A Strategic Framework for Corporate Social Responsibility Practices: A Study of North-West Region of India

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CERTIFICATE

*Certified that the thesis entitled '**A Strategic Framework for Corporate Social Responsibility Practices: A Study of North-West Region of India**' which is being submitted by Ms. Anupam Sharma, in fulfillment of the requirements for award of the Degree of Doctor of Philosophy in Management, Thapar University Patiala, is a record of candidate's own work, carried out by her under my supervision and guidance. The matter embodied in this thesis has not been submitted in part or full to any other University or Institute for the awarded of any degree.*

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"Purity, Patience, and Perseverance are the three essentials to success"

-Swami Vivekananda

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ABSTRACT

In context to India the term CSR might be new but the concept is as old as Indian culture. Previously Hindu's call it 'dharmmada', Muslims call it 'zakatah', and Sikhs call it 'dashaant'.

As individuals joined hands to form organizations, the same concept became embedded in the organizations. As India entered the phase of liberalization, increasing number of agencies and firms including the multinational firms have started investment in social sector development. Our economy is exposed to changing market structures and competitive environment. And this practice of donation of money for the social cause or social upliftment of the society has changed with economic reforms. Today the Corporate social responsibility (CSR) goes far beyond the old philanthropy of the past – donating money for a good cause at the end of the financial year– and is instead an all year round responsibility that companies accept for sustainable environment around them, for the best working practices and for the engagement of local communities. Now we need to move towards a challenging measure of corporate social responsibility i.e., how organizations can generalize the concept of CSR to help the society.
The present research studies the CSR practices followed by large scale organizations in the North-West region of India in special context to IT, Auto and Fast moving consumer goods Fast moving consumer goods (FMCG) firms in three the areas of health, education and environment.

This research also analyses the prospective drivers and barriers in CSR implementation initiatives. Focusing on all these important aspects, CSR will enable the firms to plan their CSR initiatives in a co-ordinated way so that the common benefits can be achieved. This has been done with the help of well-structured questionnaire designed and used as a prime survey instrument for data collection and case studies of 12 major companies have been used.

The learning from case study analysis helped to identify the strategic factors in three key areas, viz. health, education and environment. The results inherently reflect that Auto and IT sectors are leading in CSR initiatives and FMCG sector is lagging behind. Auto and IT sector are predominant in all key areas, viz. health, education and environment, while FMCG is more into health initiatives. The results are also indicative of the fact that all three sectors are pursuing environmental CSR activities although the intensity of initiatives is more by auto sector. IT sector is leading in Education initiatives.

Inputs from the survey and case studies have helped in designing a strategic framework. The strategic framework focuses on CSR: health, education and environmental CSR initiatives. Finally the strategic CSR framework will help in addressing various societal issues to some extent. Corporate social responsibility links up the role of business in tackling the critical issues like societal development, human development, educational development and environment stability in developing countries like India.

The strategic parameters derived on the basis of Carroll's four responsibility pyramid highlight the weak links in CSR initiatives. The results of strategic parameters suggest that the Indian firms are pursuing CSR initiatives for economic perspectives. Legal, ethical, and philanthropic responsibilities are still far from being fully achieved. Community investment cost saving and improving business performances were the major economic factors. In legal responsibility, regulatory obligations had paramount importance over other legal factors. In ethical responsibility CSR reporting had an edge over other ethical responsibilities. In philanthropic responsibility preserving natural environment and social concerns relating to product/service received higher ratings. Thus, Indian firms need to focus more on ethical and legal responsibilities to rise to the concept of holistic CSR.

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ABBEREVIATIONS

Abbreviation	Full Form
ANOVA	Analysis of variance
AIDS	Acquired Immuno deficiency syndrome
CCE	Coca-Cola enterprises
CNG	Compressed natural gas
CSD	Corporate social disclosure
CDP	Carbon disclosure project
CSR	Corporate social responsibility
CRI	Corporate responsibility index
CARE	Child and adolescent resources and education
CBFL	Computer-Based functional literacy
CSRIDOE	CSR information disclosure on the web
EC	European commission
EMS	Environment management system
FP	Foundation program
FEP	Faculty enablement program
FMCG	Fast moving consumer goods
FIPB	Foreign investment promotion board
HRM	Human resource management
HSBTE	Haryana state board of technical education
HISCET	Haryana-IGNOU society for community education and training
IT	Information technology
ITIs	Industrial training institutes
ISO	International organization for standardization
IDTR	Institute of driving and traffic research
IBLF	International business leaders forum
IBM	International business machines
MNC	Multinational corporation

MRF	Madras rubber factory
MDSs	Maruti driving schools
MANCOVA	Multivariate analysis of covariance
NGO	Non-Government organization
NACO	National AIDS control organization
NYSE	New York stock exchange
NIMHANS	National institute of mental health and neuro-sciences
OECD	Organization for economic co-operation and development
OHSAS	Occupational health and safety assessment sequence
ONGC	Oil and natural gas commission
PPP	Public private participation
SPSS	Statistical package for social sciences
TCS	Tata consultancy services
UN	United Nations
USA	United States of America
USAID	United state agency for international development
UNDP	United Nations development programme
UNFCCC	United Nations framework convention on climate change
UNESCO	United Nations educational scientific and cultural organization
WB	World bank
WHO	World health organization

CHAPTER – I

INTRODUCTION

1.1 – Corporate Social Responsibility (CSR):

The dawn of Corporate Social Responsibility is catching the entire world in its ambit and India is no exception. Corporate Social Responsibility (CSR) is a concept whereby companies integrate social, environmental and health concerns in their business strategy and operations and in their interactions with all stakeholders on a deliberate basis. The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that a society has from business organizations at a given point in time (Carroll, 1979).

With the acceleration of the processes of globalization the concept of Corporate Social Responsibility (CSR) has been reinforced and has emerged in the Indian economy with increased vigour. The campaign of CSR has been actively supported by global agencies like the World Bank, OECD (organization for economic co-operation and development) and the European Commission. CSR has gained popularity as a broad concept (Crook, 2005) commonly signifying the responsibility of the corporation to stakeholders representing the tripartite concerns of ‘people, planet, profit’ (e.g. Cramer et al., 2006) but its implementation as a practice is still a ‘black box’ in the literature on CSR (Linnenluecke et al., 2007). Much of the literature on CSR till date has focussed on justifying in economic terms the various activities associated with CSR (Basu and Palazzo, 2008; Margolis and Walsh, 2003).

The CSR concept evolved despite inevitable scepticism (Friedman, 1962). Throughout the sixties and seventies, most of the studies attempted to define distinctive features and rules of CSR (Manne and Wallich, 1972). Despite much divergence, all of them agreed that socially responsible companies have to act voluntarily to conform to CSR paradigms, beyond legal prescriptions (Davis, 1973).

Every firm has to work under some social environment that is known as a society, and as a good corporate entrepreneur one has to be responsible for the society where the firm is operating. Helping the society by means of preserving the environment, minimizing the wastage of natural resources, helping the needy and underprivileged, conducting educational camps, promoting IT education, running schools/ NGO's, recycling of products, arranging counselling sessions, and organizing awareness programs regarding the different diseases are a few activities undertaken as CSR initiatives. These activities help in inspiring the lives of the underprivileged and lend a hand in the upliftment of the society. If every business firm starts taking initiatives of CSR practices, this planet will be a marvellous place to live on.

A wealth of literature has been published covering different aspects of CSR like definitions of CSR and its associated concepts (Vasanthi (2011), Blomback and Wigren (2009), Muller and Kolk (2009)). Clubbing of all these activities is not an easy task; it requires time and effort. The following section covers the most well-known theories of CSR.

Table 1.1 Theories of CSR

Types of theories	**Approaches**	**Some key references**
Ethical theories (major focus is on the right thing for a good society)	• Stakeholder normative theory	Freeman (1984, 1994), Donaldson and Preston (1995), Freeman and Phillips (2002), Phillips et al. (2003), UN Global Compact (1999)
Instrumental theories (major focus is on achieving economic objectives through social activities)	• Maximization of shareholder value • Strategies for competitive advantages	Friedman (1970), Jensen (2000) Porter and Kramer (2002)
Political theories (major focus is on a responsible use of business power in political context)	• Corporate (or business) citizenship	Wood and Lodgson (2002), Andriof and McIntosh (2001) Matten and Crane (in press)
Integrative theories (major focus is on the integration of social demands)	• Stakeholder management • Corporate social performance	Mitchell et al. (1997), Agle and Mitchell (1999), Swanson (1995)

Enormous amount of effort is required for understanding the association between the CSR initiatives taken up by business firms and their impact on the society. In this global, integrated village which our world is fast turning into, CSR has acquired an undeniably high degree of relevance and scope. Many academicians and practitioners are developing theories and practices of this concept of social responsibility among the entrepreneurs. Within this context, one frequent question is what theory or model should be followed or considered for implementation of CSR practices?

Despite the variety of definitions, theories and concepts, probably the most widely accepted and referred to conceptualization of CSR found in the business and management literature is that of Archie, B. Carroll. The pyramid of Corporate Social Responsibility proposed by Carroll, 1979, 1991 is an effort towards clubbing all the available theories into one pyramid. According to Carroll CSR constitute four types of responsibilities i.e. Economic responsibility, Legal responsibility, Ethical responsibility, and Philanthropic responsibility.

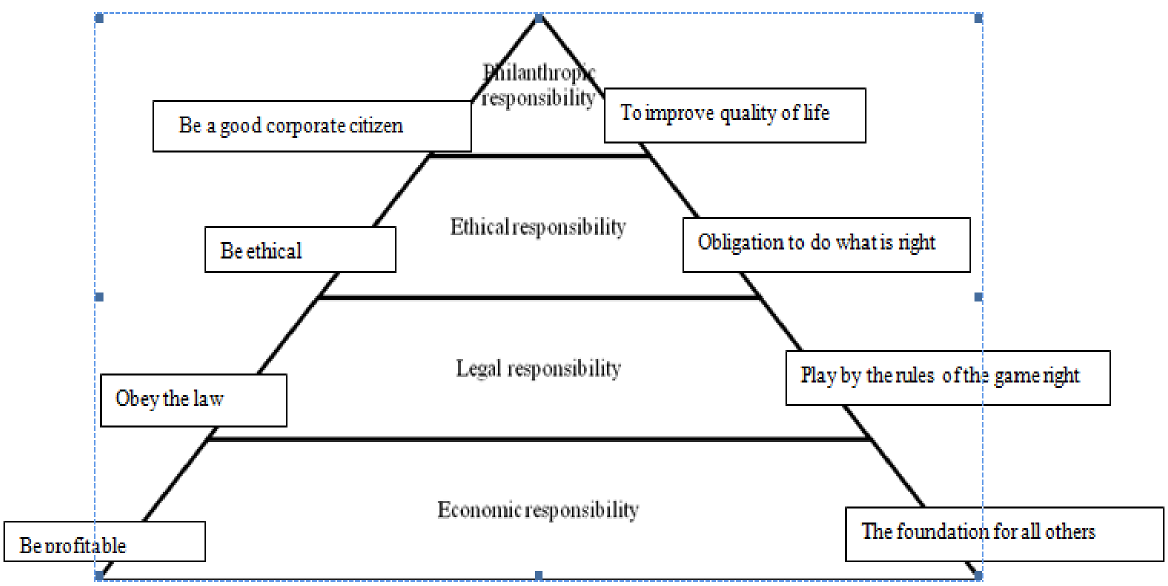


Figure i: The Pyramid of Corporate Social Responsibility (Carroll, 1991)

- *Economic responsibility*. Business firms have shareholders who demand a reasonable return on their investments (profit sharing); firms have staff/human resources who want fairly paid jobs; they have customers who demand quality products at a reasonable price. This is the reason why businesses are set up in society. All succeeding responsibilities are based on this first layer of CSR. According to Carroll, the fulfilment of economic responsibilities is thus *required* of all business corporations.

• *Legal responsibility*. Another basic and an important responsibility of business firms is that in relation to the regulations of law they stand by the legal requirements and "play by the rules of the game". Carroll suggests that the fulfilment of legal responsibilities is essential for all corporations seeking to be in the business.

• *Ethical responsibility*. This responsibility obliges business firms to do what is right, and fair, even when they are not obliged to do so by the legal framework. Carroll argues that ethical responsibilities therefore consist of meeting the expectations of the society over and above economic and legal expectations.

• *Philanthropic responsibility*. The fourth level of CSR is the philanthropic responsibilities of business firms. These include charitable donations, opening up free schools for the children of work force, organizing free medical camps etc. According to Carroll philanthropic responsibility is the most preferred one by business firms.

Earlier organizations focused on economic responsibility, and ethical responsibility, this was followed by philanthropic responsibility, and legal responsibility. But now a days with the changing markets this focus is shifting to philanthropic responsibility basically in three key areas: health, education and environment. Business firms have started spending their social responsibility money for environment benefits, public health care initiatives and for providing free education to the wards of employees and underprivileged (Muller and Kolk (2009)).

Corporate social responsibility links up the role of business in tackling the critical issues like societal development, human development, educational development and environment stability in developing countries like India. CSR is considered as a cluster concept, it overlaps with concepts of business ethics, corporate philanthropy, corporate citizenship, sustainability and environmental responsibility (Matten and Moon (2008)).

Modern corporations are putting considerable focus on the economy, politics and society of a nation (Baxi, 2006). Business firm strategies construct both optimistic and pessimistic externalities for both society and environment. The story of business firms and society revolves around how businesses produce more constructive externalities and minimize negative externalities from the society and work place; thus business organizations are merging business practices with social responsibility practices.

In the last few decades emerging markets have boosted the social expectations and there is an increasing realization that businesses should proactively take care of the social and environmental concerns of the society. Businesses are undertaking a set of activities related to improving the health (for example, MRF tyres organise health awareness programs for the drivers not to mix drinking with driving.), starting the educational programs for the needy (Many IT companies donate books or personal computers to the schools in the village, some firms run their own schools to teach the children of their blue collar workforce), and for preserving the environment (reducing CO_2 emission, or supplying purified water to the village people). These activities have been given the generic name of Corporate Social Responsibility.

Since the last two decades the rise in popularity of the ethical consumerism can be linked to the rise of corporate social responsibility (CSR) concept globally. As global population is increasing, in the same manner pressure on limited natural resources to meet the rising consumer demands is also increasing. Industrialization in many developing countries is booming as a result of technology and globalization (Grace and Cohen, 2005). With the changing market scenario, even the consumers are becoming more knowledgeable and aware about the environmental and social implications, of their day-to-day consumer decisions and are making their purchasing decisions according to product’s environmental and ethical concerns. This is focusing the business firms also to be more conscious of the environment implications of their production activities. Thus, environment is emerging as an important area where CSR related activities are undertaken.

The role of corporate stakeholders to work collectively is exerting pressure on corporations to change. Shareholders and investors themselves are becoming more socially responsible and are exerting pressure on corporations to behave responsibly. The non-governmental firms are playing a dominant role, using the power of the media and the Internet to increase their attention towards social corporate behaviour. Through education and dialogue, the development of community in holding businesses responsible for their actions is growing. All these are acting as major driving forces for intriguing CSR initiatives.

Implementations of CSR activities by the firms are offering feedback to improving the processes. Firms must align CSR goals and decision making with overall goals and strategies, so that indulging in corporate social responsibility becomes as natural as taking customer perspective into account. Thus, firms must build on their corporate values to create an organizational culture that is receptive to change and can sustain a corporate social responsibility strategy over the long run (Maon *et al*., 2009).

