exhibit relatively similar awareness patterns, implying that CSR-related awareness in the IT sector, including motivational drivers, implementation challenges, and employee participation, is not dependent on the age of the respondents. There is no significant association between gender and level of awareness, as the Chi-square test result ( $p = 0.194$ ) is greater than 0.05. Hence, gender does not have a statistically significant influence on awareness levels among respondents in the context of CSR practices in the IT sector, including motivational drivers, implementation challenges, and employee participation. Even though there are slight differences, e.g., increased awareness in younger respondents and females, the latter does not seem to be severe enough to impact the overall results. Thus, the awareness of CSR is not limited to simple demographic aspects. The article emphasizes the importance of considering other variables that affect it including education, media exposure and organizational initiatives. In general, the strategy of increasing the awareness about the CSR among the general population can be uniform.

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