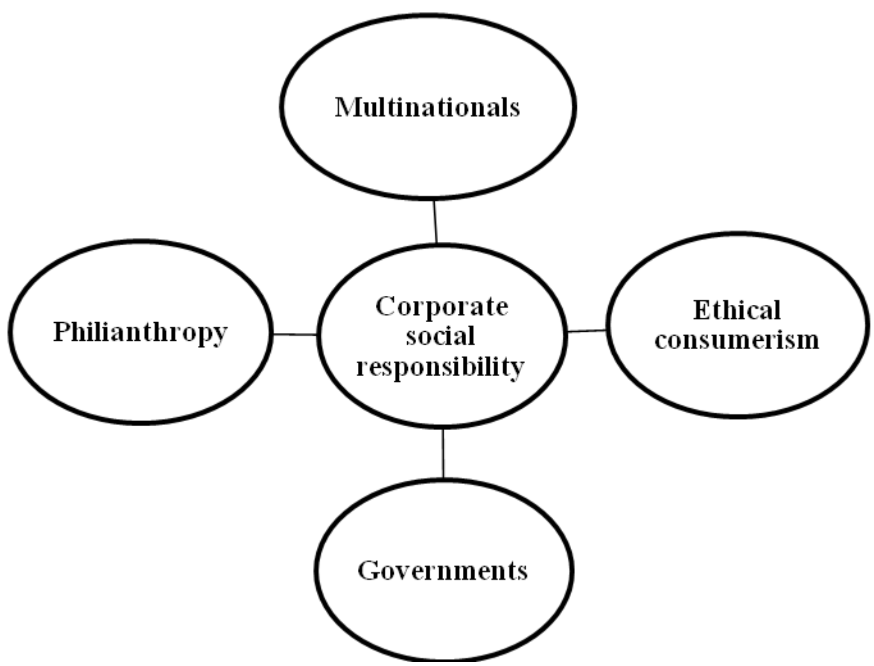


Figure 1.2: Forces affecting CSR (Kiran and Sharma, 2011)

As India entered the phase of liberalization, increasing number of agencies and firms including the multinational firms have started social sector development in India. Our economy is exposed to changing market structures and competition forces. The role of the corporation goes beyond providing individual benefits to its shareholders; it also includes a responsibility towards a wider community (Kerr,et, al. 2009). Pradhan and Ranjan (2010) regarded CSR as an important business issue of Indian companies irrespective of size, sector, and business goal.

1.2 Rationale for the study

In India, the term CSR might be new but the concept is not. It is as old as Indian history, but Indian firms have been lacking in the practice and implementation of the CSR concept. The concept gained spark after 1991 with encouragement to globalization and liberalization of the economy. Although there is ample literature on CSR in developed countries but in India insufficient work has been done in this area. Literature reveals that multinationals are already into the implementation of social responsibility practices but, with globalization this has been initiated in Indian firms as well. Indian firms are very much influenced by the working of MNC's. And Indian firms have been trying to integrate their corporate business practices with the corporate social responsibility practices. Still there are a lot of uncovered areas on CSR practices being followed by Indian firms. Corporate philanthropy provides a mechanism for businesses and firms to contribute graciously to help in fostering social change (Kurtzman, 2004).

Strategically CSR can become a source of tremendous social progress, as the business applies its considerable resources, expertise and insight to the activities that benefit society (Porter and Kramer, 2006). According to Gugler and Shi (2008), CSR conceptualization and uprising initiatives are being taken in the developed countries, while the CSR engagement in developing countries is lax. The concept of CSR can be studied with implications on academia, industry and society. Hopkins, (2003) depicted that important strides were being made in the view of business as an economic institution with consideration of both a social-service for the society and profit-making for the firms itself. Keeping in view the growing importance of CSR management/business schools have to focus on introducing CSR as a compulsory course (Kiran and Sharma, (2011)).

A simple look at CSR practices data reveals that India as a developing nation is still lagging behind in the CSR initiatives and implementation in comparison to the developed countries/nations. Even many studies reveal that there is a lot of variation in the CSR practices followed by the same multinationals at their home country and in India (Lather (2007)).

The need of the hour is the development of some specified strategic CSR framework and its implementation in India. Besides work culture differences every firms operating in India must be aware of their social responsibility practices and must work for the successful implementation of the CSR initiatives undertaken. So that Indian firms and MNC's operating in India can work under one corporate umbrella with a common vision of a healthy, literate and sustainable economy.

This study moves a step ahead and purposes a strategic framework for the implementation of CSR practices. Data from 60 large firms of North-West region of India has been collected with the help of structured questionnaire which includes the company profile and deals with CSR practices with respect to health, education and environment sectors etc. The ANOVA test has been performed to know the significance. Similar analyses have been done for drivers and facilitators for the implementation of CSR practices. Analyses have also been done on factors contributing to the success or effectiveness of CSR practices. Case studies of 12 major companies in all the three sector viz: IT, Auto and FMCG have also been undertaken. The study has focused on IT, Auto and FMCG sectors because these are three major contributors to GDP of India. Finally with the help of the above analysis the study proposes a strategic framework.

1.2 About the present study

Corporate social responsibility (CSR) is rapidly becoming an inescapable obligation of doing business today. There is no dearth of literature on CSR, but as discussed earlier, there are still many uncovered areas. The present research is a step in this direction to focus on the holistic approach to design a framework to suggest a roadmap for CSR. The study has analyzed the CSR initiatives taken up the large scale firms of North-West region of India in the context to three key areas namely: health, education and environment in IT, Auto and FMCG sector. For survival in the globalized world, Indian firms would have to relook at the cumulative experience of promoting CSR action in a transparent and accountable manner as early as possible. To face all these challenges of internal and external forces, there is an growing need to develop CSR framework that may help the firms in putting their concepts of CSR into practice. Even the government of India has been taking up the initiatives to promote the concept of CSR. According to the Minister for Corporate Affairs, the government is developing a system of CSR credits, similar to the system of carbon credits which are given to companies for green initiatives (Berad, 2011). The need of the hour is to CSR roadmap so that the public and private sector, and the MNC's operating in India can work under the same umbrella for the successfully implementing their CSR initiatives.

In developed countries more and more firms are embedding CSR into their business practices. But developing countries are still lagging behind in implementation of CSR. This further reinforces the need for specified strategic framework for successful implementation of social responsibility initiatives. Some CSR actions are neither making any progress in alleviating social problems nor benefiting the business firms. Undoubtedly the societal problems are too big to be addressed by business firms and they do not always possess all the information to find effective and efficient solutions for all social problems. The framework may help the firms to focus on key areas.

Any study on CSR is incomplete without understanding the driving forces and challenges in its implementation. Considering driving forces, generally it is observed that CSR efforts by the firms will help in gaining wide publicity among dominant stakeholders (Bansal and Roth, 2000). As literature supports that cost saving is also an important driving force for the firms to go for CSR practices, Adams (2002) also supports this argument that CSR initiatives are ancillary to enhance a firm economic performance. Lichtentein *et al*. (2004) suggest that a corporation's socially responsible behaviour can positively affect consumer's attitude towards the corporations. This means that CSR practices implementation by the firm leads to increase in the market share of the company and results in more satisfied customers. The present study tries to identify the important CSR driving forces.

The enthusiasm for realizing the potential of CSR strategies for the social upliftment of the society is often dampened by the barriers to successful strategic framework formulation as well as its implementation. The study has also attempted to identify and establish linkages between the factors responsible for creating an encouraging environment for effective and successful implementation of CSR practices. Thus, there is an urgent need to carry out a study on the Indian environment to take a snapshot of the possible success factors and barriers in the implementation of CSR practices and draw a meaningful framework in this direction to work out alternative solutions to tackle and address these through appropriate strategic framework.

The present study covers CSR initiatives in health, education and environment. There is ample literature supporting that these three areas are the preferred areas of CSR. Banerjee et al. (2003), suggest that environmental orientation is the recognition by managers about the importance of environmental issues faced by the business firms. Companies should focus upon operating long-term economic performance by avoiding short-term behaviour that is socially detrimental or environmentally wasteful, (Porter and Kramer, (2006). Businesses firms proactive association with CSR strategies and managerial practices like environmental assessment and stakeholder/shareholder management (Wood, 1991) tend to anticipate and reduce the potential of sources involved in business risk, such as governmental regulation, labour unrest or environmental damage (Orlitzsky and Benjamin, 2001). The study by Crowther and Reis (2011) shows that important issues for society regarding all three aspects of sustainability – environmental, social and economic are equally important to businesses for the implementation of these social responsibility practices in spite of difficulties faced by them.

According to Pradhan and Ranjan (2010) CSR initiatives in India are classified under five areas: livelihood, health, education, environment and infrastructure. Corporates have played a dominant role in addressing issues of education, health, environment and livelihoods through their corporate social responsibility interventions across the country. Research by Berad (2011) highlights education as the most preferred area of CSR for Indian companies. 85% of the companies surveyed are engaged in it, followed by health (67.5 per cent) and rural development and livelihoods (57.5 %). The study also shows that private sector in their development agenda the private sector firms are now focusing on education, health, environment, livelihood, women empowerment, and disaster management. Some innovative models of private sector interventions in these areas are also available. In order to push the development agenda in a mission mode, it is recommended that realistic and operational models of engagement between all three important stakeholders – the Government, the non-governmental firms and the private sector – are required (Times foundation).

The current study has used both primary and secondary sources of information. The notified practices, reports and published research work have also been used in the study as a secondary source of information, besides using information posted on Internet and from other sources. Case studies of 12 large scale companiess in three sectors viz: IT, Auto and FMCG has been undertaken for identification of critical success factors and for proposing the new framework learning from the successes and failures of existing CSR initiatives. There is some literature available on the relationship between CSR and a firm value or profit. But till date there has not been a study proposing a CSR framework based on participative stakeholder analysis and case studies. The present study is a step in this direction.

The development of strategic CSR framework will help in addressing these issues to some extent. A strategic CSR framework refers to those set of CSR activities that help societal and environmental causes as well as benefit the business firms too. The strategic framework focuses on CSR initiatives on three key areas viz: health, education and environment. This CSR framework will help in guiding managers to decide upon the CSR activities to be initiated in their firms.

Strategically CSR can become a source of tremendous social progress, as the business applies its considerable resources, expertise and insight to the activities that benefit society (Porter and Kramer, 2006). Based on the current CSR current scenario, CSR initiatives related to health, education, and environment and CSR drivers among different firms, a framework has been developed by considering both survey based results and case study based results. Thus, the present research provides a theoretical and practical perspective on CSR with respect to large scale firms in a developing country like India.

1.4 Research Objectives

Before starting any research, it is necessary to define the objectives of the study. The present study has been undertaken with the following broad objectives:

1. To study drivers of corporate social responsibility practices in the large firms.
2. To identify the corporate social responsibility practices with reference to health, education and environment for large firms of North-West region of India.
3. To design a strategic framework of corporate social responsibility practices.

1.5- Scope of the Study

This study covers CSR practices adopted and practised by large scale firms in IT, Auto and FMCG sector. The study has been undertaken to analyze the following issues:

1) Are the drivers and facilitators similar for all three sectors viz: IT, Auto and FMCG?
2) To identify the barriers in implementation of CSR initiatives.
3) Is there a difference in CSR initiatives by IT, Auto and FMCG firms in three key areas viz: health, education and environment?
4) Is there a possibility of a strategic framework based on responsibilities viz: economic, legal, ethical, and philanthropic as suggested by Carroll (1991), which can be applicable to all sectors for enhancing CSR and getting better results and more socially responsible firms?

1.6 - Significance of the Study:

This research will portray the actual picture of CSR practices opted by large scale firms of North-West region of India with special reference to health, education and environment. Due to globalization and liberalization, CSR practices are becoming essential for the survival of every firm. Foreign multinationals are adopting CSR practices at higher level and customers prefer their products more than the products of national/local firms. This study will help the firms as well as customers by designing a framework for socially responsible behaviour. This research will help the firms, in successfully framing their CSR practices. Carroll's model will be used for designing the framework. The study covers the drivers helping the firms in successfully implementing their CSR practices.

The comprehensive strategic framework designed, covering CSR practices, initiatives, and drivers and facilitators will help focus the firms in the areas they are lagging behind. Even the companies like TATA and ITC, the big players in taking CSR initiatives need strategic policy intervention in a comprehensive manner. All these new areas demand a deeper look into and a more comprehensive treatment of issues and problems.

There are innumerable practices, gaps and disconnects. Every firm has its own social responsibility practices chart. Even these practices vary from country to country. Moreover there is a difference in CSR practices at home and host country. A strategic framework will help in changing the social image of these social responsibility practices followed by the firms.

1.7 - Organization of the Thesis

Chapter I - Introduction:

This Chapter is introductory in nature providing a brief overview of the background of the research work. It sets the scene for the research questions and problem statement. This chapter introduces the structure of the thesis. The chapter throws light on the global and Indian scenarios of CSR practices and their implementation by the firms. This chapter also covers the need, significance and objectives of the study.

Chapter II - Review of Literature and Identification of Research Gaps:

This chapter presents results of different empirical studies done on the CSR. The review helps to know the emphasis and direction of research, the time periods of the studies, the scope and limitations of the studies conducted and the conclusions drawn from these studies. An insight can be gained through the objectives fulfilled and benefits accrued. The review helps to identify the gaps in the earlier studies to avoid duplication of results and thus focus emphasis on the right direction.

Chapter III - Research Design and Methodology:

Chapter III discusses the methodology of the study. In this chapter methodology used for both primary data and secondary data collection and analysis has been described. It discusses the different methodologies adopted in the study. It covers the population of the study, the variables, the measuring instrument, methods of data collection and methods of data analysis.

Chapter IV - Data Analysis and Strategic Policy Framework:

This Chapter covers the analysis and discussions of responses to all the questions gathered through the questionnaire administered to various firms and present the outcome of such analysis. The chapter starts with the participative stakeholder analysis which includes the company profile and deals with CSR practices with respect to health, education and environment sectors etc. The ANOVA test has been performed to know the significance. Similar analyses have been done for factors contributing as drivers and facilitators for the implementation of CSR practices. Analyses have also been done on factors contributing to the success or effectiveness of CSR practices. The chapter also analyses the direct and indirect risks/threats involved while implementing CSR framework. Case studies of 12 major companies in all the three sector viz: IT, Auto and FMCG have also been undertaken. Finally with the help of the above analysis the study proposes a strategic policy framework.

Chapter V - Conclusions, Limitations and Further Study:

This chapter covers the learning, recommendations and conclusions of the study and also highlights the recommendations regarding strategic framework. This chapter also involves a critical assessment of the work, revisiting the research objectives, and demonstrating precision, thoroughness, contribution, and comparison with similar work. The chapter also lists the areas for further research.

1.7 Concluding Remarks

A systematized and well-structured attempt has been made for proposing the strategic framework to help the corporate firms in the successful implementation of CSR practices. Although, in India a large number of social responsibility programs are followed by multinationals or by Indian firms yet the study was restricted to mainly three key areas viz. health, education and environment. Similarly due to limitation of time and resources, is the research limited to focusing on drivers of corporate social responsibility practices in the sixty large firms in North- West India. Final emphasis of this analysis was to develop a strategic framework which corporate firms should follow before structuring any existing CSR strategies.

CHAPTER – II

REVIEW OF LITERATURE AND IDENTIFICATION OF RESEARCH GAPS

A review of literature pertaining to the study is a pre-requisite for research as it enables the investigator to have a proper perspective on the subject and avoid the pitfalls and difficulties experienced by predecessors. Thus, the planning and execution of any research study should be preceded by a thorough review of literature in related fields since it:

i) helps to familiarize with the work that has been done in that area.

ii) eliminates the possibility of unnecessary duplication of efforts.

iii) provides valuable information on research techniques.

A brief resume of researches conducted and related to the present study has been presented under the following heads:

- CSR: current scenario
- CSR drivers
- CSR initiatives related to health, education, and environment

The concept of CSR has extensive and diverse history. It is possible to draw information about the business units concern for society from the centuries. Major challenge is to decide upon how far look into back, literature review to explore to begin discussion on the concept of CSR. Present study covers the research inputs from the last 60 years because so much has occurred since that time and has shifted the view point of theory, research and practice.

2.1 CSR: current scenario

The present section focuses on CSR activities undertaken worldwide including India to see whether there is a difference in the CSR initiatives undertaken in India and elsewhere. A plethora of literature is available on growth of corporate social responsibility practices of developed countries, but relatively scant literature is available on empirical studies related to CSR practices in India. This section of the review covers studies related to corporate social responsibility in different countries of the world.

Drucker (1955) explores the social purpose of business and the social responsibilities of management. According to him "Society is not just the environment of the enterprise. Even the most private of business enterprise is an organ of society and serves a social function. The very nature of the modern business enterprise imposes responsibilities on the manager." Social responsibility of business cannot be evaded. It is not that it is the need of public or public demands it but for the survival of the firms in the modern society managers have to take the responsibility of society where the business firms are operating.

Lather (2007) opines that CSR initiatives undertaken by multinational corporations in their home country were different and the study makes a comparison of their efforts in India. Major findings of the study show that there was a significant difference between corporate social responsibility practices of multinationals in India and back home. Multinationals were more concerned particularly in implementing socially responsible programs in their home country. The reason for the same was that different countries have diverse corporate social responsibility agendas and different managerial understanding of corporate social responsibility and so they have different strategies for implementing corporate social responsibility practices across the borders.

Hill (2007) examines the relationship between CSR and company stock valuation across three regions of the world. This global study compares CSR investments to the broader stock markets in the United States, Europe, and Asia. Results show that the European countries and the United States are best characterized by horizontal individualism. Thus, their possible impact on socially responsible investing varied from that of an Asian investor.

Maon *et al*. (2009) suggest an integrative framework of CSR design and implementation. The qualitative case-study approach was used to understand the contextual issues that surrounded each organization. Interviews conducted with the managers of the organizations provided additional documentation about the organizations' corporate social responsibility programs. The researchers proposed integrative framework for designing and implementing corporate social responsibility. This incorporates nine steps: raising corporate social responsibility awareness inside the organization, assessing corporate purpose in a societal context, establishing a working definition and vision for corporate social responsibility, assessing current corporate social responsibility status, developing an integrated corporate social responsibility strategic plan, implementing the corporate social responsibility integrated strategic plan, maintaining internal and external communication, evaluating corporate social responsibility related strategies and communication, and institutionalizing corporate social responsibility policy.

Highlighting the importance of CSR related studies Blomback and Wigren (2009) emphasise factors other than dichotomization of small versus large firms. The study reveals how dimensions other than size can also be relevant for our understanding and assessment of CSR activities. The idea that size should play a decisive role in the activities which can be seen as related to corporate social responsibility can be contrasted with other analyses of corporate social responsibility where firms are not segmented on the basis of their size but rather by the context they are in, like business to business, or business to consumer activities. Each firm is a unique case, embedded in its own social contexts. The nature of current business and markets implies that firms are inevitable part of their local as well as general global contexts. Size does not imply the global reach of a firm since contemporary businesses can have great geographical spread which can be reached from day one.

Fukukawa and Teramoto (2009) examine how Japanese multinational companies manage CSR. Japan is considered to be lagging behind in its understanding and adoption of corporate social responsibility. The data collected through interview from Japanese managers of thirteen multinational companies' deals with CSR issues and strategies on day to day basis. The purpose of the interview was to identify how managers deal with CSR from management perspective specific to the Japanese business context. The study covered four themes, viz, identification and scope of CSR; motives for emerging in CSR; the purpose of and forms of CSR policy communication; and finally difficulties in implementing policy. The study reveals that, Japanese business is not keeping up with CSR practices, and there is a need to achieve a more global mode of transparency and accountability.

Lewicka and Strzalecka (2006) identify the opportunities and limitations of corporate social responsibility in the countries of transformation. The study reflects that implementing effective solutions transferred from developed economies was not the solution. Rather than improving the situation, they increased poverty and even widened the social gaps tearing the society apart in the process. The success of corporate social responsibility strategy, at the level of specific companies and of the entire economy depends on numerous situational factors such as economic, social, cultural and institutional. Countries with a suitable market economy enjoyed a long-standing tradition of such co-operation and the level of trust. The good outlook for the future of CSR in Poland is strengthened by the self-regulation trends in the companies that are interested in raising their ethical standards for the society and environment. The relatively high number of small and average polish firm participation in the CSR programs highlights the increasing importance of CSR in future.

Chapple, and Moon (2005) analyzed and examined the CSR web site reporting in seven Asian countries. The study points out that corporates' web sites in these seven Asian countries were not homogeneous. The results suggest that multinational companies are more likely to adopt CSR than those operating solely in their home country. CSR here reflects the profile of the country of operation rather than the country of origin.

Ramasamy and Yeung (2009) study CSR from the Chinese consumer's perspective. The study is based on results from two Chinese cities Shanghai and Hongkong, both having different development status. It provides insights into the following questions: to what extent Chinese consumers are willing to support firms that are socially responsible in their purchasing decisions?. (b) are Chinese consumers able to differentiate between the various responsibilities (i.e. economic, legal, ethical, and philanthropic responsibilities) ? (c) how does the relative importance of these factors in China differ from that in the western context?

The data collected with the help of structured questionnaire attempts to measure consumers' general support of socially responsible business and examines the consumer's evaluation of CSR practices. Results for both Chinese cities tend to be quite different from the European ones, despite both communities being more communitarian in their cultures. The findings of the study show that the levels of consumer support for responsible business in Hongkong are significantly lower than that in China. Chinese consumers are able to differentiate among the economic, legal, ethical, and philanthropic responsibilities of business. Chinese consumers consider economic responsibility of a firm from broader perspective, and not merely from profit maximization perspective. The fact that companies create jobs and in some cases, provide housing and meals to their employees, explains the degree of importance that consumers attach to economic responsibilities.

Pederson (2009) developed a model of managers' perceptions of business responsibilities towards the society. The data was collected from 1000 managers working in eight international firms. The conclusions are based on a qualitative analysis of open-ended questions in the survey using the Atlas.ti software. The study refrains from making overall claims about the impact of the various individuals, firms specific, industry specific and country-specific factors that may influence the ways the managers perceive CSR and stakeholder relationships. This study explores managers' perceptions towards business unit responsibilities and towards the society. The analysis led to the development of a practitioner-based model of societal responsibilities. The study lacks universality as it addresses the managerial perceptions in eight large international corporations only. It has also been observed that managerial perceptions of large corporations examined in the society may or may not be in accordance with the values and worldviews of managers working in small and medium enterprises.

Chaudhri and Wang (2007) examine CSR communication undertaken by the top 100 information technology (IT) companies in India on their corporate web sites. The analytical focus is on the dimensions of prominence of communication, extent of information, and style of presentation. The findings indicate that the number of companies with CSR information on their web sites is strikingly low and that these leading companies do not leverage the web sites to their advantage in terms of the quantity and style of CSR communication. It also seems that IT companies in India are lagging behind in creative and effective CSR communication on their web sites and need to enhance their CSR reporting on websites. Multinational corporations proactively present CSR information on country-specific sites as an expression of their commitment to local communities.

Muller and Kolk (2009) opine that corporate social responsibility in emerging markets has increased in recent years. The study is based on three CSR dimensions viz. environmental, labour and community in Mexican auto industry. Results highlight that CSR activities by local companies are similar to these undertaken in developed countries. The findings indicate that CSR and levels among the sample are comparable to CSR in developed open-country settings. Six of the nine CSR dimensions are inter-correlated, which suggests that CSR in the Mexican auto parts industry is more structural than incidental.

Silberhorn and Warren (2007) suggest that German companies could benefit more from demonstrating a broad, business-driven understanding of CSR. The study is based on a qualitative content analysis of the CSR web sites of 40 British and German companies, and on a series of interviews with senior managers. The study reveals that the CSR policies varied with turnover, industry sector and nationality. In developing their notions of CSR, firms emphasized the primacy of reactive pragmatism and experience. Corporate culture also emerged as an influence, with institutionalized CSR functions and communications departments driving initiatives. The study concludes that business and CSR strategy appear to be on a convergent path, making business and CSR integration across the company the norm in future.

Mattila (2007) highlights new aspects to CSR research especially in a Finnish context. The study compares personnel in three case companies (a forest company, a cooperative bank, and a retail cooperative). The interview data was collected from three different levels: the top management, the middle management and the employee level. According to Mattila CSR is a complicated phenomenon and Finland is a welfare state, where the social responsibility has been “transferred” from companies to the government. The local responsibility meets the global responsibility in Finnish companies. Whereas company a forest company sustained the surrounding town's development, in the future and CSR here was more oriented to the global and environmental tasks. The co-operative companies (a cooperative bank and a retail cooperative) are more locally responsible. The reasoning and informing about CSR could be crucial thing to make personnel's opinions better; people want to know more facts instead of just hearing noble words. If the information is inadequate, people make their own conclusions which are often negative towards new things. Local CSR should be in balance with global CSR. Hence companies still have much to do for good "corporation citizenship".

Sachs et. al. (2005) opines that the CSR orientation in different cultural settings is still unexplored, both in theory and in empirical research. This study covers the change in CSR orientations in different cultural settings. Societal concerns and local expectations vary across countries. Instantaneous world-wide communication has strongly increased the exposure of corporations to external criticism and challenge. These effects are intensified for large multinational firms, where complex interactions among distant and diverse constituencies have become commonplace. Broad societal concerns challenge the core strategies of corporations and require strategic responses. But this important strategic challenge response process cannot be analyzed within the traditional views of the firms. There is a paradigm shift in corporate responsibility.

According to Wanderley (2008) corporations are increasingly concerned with communicating ethically and responsibly to divers of stakeholders through the web. This research addresses the main question whether CSR information disclosure on corporate websites is influenced by country of origin and /or industry sector. Investigation includes analyzing the websites of one twenty seven corporations from emerging countries. For analysis, descriptive statistics and Chi-square tests were used. The results of the study highlight that the CSR information disclosure on the web (CSRIDOE) is strongly influenced by the country of origin. The confirmatory analysis using Chi-square has provided seven significance factors. These are: code of ethics, CSR projects, CSR project results, CSR partnerships, social reports, corporate values, and the expression of CSR on the corporate home page.

An analysis of current scenario of CSR initiatives from diverse literature highlights that CSR initiatives differ across countries, are influenced by culture, by the size of organizations, by management system and by the web disclosure policies prevalent in the organizations.

Table 2.1 A Summary of research studies on CSR current scenario

Broad Category	Study(Year)	Relevant issues	Major Findings
Organization management style and Strategies			
Managers perspective	Pederson (2009)	Business responsibilities towards society	Suggest a practitioner-based model of societal responsibilities
	Hanke and Stark (2009)	Conceptual framework to make complex CSR processes more visible and manageable	Present a conceptual framework based on the Analytic distinction of legitimation and sense making
	Blomback, and Wigern, (2009)	Importance of size of firms	Firms CSR activities and characteristics, are influenced by firms size.
Cultural and ethical perspective			
	Sachs et. al. (2005)	Difference in CSR in different cultural settings	Report a paradigm shift
	Paul Hill (2007)	CSR and company stock valuation	Practices are best characterized by horizontal individualism
	Wanderley (2008)	Communicating ethically and responsibly	Information disclosure is strongly influenced by country of origin
Consumers perspective			
Chinese consumer perception	Ramasamy and Yeung (2009)	Profit maximization and social benefits	Consumers are aware of economic and social responsibilities
Finnish context	Mattila (2007)	Local responsibility meets the global responsibility	The local corporate social responsibility should be in balance with global corporate social responsibility
Japanese consumer	Fukukawa and Teramoto (2009)	Japan is lagging in CSR practices as compared to west.	CSR practices, need to achieve a more global mode of transparency and accountability
Mexican industry	Muller and Kolk (2009)	CSR performance was investigated across three dimensions: environmental, labor, and community in Auto parts industry.	CSR practices are more structural than incidental.

Multinational corporations	Lather (2007)	Comparison of multinationals efforts in India	Significant difference between corporate social responsibility practices of multinationals in India and back home
Web disclosure			
Information shairing	Silberhorn and Warren (2007)	German companies could benefit more from demonstrating a broad, business-driven understanding of CSR	Firms emphasized the primacy of reactive pragmatism and experience
	Chapple, and Moon, (2005)	Web Site Reporting	Multinational companies are more likely to adopt CSR than those operating solely in their home country.
	Chaudhri et. al. (2007)	Website reporting by IT companies	Companies are lagging behind in creative and effective CSR communication on their Web sites

Although country specific studies focus on one aspect of the CSR but today a transition in the concept of CSR is clearly visible. CSR is a wider concept and has traversed from economic and ethical aspects to now being involved with transparency, accountability and corporate citizenship. CSR is not only undertaken as a profit initiative or tax saving opportunity but continuously it has to be associated with consumer satisfaction in general and societal benefits in totality.

Country wise perspective of the CSR is also indicative of the fact that CSR initiatives vary across countries. America, and Europe may be leaders in CSR but Japan, India and China still have to do a lot to achieve a holistic approach to CSR. A broad business driven understanding of the CSR is required. CSR is still being driven by economic responsibilities. Philanthropic responsibilities and the concept of corporate citizenship is yet to be realized fully.

An effort has been made to present the changing perspectives of CSR through a flow chart. The emergence and transformation in the concept of CSR has been presented below:

Flow chart 2.1: changing CSR perspective

The flow chart indicates a shift in the purpose of the CSR. Firms started adopting CSR not merely to cope up with the changing markets but for societal benefits. There is a transition of the concept from individualistic approach to holistic approach and from profit sharing to educating the society.

2.2 CSR drivers

This section of literature review covers the driving forces required to persuade business firms to implement the CSR practices. Adopting a set of such CSR practices will enhance the social image of the firms.

Drucker (1984) suggested that the first far most important social responsibility of business is to immunize the adequate profit to cover the future cost. Managers have right to continue their business projects as well as right to make decisions on what is right for the growth of the firm. This has also been true for social welfare, in the sense that doing so will assist the business. In the wisdom that responsibility and cost saving need to go hand in hand.

Laura et.al (2008) adds to our understanding of corporate social responsibility with respect to changing role of government in promoting CSR. The study analyses the new strategies adopted by governments to promote and encourage businesses to adopt CSR values and strategies. The empirical research explores the implications of the adoption of CSR public policies in Italy, Norway and the United Kingdom. Results highlight that Italy is an advanced, regionalist network economy, with advanced craft traditions; Norway, an advanced welfare state, built on a resource-based economy; and the United Kingdom, an advanced market economy with a broad industrial base. The study underlines the important role the governments have to play in defining clear policy framework to encourage and influence organizations to opt for CSR practices.

In order to understand the changing relationship between companies, the state and the society, Krishnan and Balachandran (2004) studied the impact of emerging markets on the CSR. The findings reveal astonishing results. Consumers go to the extent of boycotting the company's products and services in case of negative corporate citizenship behaviour. Lack of concern for the local community, consumers and the environment has created large scale public debate and action. According to the study, sustainable growth is associated with care for the community and markets the corporations operate in. Thus to avoid negative image organizations have to focus on CSR.

According to Maignan and Ferrell (2004) the implementation of CSR doesn't consist of launching of a few benevolent initiatives such as philanthropy programs, environmental protection policies, or employee-friendly practices. Instead, organizations have to enact their persistent commitment towards CSR practices. The proposed framework of the study depicts CSR initiatives as the actions undertaken to display conformity to both organizational and stakeholder norms. Thus, CSR does not imply initiating a few scattered activities, but a constant integrated effort to benefit both the organizations and the stakeholders.

Chaudhory (2009) describes CSR as an integral part of the modern business. CSR reflects goals, vision, mission, culture and the strategies of the corporations. It defines what and how they look beyond profits. Corporates are collaborating with NGO's, local self-government bodies to ensure better strategy formulation and for getting inputs from the government. The present study shows that though the number of CSR projects has increased in India, yet there is a lack of clear metrics or framework for formulating and evaluating their actual impact in improving social conditions.

According to Shweta (2011), corporate firms are now increasingly interested in improving their image rather than focusing on profits only. Improved image or goodwill in the market provides long term sustainability. Thus, this has become the main objective of corporate sector. It is assumed that a company, which is sustainable, will be less risky in comparison to others. Companies have to spend to perform socially responsible activities and this affects the company's financial position. It has become very important for the corporate sector to create awareness about CSR benefits. With the market changes Indian companies have now started participating in CSR activities with increased vigour. ITC via its e-chaupal has provided a good example of Indian CSR Initiatives.

Lichtentein *et al*. (2004) suggest that a corporation's socially responsible behaviour can positively influence consumers' attitude towards the corporations. Increase in CSR initiatives has been prompted both by companies that increasingly recognize it as a key to success and by non-profit companies that are always in need of resources. The survey shows that there is a significant relationship between customer-corporations and non-profit donations. It also suggests that if a company has a poor corporate social responsibility record, it should choose a non-profit partner and it should engage in the corporate social responsibility initiatives as a part of a genuine effort to change its market position.

According to Lewis (2003), CSR is now established as a fundamental addition to stakeholders' criteria for judging companies' reputation and also for reappraisal of their brand and for reputation management. The fundamental goal of every business firms is to deliver continuous improvements in the performance and profitability. Companies should arguably take corporate social responsibility more seriously and integrate it further into their business vision and brand management. The study shows that customer buying behaviour is much affected by the brand loyalty towards social and environmental responsibility and this aspect has been stepped up continuously during the period 1998-2002. The rise of corporate citizenship within the consumer agenda presents a challenge as well an opportunity. It represents a new chance to re-engage with the public and it is the joint responsibility of the business and consumers to address the environmental and social issues. Results suggest that even if companies are genuinely committed to fulfilling social responsibility initiatives, and are doing well in this regard if they fail to communicate these to the customers and stakeholders then it is of no use. Hence commitments to CSR in private and in public require investment of time, energy and man-power.

The literature review helped in extracting different drivers pushing business towards corporate social responsibility practices. How these key drivers are related with firms basic objective, has been presented in table 2.2.

Table 2.2: Drivers for CSR practices

Study (Year)	Drivers and facilitators							
	Society values	Increase in no. of investors	New business opportunities	Reduced regulatory interventions	customer satisfaction	Firms reputation	Better stakeholder relationship	Cost saving
Drucker (1984)			*					*
Lewis (2003)					*	*	*	
Lichtentein *et al*. (2004)			*		*			
Nielsen *et al*. (2009)	*					*	*	
Chaudhory (2009)				*				*
Maignan and Ferrell (2004)		*	*				*	
Krishnan and Balachandran (2004)					*			
Adams (2002)		*						*
Shweta (2011)	*					*		
Bansal and Roth, 2000		*					*	
Laura et.al. (2008)			*	*				

All the themes of the CSR can exist simultaneously if right strategies are chosen. The firms that are socially responsible can have a dominant position in the market. These firms can focus on customers and resources of the firms and influence the performance of the firms in the market. There is a need for gradual transition to holistic CSR.

2.3 Health, Education and Environment perspective

It is important to examine the related literature on three key areas viz: health, education and environment, since this study is focused on these three key areas. Corporate responsibility, which is discretionary responsibility, is the idea of 'giving back' to society through philanthropic donations. This section covers the changing nature of business organizations towards the society, which does not involve giving charity but offering quality products and services. This could be in the form of improved health (by providing nutritious foods/ free medical checkups etc.), quality education (opening up schools and donating books, computers etc.), and safe environment (by planting trees and energy conservation). In the globalised competitive environment, organizations have to be socially responsible and pursue health awareness campaigns, promote education and adopt environment friendly initiatives.

Vijaya Murthy (2008) examines the corporate social disclosure (CSD) practices of the top 16 software firms in India. The 2003-2004 annual reports of the firms were analyzed using content analysis to examine the attributes relating to human resources, community development activities, products and services activities and environmental activities. The results depict that firms had different motives/reasons for reporting different attributes. The shortage of skilled labour in the software sector seems to have shaped the corporate social disclosure practices in the human resources category. Firms seem to engage in community development activities without expecting changes in their economic performance and the CSD of community activities seem to be shaped by the expectations of the society. The nature of global competition in the software sector seems to have shaped the CSD practices in the product and services contribution category.

Porter and Kramer (2006) stated that strategically CSR can become a source of tremendous social progress, as the business applies its considerable resources, expertise and insight to the activities that benefit society. The results of the survey demonstrate that companies should operate in ways that secure long-term economic performance by avoiding short-term behaviour that is socially detrimental or environmentally wasteful. The findings indicate that successful corporations need a healthy care and equal opportunities are essential for a productive workforce. Safe products and good working conditions not only attract customers but lower the rate of internal accidents. Ultimately society creates expanding demand for business as more human needs are met.

Saeed (2010) reports enhanced CSR initiatives in India by FMCG companies, where the major challenge is reduction of packaging materials. These companies are undertaking CSR in the field of environment care, health care, education, community welfare, women's empowerment and girl child care. The websites of these companies are providing information about their CSR initiatives. Companies like Hindustan Unilever started work on CO_2 reduction also. Effective CSR practices aim at achieving marketable success in ways that honour ethical values and respect people, communities and the natural environment. According to Saeed, social responsibility is the responsibility of an organization for the impacts of its decisions and activities on society. It can be healthy if it matches its business practices with CSR practices. Organizations can facilitate in preserving the environment through transparent and ethical behaviour that is consistent with sustainable development and the welfare of society.

Banerjee *et al*. (2003) opine that environmental orientation is the recognition by managers about the importance of environmental issues faced by their firms. Environmental corporate strategy is the key issue and environmental concerns are not treated as expost issues, to be considered after corporate strategic plans. The study used systematic random sampling and data was collected through a questionnaire, using seven-point Likert scale. The findings highlight that the impact of public concern on environmental marketing strategy was higher than its impact on environmental corporate strategy. This bias towards environmental marketing strategy may be based on the quick benefits by implementing environmental marketing strategy as opposed to environmental corporate strategy. The study recommends environmental strategy to be integrated with the firms strategic plans. Lewicka and Strzalecka (2006) identify dysfunctional legal background and corruption as obstacles to CSR.

Verma and Chauhan (2007) are concerned about the widening gap between economic growth and social progress of the country. A balance between the societal progress and economic growth is healthy, but a mismatch between the two could have grave consequences. The concern of companies is whether their focus on “doing good,” will provide positive returns to their CSR actions. This study emphasises the need for better measurement models of CSR to capture and estimate clearly the effects of a company’s CSR actions on its stakeholders as well as the nations in which they are operating.

Gupta et.al (2008) analyzes CSR linkages with employee engagement, particularly with organizational culture and effectiveness. The relationship between corporation, employee and society at large moved from paternalistic philanthropy to a strategic outlook. The survey conducted among 1.6 million employees from more than 70 organizations demonstrates that seven out of ten employees gave top priority to the employer's commitment to CSR. The study recommends that for long term sustenance each and every organisation has to satisfy three responsibilities of the CSR namely, social, economic and environmental. In addition to these responsibilities it mast aspire for social-human obligation and socio-economic obligation. Ultimately, increased civil society activism on the part of any organization can be achieved effectively by means of positive employee engagement. Krishnan & Balachandran (2004) also stress on the role of HRM in incorporating responsible practices within an organization.

According to Chopra (2006) companies are increasingly meshing social responsibility with business strategy. Today corporate social responsibility is emerging as a core focus area for an increasing number of organizations, which are looking at new and innovative ways to contribute to the communities they operate in. Marrying their business strategies with corporate social responsibility helps people associated with these activities to enhance their self-worth and confidence to scale up new endeavours. The study underlines the fact that corporate social responsibility cannot work in isolation, as civil society today is more aware than its past generations. The demand for transparency, accountability and ethical practices are also growing with corporate social responsibility behaviour.

Furrer, et. al. (2010) investigated the attitudes toward social, economic, and environmental corporate responsibilities of 3064 managers and business students in eight European countries. This study explores CR practices across different societies and different generations within those societies. MANCOVA was conducted to test the differences in attitudes toward social, economic, and environmental corporate responsibilities. This study found substantive differences in European managers and business students' perspectives on the relative importance of economic, social and environmental corporate responsibilities. The study advocates multilevel research to be pursued by academics and practitioners for advancing knowledge about the diffusion of perspectives on corporate responsibilities.

Although there is rich literature available on CSR implementation, yet there is very scant literature focusing on health, education and environmental issues. Through table 2.3 an effort has been made to consolidate the researches on these themes and present the integrated approach.

Table 2.3 A Summary of research studies on Health, Education, Environment and other prospective

Broad Category	Study(Year)	Relevant issues	Conclusions
Value the society for			
Health	Chopra (2006)	Business strategy	A shift to transparency, accountability and ethical practices
	Verma and Chauhan (2007)	Economic vs. social progress	Suggest a need for better measurement models of CSR to capture and estimate clearly the effects of a company's CSR.
	Porter and Kramer (2006)	Healthy work-force	Advocate safe products and good working conditions to enhance productivity of workforce
	Saeed (2010)	Health care	Create healthy and wealthy society
Education	Ackermann and Bauer, (1976)	Academia	CSR now has moved on to the field of academia, industry and society
	Furrer, et. al. (2010)	Social, economic, and environmental corporate responsibilities	Students possess knowledge about CSR
	Krishnan and Balachandran (2004)	HRM and CSR	Point out the role of HRM in incorporating responsible practices within an organization.
Environment	Banerjee *et al*. (2003),	CSR: Strategic aspects	Environmental strategy should be integrated with the firms strategic plans.
	Lewicka and Strzalecka (2006)	Ethical standards for the society and environment.	Identify dysfunctional legal background and corruption as obstacles of CSR
	Gupta et al. (2008)	Employee engagement	CSR is all about social, economic and environment responsibility
	Vijaya Murthy (2008)	Attributes of CSR	Firms had different motives/reasons for reporting different attributes of CSR.

2.4 Gaps in literature

From the above exhaustive review, it can be inferred from the above studies that there is a need for presenting a holistic approach to CSR. Presently, most studies are focused upon a single aspect of CSR. Many studies basically cover either the theoretical perspective or only the empirical analysis. There is a need to focus upon an integrated approach covering both the aspects. Thus there is ample scope for undertaking research in this area.

2.6 Summing up

To summarize, it can be said that a vast literature is available regarding the CSR practices and implementation. However, it may be observed from above mentioned review of literature that though pioneering work has been done by various researchers on CSR in context specific areas of health, education and environment but, yet there is a need for comprehensive, integrated and holistic approach for planning and implementing CSR practices with respect to Indian perspective. Each organization has a different vision of CSR practices and these are also influenced by the country type, developed or developing, size of the firms and the culture prevalent in an organization.

It is very important to evolve a shared vision and then suggest a framework which can help in realizing this vision of holistic CSR. Literature depicts that despite different motives behind the implementation of CSR practices, Indian firms are yet to adopt CSR practices fully. The proposed study intends to fill the gap between the theory and actual implementation of CSR initiatives by embedding it with the company objectives. The present research will portray the real picture of corporate social responsibility practices opted by large scale firms in three sectors viz, IT, Auto, and FMCG of North-West region of India with special reference to health, education and environment. This research will help the firms, in successfully framing their corporate social responsibility practices. Carroll's model has been used for designing a framework. The study will cover the gaps of previous researches by providing a strategic framework that will help Indian firms in implementing their corporate social responsibility practices successfully.

An integrated approach of survey of 60 large organizations and 12 case studies covering the three key areas viz: health, education and environment as well as basic drivers and barriers has set the mode for designing a CSR framework based upon Carroll's pyramid. This framework can help the organization adopt a holistic approach to CSR. The detailed methodology for the same has been explained in the next chapter.

CHAPTER-III

RESEARCH METHODS AND PROCEDURES

3.1 Introduction

After conducting the review of literature, the primary aim of a study is to plan and develop a questionnaire to meet the desired objectives of the study. This chapter introduces the overall research design of the study which includes the methodology adopted for carrying out the study and various phases of this research. This study has been conducted with the prime objective of identifying the corporate social responsibility practices with reference to health, education and environment for large firms in IT, Auto and FMCG sector of North-West region of India. Although, a number of techniques are available to collect primary data/information from firms of North-West region of India yet a well-structured questionnaire for the purpose of this study has been designed and used as a prime survey instrument for data collection as it addresses the issue of reliability of information by reducing and eliminating differences in the way the questions are asked, and how they are presented. Further, secondary data has also been used for case studies of selected large-scale firms. The details of design and methodology used have been presented in the following sections.

3.2 - Hypothesis Testing:

While in all research hypotheses are conjectural statements about the relationship of different variables being studied however, in this study, as compared to many others, there is greater need to emphasize the conjectural aspect of the hypotheses. There are two reasons for this. One, the review of literature reveals that many of the earlier researches have been done in developed countries. Two, many of the research objectives, outlined above, have not been addressed to by the earlier research, especially in India. The specific hypotheses examined in this study are as follows:

$H_{1a:}$ *There is a significant difference between a firms experience and the extent of CSR initiatives with reference to health initiatives.*

$H_{1b:}$ *There is a significant difference between a firms experience and the extent of CSR initiatives with reference to education initiatives.*

H_{1c}: *There is a significant difference between a firms experience and the extent of CSR initiatives with reference to environment initiatives.*

3.3 Phases of Research

The complete research process was carried out in following four phases:

Phase I: Understanding the existing perspectives on corporate social responsibility practices.

Phase I of the study explored existing literature on current status of CSR practices followed by companies/firms. Literature review of CSR practices in different countries, specific to health, education and environment sector has also been expounded. Literature shows that there is a significance difference between the CSR practices followed by different firms in developed countries.

Phase II: Drivers and facilitators of corporate social responsibility practices.

Phase II of this research, attempts to identify the key drivers and facilitators of CSR practices. The core objectives of study mooted the need to identify the CSR drivers that lead to the planning and implementation of CSR practices. The complete emphasis of this segment of questionnaire was on uncovering the information related to driving forces for the companies to initiate the CSR practices by the firms.

Phase III: Corporate social responsibility practices with reference to health, education and environment.

Phase III of this research focuses on designing of a well-structured questionnaire regarding CSR practices with reference to health, education and environment sector. The questionnaire has been designed after extensive literature review and validated through discussions with academicians and managers of firms.

Phase IV: *Designing a strategic framework of corporate social responsibility practices.*

Finally, in the last stage of this study an endeavour has been made to synthesize and propose a strategic framework with respect to health, education and environment sector for the implementation of social responsibility practices in the North-West region of India. Based on the CSR practices employed by firms and finding out the drivers and facilitators a strategic framework has been proposed based on Carroll's model. This framework has been validated through case studies of 12 large scale firms including IBM, TCS, Infosys, Wipro, Nestle, ITC, Coca-cola, Britannia industries, Bajaj Auto, Honda, Maruti Suzuki, and ONGC.

3.4 Research methodology

Research methodology is an outline of any research that provides the basic guidelines for the details of the project. In this research multivariate factors have been considered for covering different aspects of the study. The study uses both primary and secondary data to derive necessary conclusions pertaining to research objectives. The study covers large scale firms in three sectors viz: IT, Auto and FMCG. Due to time and resource constraint it is impossible to cover all sectors. The reason for taking these sectors is that these are important and dominant players of the market. The study comprises of analysis on CSR practices with reference to three key areas viz: health, education and environment. It also tries to find out the drivers and facilitators for the implementation of these practices. The results obtained on these two issues have been used to evolve a strategic framework.

3.4.1 Research Design

In order to satisfy the objectives of the research, both exploratory and descriptive research design have been used. The first objective has been to understand the drivers and facilitators of CSR. The second objective of the study has been to identify CSR practices with reference to health, education and environment sector of North-West region of India. For this exploratory research design has been used. For analyzing the CSR practices through case studies, a descriptive research design has been used.

3.4.2 Data Collection

The data has been collected from sixty large scale firms selected from the North-West region of India in IT, Auto, and FMCG key areas. While conducting the survey an endeavour has been made to give due representation to each region of North-West India viz. Punjab, Haryana, Jammu Kashmir, Himachal Pradesh, Uttar Pradesh, and Delhi.

Primary data for CSR practices related to health, education and environment, drivers and facilitators has been collected through self structured questionnaire. 100 firms were approached for the purpose of carrying out survey, 60 firms responded with complete data and these have been taken up for the analyses. The response rate is 60 percent. For case-study analysis 12 companies have been used with four from each sector, viz: IT, Auto and FMCG sector. Case studies relate to the CSR practices implemented by these companies in the areas of health, education and environment.

Literature review provided an initial development draft of questionnaire that contained around 135 questions. However, certain revisions were made in the questionnaire based on suggestions from peers and professional practitioners. Some questions were clubbed and some questions were deleted after getting inputs from academicians and managers, as the questionnaire was thought to be too lengthy. The final revised questionnaire contains 89 statements that aim to extract the firms' initiatives towards CSR practices.

The scoring of information collected from respondents has been compiled in Excel format according to standardized manuals of statistical tests. Finally, data has been analyzed using SPSS 20.

The details of questionnaire are provided in table 3.1

Table 3.1: Detail of Questionnaire

Sr. No	Gist of Questions	Response method	Basic objective/ Purpose
1	Name		Data Identification
2	Address		Data identification
3	Email		Data identification
4	Type of firms	Please tick (✓) one option	Organization Profile
5	Type of organization	Please tick (✓) one option	CSR and the organization
6	Sector	Please tick (✓) one option	
7	In which of the following industry sector does your organization operate?	Please tick (✓) one option	
8	What is your Company's approximate yearly turn over?	Please tick (✓) one option	
9	Does your Organization engage in any Corporate Social Responsibility program?	Please tick (✓) one option	
10	Which term is most commonly used in your organization to mean corporate social responsibility?	Please tick (✓) one option	
11	Which department deals with the CSR function in your company?	Please tick (✓) one option	
12	What is the operational level of the CSR manager in your company?	Please tick (✓) one option	CSR practices operational level
13	Do you know about any CSR practices followed by your organization name those (if any)	Please tick (✓) one option	CSR practices of the firms
14	How long has your Organization been practicing Corporate Social Responsibility programs	Please tick (✓) one option	Time duration for CSR practices
15	With respect to CSR initiatives, your organization belongs to the group of.	Please tick (✓) one option	
16	How would you assess your organization's awareness of the current range of global CSR initiatives (Check	Please tick (✓) one option	Firms awareness towards CSR practices and standards.

	one)?		
17	How would you access your organizations CSR practices as	Please tick (✓) one option	
18	Is your firm ISO certified?	Please tick (✓) one option	
19	Is your firm CMM certified?	Please tick (✓) one option	
20-32	Please indicate the relevance of the following factors which may be causing pain and harassment/difficulties to the firm in implementing the corporate social responsibility program	Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)	Difficulties faced by the organizations
33-40	What is, in your perception, opinion or understanding, the relevance of following factors for contributing to the success or Effectiveness for CSR framework?	Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)	Drivers for the firms
41-52	Does your organization treat health as a primary objective of the CSR practices? Well-being of the community matters for your firm.	Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)	Health Sector Initiatives undertaken
53-62	Does your firm have any educational facility to enhance literacy rate.	Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)	Education Sector Initiatives undertaken
60-68	Has your organization ever tried to improve its environmental management in terms of the following options	Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)	Environment Sector Initiatives undertaken
69-89	Why is your organization interested in applying CSR practices? Kindly tick these CSR framework parameters on the basis of priority with 1 means most least relevant, 5 means most relevant	Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)	CSR framework - Factors to be taken into account for an effective strategic framework for CSR practices

Section A was designed to get basic information of the respondent and firms profile that and it comprise, of information about Name, Type of organization, Position, and Industry Sector Area, Section B seeks to obtain information on investment on CSR practices and CSR initiatives taken by the respondent firms. Section C covers drivers and facilitators for the CSR practices. Section D, E and F seek to determine the level of CSR initiatives with respect to Health, Education and Environment. The last section F covers the framework parameters.

The designed questionnaire was pre-tested on a sample of 10 firms, to ensure its effectiveness. Suggestions of academicians and managers were incorporated to reframe the questions to satisfy the research objective. Reliability of questionnaire was measured using the Cronbach Alpha (Cronbach, 1951). The details of the final questionnaire are given in Appendix A. The questionnaire served the purpose of uncovering the CSR practices with reference to the three key CSR areas (health, education and environment) undertaken for the study and, helped in identifying the drivers and facilitators of CSR practices. Finally, data was collected from the North-West region of India by sending 100 questionnaires out of which 94 questionnaires were received. The final analysis is based on the 60 questionnaires complete in all aspects.

3.5 Tools and Techniques:

Data has been analyzed with the help of SPSS (Statistical Package for Social Sciences 20) package. Statistical tools like descriptive statistics, ANOVA and Factor Analysis have been applied to test the hypotheses.

3.5.1 Analysis of Variance:

Analysis of Variance (ANOVA) is used to test the significance of the differences among more than two sample means. ANOVA inferences can be made about whether the different samples have been drawn from the populations having the same mean. ANOVA involves determining one estimate of the population variance from the variance among the sample means and second estimate of the population variance from the variance within the sample. Further, both the estimates are compared. If both the estimates are approximately equal in value, then the null hypothesis, i.e., sample means do not vary significantly, is accepted. These two estimates of the population variance are compared by computing their ratio, called F statistic.

F= between-column variance/ within-column variance

Degrees of freedom for numerator = (Number of samples-1)

Degrees of freedom for denominator = (Total sample size – Number of samples)

When samples are not drawn from the populations having the same mean, between-column variance tends to be large than within-column variance and the value of F-statistics tends to be large. This leads to the rejection of null hypothesis. In this study ANOVA has been used to test the significant difference between health, education and environment sector with respect to firm experience.

ANOVA analysis has been used in the present study to see whether there is a difference in means on the basis of: size of firms, different sector, and organization experience.

3.5.2 Factor Analysis:

Factor analysis attempts to identify a set of dimensions that is not directly observable in a large set of variables. This analysis is used to summarize a majority of the information in a data set in terms of relatively lesser new categories, called factors. Major use of factor analysis is to group redundant variables so that smaller number of variables can be selected for further analysis.

Factor Analysis begins with the construction of a new set of variables based on the relationships in the correlation matrix. Principal component analysis can be used to transform a set of variables into a new set of composite variables or principal components that are not correlated with each other. These linear combinations of variables, called factors, account for the variance in the data as a whole. The best combination makes up the first component and is the first factor. The second principal component is defined as the best linear set of variables for explaining the variance not accounted for by the first factor. There may be many factors, each being the best linear combination of variables not accounted by the previous factors (Cooper and Schindler, 2006).

Factor analysis in the present study has been used for reducing the variables for health, education and environment into smaller number of factors. Factor analysis has also been used for finding parameters for strategic framework based upon Carroll's model.

3.5.3 Regression Analysis:

Step wise regression analysis has also been carried out, which endeavours to examine the relationship between driving forces and CSR initiatives taken by firms with respect to health, education and environment sector. The dependent variables for the study are driving forces and independent variables in the study have been the CSR initiatives in the three sectors viz, health, education and environment.

3.6 Reliability and Validity:

Reliability of questionnaire can be verified from Cronbach alpha presented for various statements in the questionnaire, which suggests higher degree of inter correlation among the test items (Cronbach, 1951). Generally, as a rule of thumb Cronbach alpha ≥ 0.70 is considered as an acceptable reliability coefficient (Nunnaly, 1978) and Cronbach alpha calculated for various statements in the questionnaire shows high consistency.

The questionnaire developed has been pre-tested and validated through face validity and content validity as it was sent to a carefully selected sample of experts and it also has a sufficiently good reliability score. The question wise reliability index, is given in Table 3.2, it reveals that the estimate that the internal consistency based on the inter item correlation is quite good as it varies from .860 to .900 for all sections included in questionnaire:

Table 3.2 Data reliability

Variables	Items included in variable	Cronbach Alpha
CSR Drivers	i. Helps in enhancing company's reputation ii. Better stakeholder relationship iii. More investors iv. More customer satisfaction v. New business opportunities vi. Helps in cost savings vii. Reduced regulatory interventions	0.820

	viii. Minimizes risk	
Health Care	i. Healthcare initiatives ii. Weekly clinics iii. Counseling iv. Minor ailments v. HIV/ AIDS awareness vi. Awareness program vii. Supplementary nutrition viii. Direct to consumers ix. Organizing medical camps x. Water wastage	0.850
Education	i. Education ii. Alliance with schools iii. Helping Ngo iv. Firms school v. Underprivileged vi. Promote IT education vii. Free education viii. Training programs ix. Educational camps	0.875
Environment	i. Energy conversion ii. Waste minimization iii. Pollution prevention iv. Natural environment v. Water wastage vi. Tree plantation vii. Disposal of chemicals viii. Minimizing plastic ix. Recycling of products	0.900
Barriers	i. Lack of information ii. Non availability of support iii. Unreasonable Delay iv. Limited budget allocation v. Multiple Points of Contact for One task vi. Non-Responsive nature of Top-management vii. Negative/ rough attitude of higher viii. Authority ix. Casual attitude towards CSR Services x. No department deals with CSR practices xi. Lot of unwanted Holidays xii. Business works only for Profit Earning xiii. Difficult access to Senior Government Functionaries xiv. Lack of some specified Frame work	0.850
Framework	i. Cost Saving ii. Attracting customers iii. Changing perception about business iv. New business opportunities v. Improving business performance vi. Community pressure vii. Stakeholder pressure viii. Community investment ix. Reduced regulatory interventions x. Legal or regulatory obligations	0.773

	xi. Minimizing risk xii. Alliance with business partners xiii. Information demand by stakeholders xiv. Enhanced Reputation xv. CSR reporting xvi. Competitive Pressure xvii. Social concerns relating to product/ service xviii. Preserving natural environment xix. Better stakeholder relationships xx. Love for humanity	

3.6.1Validity of Data

The questionnaire was tested for its validity and reliability. Validity is the property by which a questionnaire measures what it is supposed to measure. The questionnaire had been validated by the peers and has a validation score of 3.80. The changes they suggested were incorporated in the Questionnaire and responses recorded.

3.7 Theoretical Framework

Any research has to be preceded by a theoretical framework. The same is being presented in this section.

From the literature it is obvious that business firms are realizing the need of marrying the business strategies with CSR practices. Globalization, industrialization, technology up-gradation, ethical consumerism and new business opportunities are the major driving forces for the emergence of CSR concept (Grace and Cohen, 2005). In general, CSR is considered as a business firm's obligation to serve, to protect and to improve societal wellbeing (Staples 2004) through different business and social measures (Sen and Bhattacharya 2001; Turban and Greening 1997), and generating equal benefits for the stakeholders and shareholders. Amalgamation of CSR with corporate strategy will enhance a company corporate image and competitiveness to secure long-term economic performance (Branco and Rodrigues 2006; McWilliams et al. 2006; Porter and Kramer 2006). Moving further this study covers the different drivers and facilitators of CSR practices in the large firms of North-West region of India.

The literature provides a variety of views of researchers regarding CSR definitions and underlying dimensions (McWilliamset al. 2006). Till now, there is no universally accepted definition, measurement scale, and a universal framework for the CSR concept, though some agreement exists on the potential positive impact (Branco and Rodrigues 2006; McWilliams et al. 2006; Smith 2003). What is needed is that firms must build their corporate values to create an organizational culture that is receptive to change and can sustain a corporate social responsibility strategy over the long run (Maon *et al*., 2009).

According to Carroll's CSR pyramid (1994), business should embrace economic, legal, ethical and philanthropic responsibilities. The debates on the role of CSR have already taken place within specific social, economic, legal and political context, for instance, in developed countries like the USA during the great depression, during the Cold War (Abrams 1951, Spector 2006, 2008), after the advent of globalization and liberalization (Palazzo and Scherer 2008). In case of developing economies like India as well, the growing debate on CSR gained momentum after 1991 and the transformation of the concept from philanthropy to holistic corporate social responsibility is still under progress. Adoption of CSR in India by a number of corporates in post-liberalization period is a consequence of the dominant role being played by the private sector firms in the economy. Garriga and Melé (2004) consider that the CSR benefits the society and can uplift the social status by using firm's available resources in ways to benefit the society, through committed participation and improving welfare of society independent of the direct gains to the firms.

Consensus regarding CSR is far from settled as seen from the difference in views of various authors. Ewing and Windisch (2007) argue that the Western ideas and approaches towards the concept of CSR may fail in the Asian context because of cultural and economic differences. Baughn et al. (2007) add that CSR in Asia is characterized not only by the cultural context, but economic and political factors to influence the CSR strategies and initiatives taken up by the firms. Chinese consumers consider economic responsibility from a broader perspective (Ramasamy and Yeung, 2009). Paul Hill (2007), also accepts that there is difference in CSR initiatives undertaken by firms in the USA and Europe from that of Asian investors. Fukukawa and Teramoto (2009) highlight that Japanese business firms are not taking much CSR initiatives and need to develop a global mode of transparency and accountability.

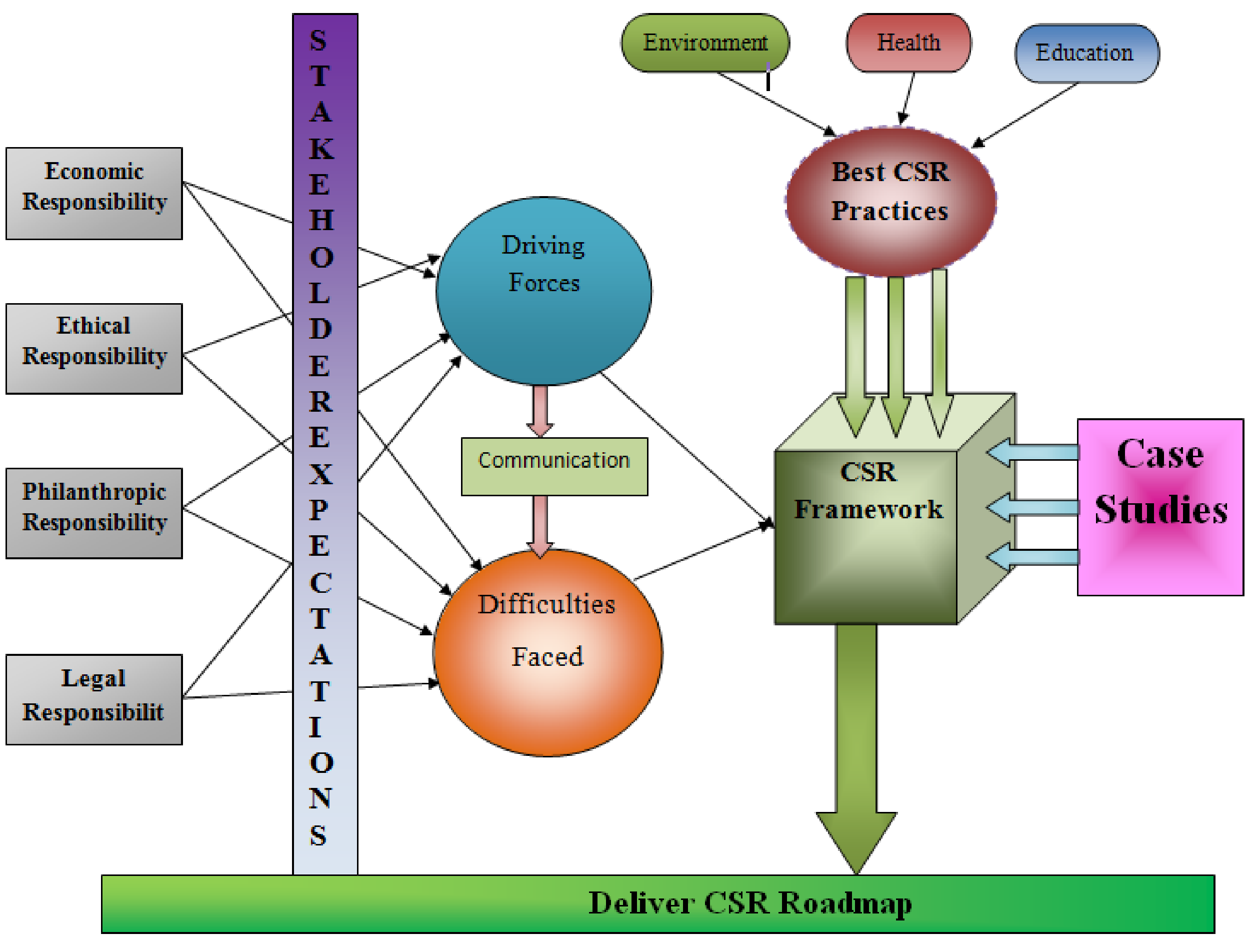
The theoretical framework for this research is based upon the literature of evolution of CSR practices. Now a day's CSR plays a very important role in judging a business firms reputation and market image. Researchers have looked from different prospects how CSR implementation will help in the growth of the society. CSR policies vary with industry sector and nationality (Silberhorn and Warren, 2007). Muller and Kolk (2009) observe similarity in CSR activities of Mexican auto-industry with and those taken in developing countries. The present research tries to evaluate the CSR initiatives undertaken by the IT, Auto and FMCG sector with respect to three key areas i.e., health, education and environment. The sample firms chosen in the north-west region are those that have initiated CSR initiatives, which vary according to organization experience, and accordingly these firms have been classified as CSR leaders, CSR adopters and CSR initiators.

There is ample research highlighting that CSR is practised mostly in three key areas viz, health, education and environment. Research by Bared shows that education is the most preferred area of CSR for Indian companies, and 85% of the companies surveyed engaged in it; this was followed by health (67.5 per cent) rural development and livelihoods (57.5 %). The study also shows that private sector in taking development agenda forward with focus on education, health, environment, livelihood, women empowerment, and disaster management. In continuation to the already existing literature on CSR practices with respect to three key areas i.e., health, education, and environment (Porter and Kramer (2006), Saeed (2010), Banerjee *et al*. (2003), Lewicka and Strzalecka (2006), Vijaya Murthy (2008), Gupta et al. (2008), Aras and Crowther (2009), Berle (1931) and Dodd (1932), Furrer, et. al. (2010), this study has tried to focus on identifying the CSR practices adopted by Indian firms in these key areas. It also tries to analyze weather there is a relation between organizational experience and the extent of health, education and environment CSR initiatives.

Nurturing a strong corporate culture which emphasizes Corporate Social Responsibility (CSR) values and competencies is required to achieve the synergistic benefits (Sharma et al. 2009). Thus there is a need for holistic concept. The first part of research deals with the firms awareness of CSR issues, the level of CSR initiatives undertaken by firms, CSR drivers and facilitators. As the present study revolves around three key areas i.e., health, education and environment, it is equally vital to get views of earlier researchers on these three areas. After having gained the understanding of the concepts of CSR and CSR initiatives actually undertaken by firms in three key areas viz, health, education and environment, the last phase of research is related with designing a framework with inputs from survey as well as from the case studies based upon the conceptual framework of Carroll.

3.7.1 Research Framework:

Details of research framework have been presented through fig 3.1:



For case study analysis the following companies in three sectors have been considered:

Table 3.3 List of companies undertaken for case-study

IT Sector				FMCG Sector				AUTO Sector			
IBM	TCS	Infosys	Wipro	Nestle	ITC	Coca-cola	Britannia Industries	Bajaj Auto	Honda	Maruti Suzuki	ONGC

During the period of this study, the CSR initiatives undertaken by 12 companies have been undertaken for accomplishing case-study analysis. And for this purpose those firms have been considered for the study which was particularly doing well in CSR practices implementation. Four firms from each sector viz: IT, Auto and FMCG sector have been undertaken.

3.8 Concluding Remarks

Choice of an appropriate research design and methodology is one of the most important aspects that pave the way for targeted outcomes in the research process. This chapter has elaborated the detail of step by step approach employed for the research. This chapter has presented a summary of the methodology used for analyses of primary and secondary data. Methodology applied at different phases of this study has been explained. Finally, a brief overview of rationale of statistical methods used to test hypotheses like ANOVA, factor analysis and Regression analysis has also been given.

CHAPTER – IV

ANALYSIS AND DISCUSSION

This chapter covers the detailed analysis of survey based results and case study analysis. In Section 4.1 results of survey conducted on CSR practices with reference to health, education and environment for sixty large firms of North-West region of India have been discussed and analyzed. The study focuses on CSR initiatives of these firms in IT, FMCG and Auto Sector. These sectors have earned widespread appreciation for their ability to positively implement the social responsibility programs. The objective of the survey has been to assess and identify the factors acting as driving force for the implementation of CSR practices, along with identifying CSR initiatives by these firms in the areas of health, education and environment. Section 4.6 revolves around 12 case studies from these three sectors. Finally Section 4.7 focuses on synthesis of these results to design a framework for CSR implementation in India. The framework parameters are based on Carroll's four responsibility pyramid, which is widely accepted in literature.

4.1 Survey Results

The present section covers the profile of the respondent firms to understand the corporate social responsibility practices opted by them with reference to health, education and environment. Following sub sections portray the details of data collected and findings of the study.

4.1.1 Classification according to the type of organization

The organization wise classification is shown in table 4.1. The purpose of categorising the firms into public and private sector has been to see whether the CSR practices vary with the type of organization. Public sector is the government sector and the general perception is that the government sector may be more socially responsible and take resources to higher CSR related activities as compared to the private sector where the basic goal may be profit maximization.

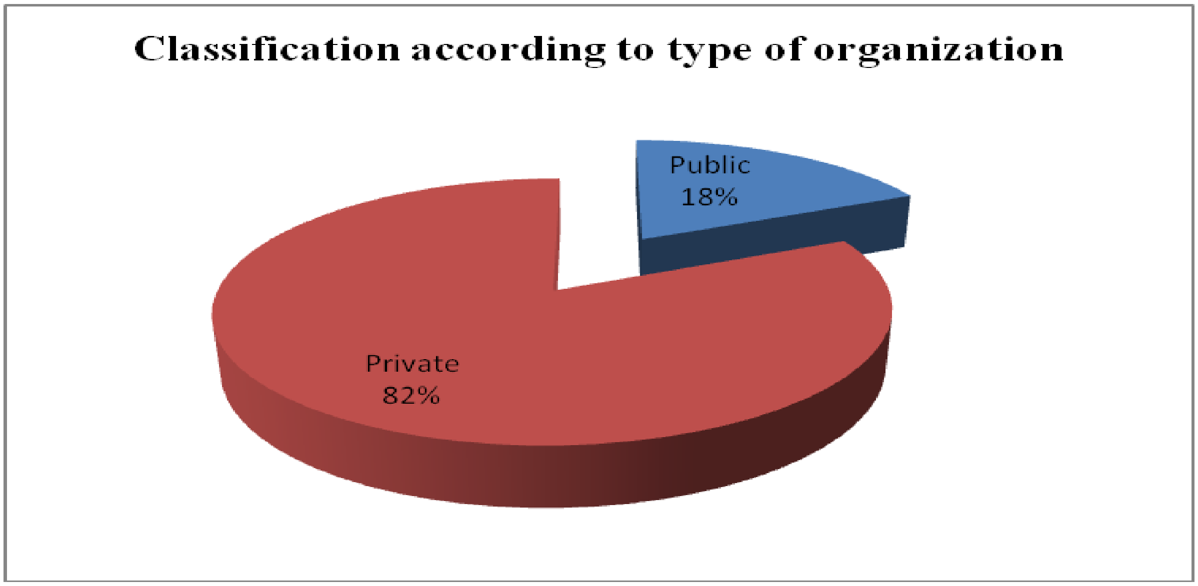


Fig 4.1: Classification according to type of organization

Table 4.1: Classification according to type of organization		
Sector	No.	Percentage
Public	11	18
Private	49	82

The ratio of public sector is lower than the private sector which is true for Indian economy as well as the region chosen for the study.

4.1.2 Sector wise Classification

Out of total 60 companies studied, effort was made to include firms from all three sectors, viz. IT, FMCG, and Auto sector. Results suggest that majority firms are in Auto sector (n_1=32). Other sectors the FMCG and IT sector have fourteen firms in each category. Figure 4.2 provides a break-up of the sample for sector wise classification. Although all sectors were sent similar number of questionnaire, but the responses received from the Auto sector were higher.

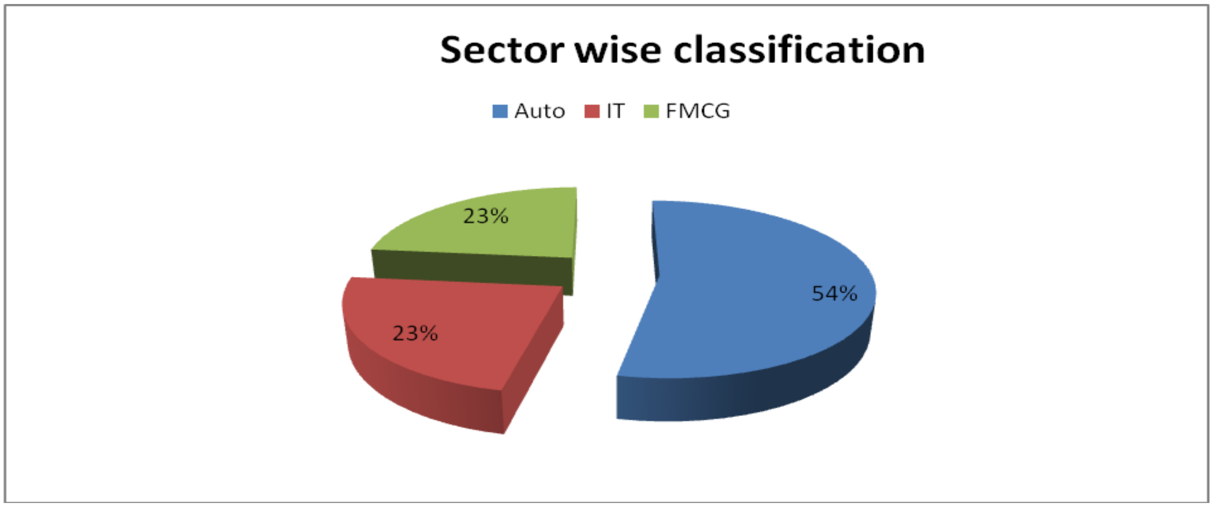


Fig 4.2: Sector wise classification

4.1.3 CSR Initiatives

Further classification has been done on the basis of how old firms have been practising CSR initiatives and the level and magnitude of these activities. Based on these the firms were asked whether they classified themselves as CSR leaders, CSR adopters and CSR initiators. Out of the total 60 firms, categorization was made on the basis of the above defined three factors and the firms acting as leaders in taking up the CSR initiatives are (n_1=22) whereas firms acting as CSR adopters are ($n_{2=}$ 27) and firms who are new in the implementation stage of CSR initiatives are (n_3= 11).

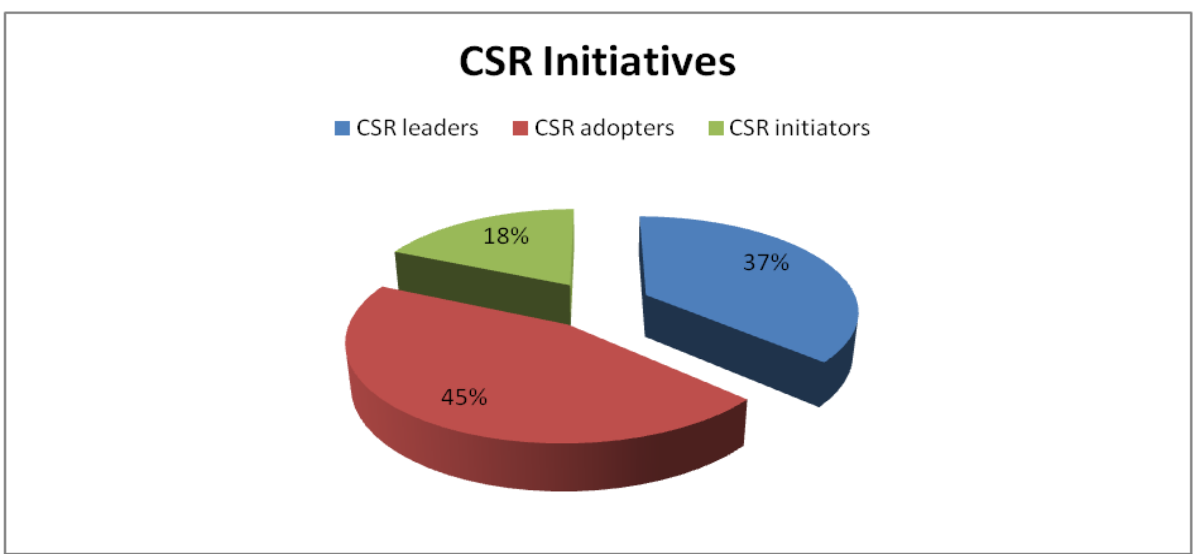


Fig: 4.3 Classifications according to CSR Initiators

4.1.4 CSR Responsibilities

This section differentiates between the firms, view point towards CSR responsibilities. The classification has been done on the basis of Carroll's model that defines CSR covering four responsibilities which are economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility.

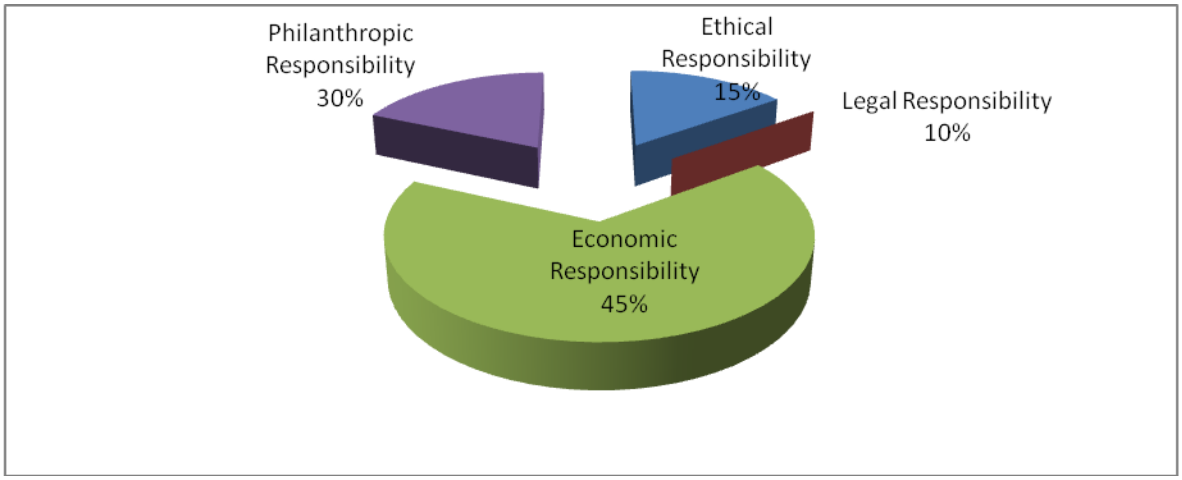


Fig 4.4: CSR Responsibilities

The perception of the sample firms has been that the CSR activities are undertaken as economic responsibility. A majority of the firms have been undertaking for CSR initiatives because they consider it as economic responsibility. This has been followed by philanthropic and ethical responsibility. The firms are also undertaking the CSR for philanthropy (Charity) and ethical responsibility. Very surprisingly legal boundation has the lowest score and is lacking. And this is a cause of concern and infact demands greater attention to be given to legal responsibility. There are labour laws, and industry acts but there is no legal system that could claim that the CSR norms are fully and permanently effective. There is more or less a desire for linkage (heteronomous or autonomous) which leads us to consider the various ways in which such "standardization" may be introduced into very different normative contexts (Clavet and Javillier (2008). Business organizations have woken up to the need for being committed towards CSR. But still a majority of business organizations have just been taking up some form of philanthropic activities for its stakeholders. Thus there is a need to understand the driving forces impelling them to CSR.

4.2 Key Drivers of CSR

In the globalized era CSR has permeated all organisations which are pursuing CSR activities with increased dynamism, but still in the India the concept has to be reinforced into the working system. Thus, here the major role has to be played by the driving forces to push the firms to implement CSR. This section covers the different driving forces and also covers the difficulties faced by the firms in implementing CSR.

Literature depicts that there are many driving forces influencing the behaviour of organization or business strategies towards CSR practices. The study by Crowther and Reis (2011) shows that important issues for society regarding all three aspects of sustainability i.e., environmental, social and economic are equally important to businesses for the implementation of these CSR practices. A brief overview of eight drivers considered in this study has been given below:

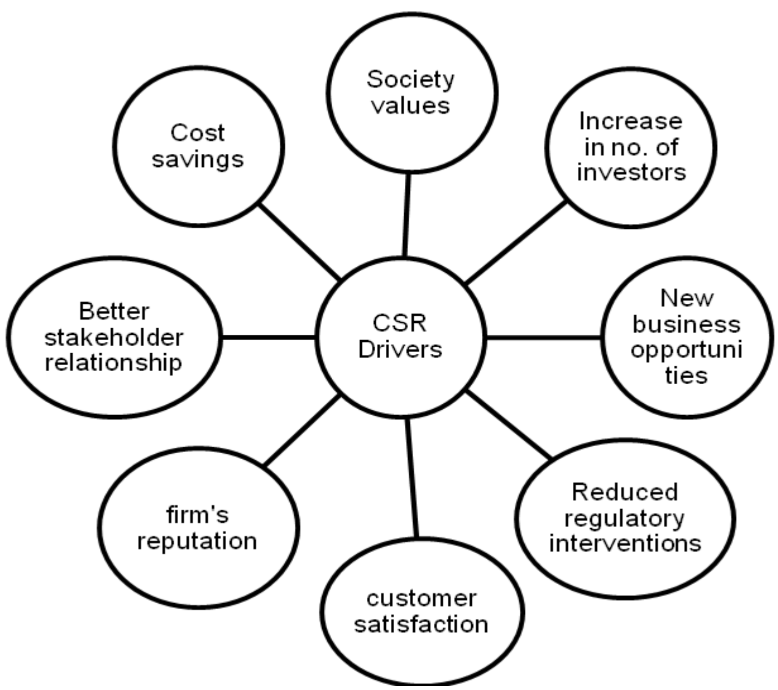


Figure 4.5: Drivers for CSR strategies in the participating firms

i. Society Values: CSR strategies are influenced by society values. Companies are a part of the society, and therefore must respect its norms, values and services. Going against these norms and values can lead to the loss of reputational capital of the firms. Literature depicts that companies developed ethical, environmental and social practices over time in order to align their company profile and profits with the societal expectations.

ii. Increase in number of Investors: Investors play a vital role as a policy driver for the companies. The faith of firms top management in CSR initiatives strongly enthuse the path to merge a socially responsible profile with the firms strategies

iii. New business opportunities: New business opportunities stimulate the firms to invest in social initiatives in order to foster a better competitive context. As the firms take initiatives to reduce poverty and social inequities they create improved environment for business, including a larger attractive consumer market, and better stakeholder relationships.

iv. Regulatory Pressures: Regulatory pressures could be considered as another important driver. Jurisdictions are yet to require substantive legislation requiring sustainability reporting of all large organizations (Gray and Milne, 2002) and a benchmark of government responsiveness to CSR has not emerged (Haigh & Hazelton (2004). Environmental regulations are increasing. So, this is going to be an emergent driving force in future.

v. Firms Reputation: Consumers willingness to pay some form of premium for CSR-affiliated products (brands or reputations) helps producing firms to gain competitive advantage, thus forcing non-CSR firms to migrate to similar positions (Haigh and Hazelton, 2004).

vi. Customer satisfaction: Lichtentein *et al*. (2004) suggest that a corporation’s socially responsible behaviour can positively affect its consumers’ attitude towards the corporation. This means that CSR implementation by the firms leads to increase in the market share of the company and results in enhanced customer satisfaction.

vii. Better stakeholder relation: CSR efforts by the firms will help in gaining wide publicity among dominant stakeholders (Bansal and Roth, 2000). Lewis (2003) opines that corporate social responsibility is now established as a fundamental addition to stakeholders' criteria for judging a company's reputation and also for a reappraisal of the company's brand and reputation management. Better stakeholder relationships have made the organization pursue CSR strategies with better vision. CSR and its linkage to stakeholder management has been explored earlier (Steurer et al. 2005).

viii. Cost Saving: Literature supports that cost saving is also an important driving force for the firms to pursue CSR practices. Adams (2002) also supports this argument that CSR initiatives enhance a firm economic performance.

Further analysis of these CSR drivers has been taken on the basis of i) type of organization, ii) firms experience, and iii) nature of industry. In organization wise CSR drivers, the study covers public and private enterprises and it is important to understand whether the driving forces for public and private sector are similar. General perception is that the government may be considered more responsive and more inclined towards the CSR.

Table 4.2: Impact of Type of Firm on CSR Driving Forces

Type of Organization/ CSR Driving forces	**Public**		**Private**		**Total**	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Firm reputation	3.20	1.00	3.55	.820	3.27	.972
Stakeholder relationship	3.22	.422	3.18	.405	3.22	.415
Increase in no. of investors	2.76	.990	2.55	.934	2.72	.976
Customer satisfaction	2.55	.937	2.91	.831	2.62	.922
New business opportunities	2.37	.972	2.64	1.206	2.42	1.01
Cost savings	2.61	.909	2.45	1.036	2.58	.926
Regulatory pressures	2.69	.983	2.55	1.128	2.67	1.00
Society values	2.96	1.414	3.18	1.537	3.00	1.42

The results as depicted in (Table: 4.2) show that for public sector firms the major driving forces for initiating CSR practices are: firm reputation and stakeholder relationship. For private sector driving forces for initiating the social responsibility practices are: new business opportunities and society values. Thus, the driving forces of CSR are different for public and private organization. It is surprising that the private sector is focusing on society values, which is a positive approach towards CSR.

Next section of the analysis covers CSR driving forces with respect to the firm experience, i.e., classified as CSR leaders, CSR adopters, and CSR initiators. Choice of CSR drivers' vis-à-vis organization experience has been presented in table 4.3. The results highlight that CSR leaders are influenced by all the drivers. For CSR adopters the major driving forces have been the awareness that CSR helps in enhancing a company's reputation and leads to better stakeholder relationship. CSR initiators have lower mean score for all the drivers.

Table 4.3: CSR drivers and Firm Experience

Firm CSR Experience/ Firm CSR practice	**CSR Leaders**		**CSR Adopters**		**CSR Initiators**		**Total**	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Firm reputation	3.6	.50	3.3	.97	2.5	.93	3.2	.97
Stakeholder relationship	3.3	.50	3.2	.43	3.0	.00	3.2	.41
Increase in No. of investors	3.6	1.0	2.5	.87	2.4	.93	2.7	.97
Customer satisfaction	3.6	.50	2.4	.93	2.2	.46	2.6	.92
New business opportunities	3.3	.50	2.4	1.0	1.7	.46	2.4	1.0
Cost savings	3.0	.02	2.5	1.0	2.4	.93	2.5	.92
Regulatory pressures	3.6	.50	2.5	.98	2.4	.93	2.6	1.0
Society values	3.6	.50	3.2	1.5	1.7	.46	3.0	1.4

The results as depicted in (Table: 4.3) show that the CSR leaders and adopters are influenced by firms reputation, stakeholder relationship, increase in number of investors, customer satisfaction, new business opportunities, cost savings, regulatory pressures and societal values. The results indicate that CSR driving forces are more vigorous for CSR leaders in comparison to CSR adopters and CSR initiators.

iii.) **Sector-wise choice of CSR Drivers**

Sector wise analysis was also undertaken for all eight CSR drivers to understand which driver is considered more important by various sectors. Table4.4 depicts the sector-wise preference of CSR drivers based on the mean score vis-à-vis mean score of total.

Table 4.4: Sector-wise preference of CSR drivers

Sector	Firm reputation	Stakeholder relations	Increase in no of Investors	Customer satisfaction	New business opportunities	Cost savings	Regulatory pressures	Society values
IT	3.40	3.15	3.25	2.87	2.50	2.53	2.68	2.78
FMCG	3.80	3.18	3.09	2.54	2.90	2.54	2.72	2.90
Auto	3.87	3.52	3.23	2.52	2.64	2.11	2.29	2.29
Total	3.60	3.26	3.21	2.71	2.61	2.41	2.58	2.66

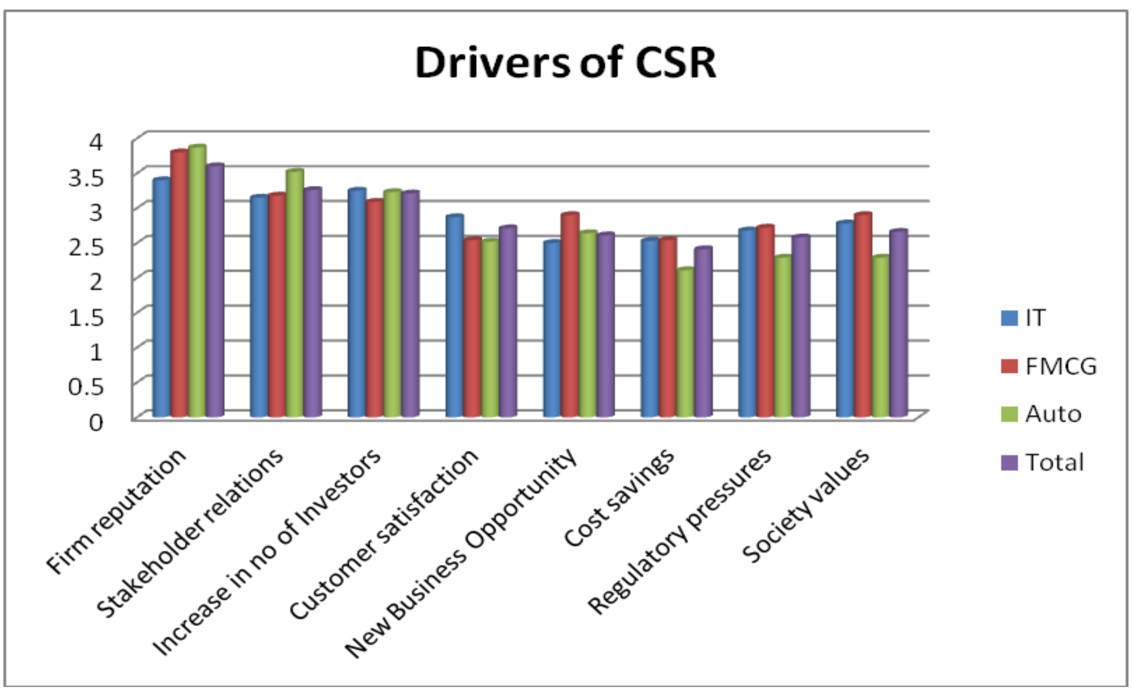


Figure 4.6: Sector wise CSR drivers

As highlighted by total mean score the firm reputation has emerged as the most vital driver. This is followed by stakeholder relationship and increase in the number of investors. Organizations in all sectors viz. IT, FMCG, Auto have rated the firm reputation as the most influential driver. The next important driver is stakeholder relationship. The reason for that may be that this driver will help in maintaining good relations with the stakeholders and will add to market value and help in promoting firm's image. Least preferred driver that does not motivate firms for CSR practices is cost savings. Business Firms from all the sectors have rated this as the least important driver.

The results are indicative of the fact that irrespective of industry there is a consensus on the following three drivers and they have been rated high in priority by firms from all three sectors. These are:

i) Firm reputation

ii) Stakeholder relationship

iii) Increase in number of investors

Thus the overall analysis of CSR drivers on the basis of the organisation type, firms experience and nature of industry depicts that there is a difference in perception in case of public and private firms and also on the basis of industry experience, but the same is not true for nature of industry.

The next section covers the factor analysis of these drivers. The above listed eight drivers have been reduced to two factors viz, i.e., enhanced benefits and improved firm image.

Factor Analysis of CSR Drivers

Factor analysis helped in classifying the above mentioned eight CSR drivers into two categories. These are: i) enhanced benefits, and ii) improved image. Both these factors explain 77.038 percent of total variance. Results of factor analysis confirm that the CSR initiatives have been undertaken for the following reasons:

1. Enhanced benefits: This factor has emerged as the most important factor explaining total variance of 41.3674. The major elements of this factor include:

i) Increase in number of investors (.717),

ii) Customer satisfaction (.913),

iii) Cost savings. (.853),

iv) Societal values (.779),

As it is obvious from the results, customer satisfaction loads heavily on first factor signifying its importance compared to the other drivers.

2. Improved Image**:** This factor has emerged as another important factor with a total variance of 35.716. The major elements consisting of this factor include:

i) Firm reputation (.883),

ii) Stakeholder relationship (.929),

iii) New business opportunities (.627),

iv) Regulatory pressures (.726)

Table 4.5: Factor analysis of CSR drivers

Factor Name	Eigen Value	%of variance	Item Name	Item Loading	Mean	S.D
Enhanced benefits	3.92	41.367	Increase in no. of investors	.717	3.21	0.415
			Customer satisfaction	.913	2.71	0.975
			Cost savings	.853	2.41	1.01
			Society values	.779	2.66	1.00
Mean score of Enhanced benefits				**2.74**		
Improved image	2.24	35.716	Firm reputation	. .883	3.55	1.08
			Stakeholder relationship	.929	3.26	0.971
			New business opportunities	.627	2.61	0.922
			Regulatory pressures	.726	2.58	0.925
Mean score of Improved Image				**3.00**		

As item loadings for all variables is higher than 0.606, so all the items have been included in the study. Results further reveal that the firms improved image factor has higher mean score and, hence emerges as a stronger initiative for pursuing CSR activities. This underlines the relative significance of this factor. Stakeholder relationship and firm reputation load heavily on their factors and thus are perceived having stronger influence on their respective factors.

An important inference drawn from CSR drivers is that improved image is considered more important than enhanced benefits as represented through mean score.

Figure 4.7: Key drivers pushing business firms towards CSR practice

CSR initiatives of the organizations are broadly undertaken for either for enhanced benefits and improved image as depicted through figure 4.7.

4.2.1 Difficulties faced by firms in the implementation of CSR Practices

This section will cover the difficulties faced by firms in undertaking CSR practices. These have been rated on the basis of the mean scores.

Table 4.6: Difficulties faced by firms			
Difficulties	Mean	Std. Deviation	Rank
1.Lack of information	2.76	1.07	11
2.Non availability of support	3.13	1.17	5
3.Unreasonable Delay	3.11	1.15	7
4.Limited budget allocation	3.30	1.41	3
5.Multiple Points of Contact for One task	2.36	0.86	13
6.Non-Responsive nature of Top-management	3.38	1.42	1
7.Negative/ rough attitude of higher authority	3.18	1.21	4
8. Casual attitude towards CSR Services	3.35	1.00	2
9.No department deals with CSR practices	2.81	1.42	10
10.Lot of unwanted Holidays	2.61	1.37	12
11.Business works only for Profit Earning	2.25	1.12	14
12.Difficult access to Senior Government Functionaries	3.13	1.09	6
13. Lack of specified Frame work	2.95	1.28	8
Average	2.95	1.20	

The results as shown in table 4.6 highlight that from the above fourteen difficulties, non-responsive nature of top-management has the highest average score of 3.38. The next is the casual attitude towards CSR services (average score of 3.35). This means that if top management is willing to go for implementation of CSR practices and if they change their perception from economic responsibility to ethical, legal and philanthropy responsibility, this will help the firms in improving their CSR footage. The lowest ratings have been given to the myth that business works only for profit earning and multiple points of contact for one task.

Table 4.7: Difficulties faced by firms w.r.t firms experience								
Difficulties Faced/ CSR initiatives	**CSR Leaders**		**CSR Adopters**		**CSR Initiators**		**Total**	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
1.Lack of information	2.3	.92	2.3	1.0	2.4	.966	2.7	1.0
2. Non availability of support	3.0	1.3	3.0	.99	3.0	1.24	3.1	1.1
3. Unreasonable Delay	3.5	.94	2.8	1.1	2.8	1.47	3.1	1.1

4. Limited budget allocation	2.9	1.4	3.9	1.2	3.0	1.49	3.4	1.4
5. Multiple Points of Contact for One task	2.3	.93	2.4	.84	2.3	.823	2.3	.86
6.Non-Responsive nature of Top-management	2.7	1.4	3.9	1.2	3.2	1.39	3.3	1.4
7. Negative/ rough attitude of higher authority	2.9	1.3	3.0	1.0	3.3	1.25	3.1	1.2
8. Casual attitude towards CSR Services	3.7	1.0	3.0	.87	3.2	1.13	3.3	1.0
9. No department deals with CSR practices	2.5	1.2	3.0	1.6	2.8	1.2	2.8	1.4
10. Lot of unwanted Holidays	2.5	1.2	2.7	1.5	2.6	1.3	2.6	1.3
11. Business works only for Profit Earning	2.1	1.2	2.2	1.0	2.4	1.2	2.2	1.1
12. Difficult access to Senior Government Functionaries	2.9	1.2	3.3	.95	3.1	.99	3.1	1.0
13. Lack of some specified Frame work	2.9	1.4	2.9	1.1	3.0	1.2	2.9	1.2

The results as depicted in Table: 4.7 are indicative of the fact that the older and experienced firms have identified unreasonable delay and casual attitude towards CSR services as major difficulties. Despite their experience, even these firms have been facing these difficulties for the implementation of the CSR practices. Problems faced by the CSR adopters are widely different from those of the experienced firms. Limited budget allocation, non-responsive nature of top-management, and difficult access to senior government functionaries are the major hurdles identified by them. Major difficulties faced by the CSR initiators are: non availability of support, limited budget allocation, non-responsive nature of top-management, negative/ rough attitude of higher authority, casual attitude towards CSR services, difficult access to senior government functionaries, and lack of some specified framework. Thus CSR initiator firms have been encountering more problems and huddles compared to older firms. Hence, experience helps in plummeting the number and level of difficulties encountered.

CSR Difficulties: Sector-wise Analysis

Sector wise difficulties faced by the organizations with respect to three sectors have been depicted in table 4.8.

Table 4.8: Difficulties faced by the firms with respect to three sectors				
Difficulties	Sector			
	IT	**FMCG**	**Auto**	**Total**
Lack of information and guidance on the correct procedures of implementing CSR practices	2.7	3.0	2.5	2.7
Non availability of support from the staff of the organization	3.2	3.3	2.8	3.1
Unreasonable Delay, even for small services	3.0	3.2	3.1	3.1
Limited budget allocation	3.3	4.1	3.0	3.4
Need to visit many staff members for any work	2.2	2.7	2.3	2.3
Non-Responsive nature of Top-management people	3.3	3.3	3.4	3.3
Non-Cooperative behaviour and negative/ rough attitude of higher authority	3.3	3.1	2.9	3.1
Casual attitude towards CSR Services	3.4	3.0	3.4	3.3
No department deals with CSR practices	3.0	2.9	2.2	2.8
Lot of unwanted Holidays	2.9	2.7	1.9	2.6
Myth regarding Business, it works only for Profit Earning	2.2	2.3	2.1	2.2
Difficult access to Senior Government Functionaries	3.0	3.3	3.0	3.1
Lack of some specified Frame work for implementing CSR Practices	2.6	3.4	3.2	2.9

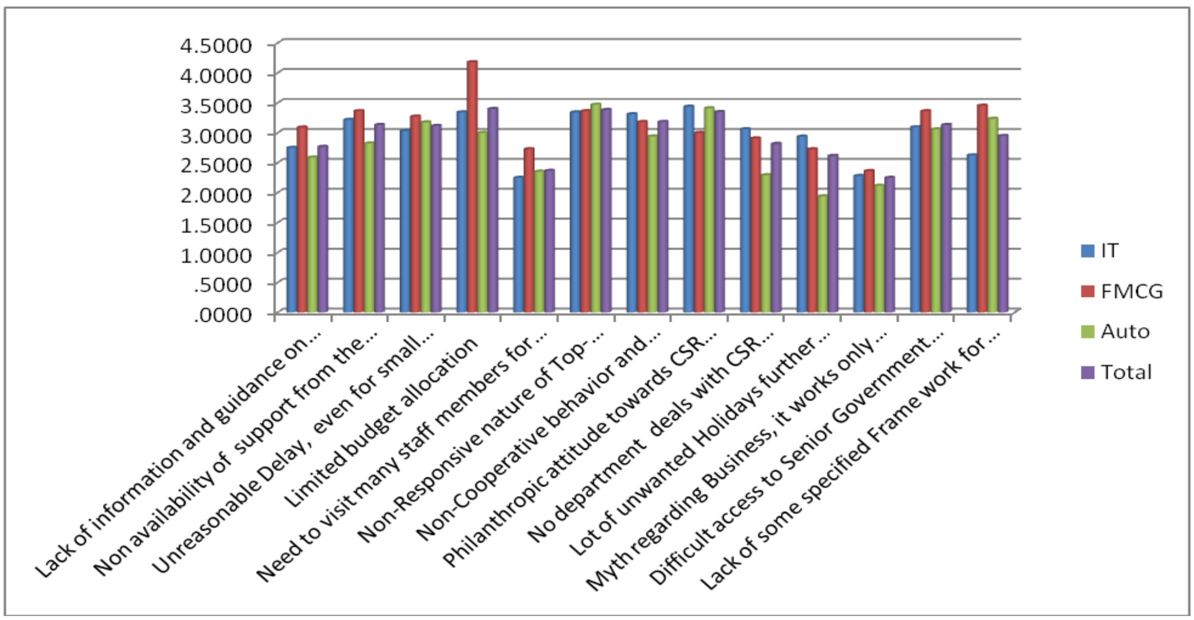


Figure 4.8: CSR difficulties: sector-wise analysis

The results as shown in figure 4.8 portrays that FMCG sector is encountering more difficulties in the implementation of CSR practices as depicted by higher mean score of this sector for various difficulties. Limited budget allocation for the CSR practices has been rated high. Other difficulties faced are: lack of specified framework and difficulty in access to senior officials for the implementation of CSR practices. When managers were asked to rate the difficulties faced by them for marrying business strategies with the social responsibility strategies, least priority was given to the perception that business works for profit motive. Although literature supports that business works only for profit motives but this perception of business firms is changing in the recent years, although the rate of change may be very slow. Crowther and Davila Gomez (2011) underscore that corporate social responsibility is an essential, even an obligatory feature of business in the current environment. It is increasingly global and increasingly inseparable from the concerns of society as a whole; it permeates all aspects of business activity.

The next section focuses on the CSR initiatives taken by sample firms with respect to health, education, and environment

4.3 CSR initiatives with respect to Health, Education, and Environment

CSR Health initiatives

The study also analyzed the CSR health initiatives with respect to the organizational experience. The associated hypothesis is H_{1a}: *There is a significant difference between the firms experience and CSR health care initiatives.*

As depicted in Table 4.9, regarding the relation between the firms experience and CSR health initiatives, ANOVA results highlight that there is a significant difference in the means of three groups' viz. CSR leaders, CSR adopters and CSR initiators. The p-values were not significant for only the three health initiatives viz: knowledge to consumers about health certification to distinguish quality goods and services, organizing of medical camps in the rural areas which provide knowledge to the people about current diseases and their prevention, and counselling about water saving and water purification.

The analysis of ANOVA reveals that there is a significant difference in the responses of firms organizing weekly clinics as CSR practices and the firms experience yield F ratio of F (1, 58) = 15.153, p= 0.001. Similarly, ANOVA results are also found significant for knowledge about nutrition and balanced diet and firms experience which yield F ratio of F (1, 58) = 9.629, p= 0.003. Results reveal significant difference among firms experience and counselling sessions which yield F ratio of F (1, 58) = 13.331, p= 0.001. Results are significantly different for firms experience and treating some minor ailments and casualties which yield F ratio of F (1, 58) = 5.295, p= 0.025. Similarly, ANOVA results are also found significant for Firms experience and HIV/ AIDS awareness program in and around the community which yield F ratio of F (1.58) = 11.243, p= 0.001. Results reveal significant difference among firms experience and awareness programs regarding the use of alcohol/ drugs which yield , F ratio of F (1, 58) = 10.397, p= 0.002. ANOVA results are also significant for firms experience and supplementary nutrition programs which yield F ratio of F (1, 58) = 6.345, p= 0.015.

However, in the rest of the cases ANOVA is not found significant. Thus, there is no significant difference in the means in case of offering healthy goods and services with quality certifications, organizing medical camps in the rural areas which provide knowledge to the people about current diseases and their prevention, and education about water saving and water purification.

Table 4.9: ANOVA results for CSR Health care initiatives and firms experience

		Sum of Squares	Df	Mean Square	F	Sig.
Knowledge about nutrition and balanced diet	Between Groups	17.086	1	17.086	9.629	.003**
	Within Groups	102.914	58	1.774		
	Total	120.000	59			
Weekly clinics	Between Groups	25.465	1	25.465	15.153	.001***
	Within Groups	97.468	58	1.680		
	Total	122.933	59			
Counseling sessions	Between Groups	25.119	1	25.119	13.331	.001***
	Within Groups	109.281	58	1.884		

	Total	134.400	59			
Treatment of some minor ailments and casualties	Between Groups	7.428	1	7.428	5.292	.025*
	Within Groups	81.422	58	1.404		
	Total	88.850	59			
HIV/ AIDS awareness program in and around the community	Between Groups	19.062	1	19.062	11.243	.001***
	Within Groups	98.338	58	1.695		
	Total	117.400	59			
Awareness program regarding the use of Alcohol/ Drugs	Between Groups	19.062	1	19.062	10.397	.002**
	Within Groups	106.338	58	1.833		
	Total	125.400	59			
Supplementary nutrition program	Between Groups	14.520	1	14.520	6.345	.015*
	Within Groups	132.730	58	2.288		
	Total	147.250	59			
Offering healthy goods and services with quality certifications	Between Groups	.445	1	.445	2.256	.139
	Within Groups	10.464	53	.197		
	Total	10.909	54			
Organizing medical camps in the rural areas which provide knowledge to the people about current diseases and their prevention.	Between Groups	1.887	1	1.887	2.663	.108
	Within Groups	41.097	58	.709		
	Total	42.983	59			
Counselling about water saving and water purification	Between Groups	.049	1	.049	.076	.784
	Within Groups	34.496	53	.651		
	Total	34.545	54			

*** Significant at .1 percent level, ** Significant at 1 percent level, * Significant at 5 percent level

Thus the health care analysis reveals that ANOVA values are significant for i) knowledge about nutrition and balanced diet, ii) weekly clinics iii) counseling sessions iv) treatment of some minor ailments and casualties v) HIV/ AIDS awareness program in and around the community vi) awareness program regarding the use of alcohol/ drugs and vii) supplementary nutrition program**.** The p-values for these are in the range of 0.001 to 0.025. Thus the hypothesis H_{1a}: t*here is a significant difference between firms experience and the extent of health care CSR initiatives* has been accepted. Results of the ANOVA reveal that there is a significant difference in the health care initiatives of CSR leaders, CSR adopters and CSR initiators.

Factor Analysis of CSR Healthcare Initiatives

The next step of the research was to reduce CSR health care initiatives to lesser number of factors. Hence factor analysis was employed to achieve the same. Since there are many variables, therefore the principle component factor analysis with varimax rotation and Kaiser normalization was applied. The results helped in classifying CSR health care initiatives into two factors viz.: i) awareness programs and camps, ii) counseling sessions and services. These two factors explain 79.26 percent of total variance.

These factors are explained below:

1. Awareness programs and Camps: This factor emerged as the most key factor explaining a total variance of 40.774. The major elements of this factor in terms of item loading are:

i) HIV/ AIDS awareness programs in and around the community (.854),

ii) Awareness programs regarding the use of alcohol/ drugs (.773),

iii) Supplementary nutrition programs (.903)

iv) Organizing medical camps in rural areas which provide knowledge to the people about current diseases and their prevention. (.857),

v) Education about water saving and water purification (.912),

2. Counseling sessions and services**:** This factor has emerged as another important determinant explaining 38.495 percent of variance. The major elements of this factor include:

i) Knowledge about nutrients and balanced diet (.887),

ii) Weekly clinics (.855),

iii) General counseling (.936),

iv) Treating minor ailments and casualties (.756),

v) Offering goods and services with quality certifications (.606).

Table 4.10: Factor Analysis of CSR healthcare initiatives

Factor Name	Eigen Value	%of variance	Item Name	Item Loading	Mean	S.D
Awareness programs and Medical Camps	4.077	40.774	HIV/ AIDS awareness programs in and around the community	.854	2.58	1.31
			Awareness program regarding the use of Alcohol/ Drugs	.861	2.58	1.37
			Supplementary nutrition programs	.903	3.10	1.63
			Organizing medical camps in the rural areas which provide knowledge to the people about current diseases and their prevention	.857	3.68	0.84
			Education about water saving and water purification	.912	4.10	0.83
Mean score of Awareness programs and Camps 3.20						
Counseling sessions and services	3.849	38.495	Knowledge about nutrients and balanced diet	.887	2.70	1.35
			weekly clinics	.855	2.14	1.22
			General counseling	.936	2.08	1.38
			Treating minor ailments and casualties	.756	2.86	1.26
			Offering goods and services with quality certifications	.606	3.80	.404
Mean score of Counseling sessions and services 2.71						
Overall mean of the two factors 2.95						

Thus CSR health care initiatives are basically in the form of (i) awareness programs and camps and (ii) counseling sessions and services. Overall results highlights that the item loadings for all variables are higher than 0.606, hence all the items have been included in the study. Results of the factor analysis with respect to health care initiatives taken by firms elucidate that the awareness programs and camps factor has higher item loadings ranging from 0.854 to 0.912. This underlines the high importance of this factor. Awareness programs and camps factor has higher magnitude of mean score of 3.20, greater than the overall mean score of CSR healthcare, as well as the mean score of health care initiatives of factor 2 namely counseling sessions and services.

Another important point is that the supplementary nutrition program and education about water saving and water purification had a higher item loading of 0.903 and 0.912 which indicates the respondents growing awareness regarding nutrition and water purification.

In terms of relative importance, education about water saving and supplementary nutrition programs had higher loadings in awareness programs and camps. In counseling sessions and services general counseling and knowledge about nutritious and balanced diet initiatives had higher item loading signifying higher significance of these.

After analysing CSR health care initiatives, the next step of research was to focus on CSR educational initiatives.

CSR Educational initiatives

The study also analyzed the CSR educational initiatives with respect to the firms experience. Accordingly the proposed hypothesis is H_{1b}: *There is a significant difference between the firms experience and the extent of CSR initiatives with reference to education.*

Analysis of ANOVA results reveals that there is a significant difference between the firms experience and education is primary focus area for the firms with F ratio of $F (1, 58) = 4.99$, $p=0.029$, alliance with schools $F (1, 58)= 30.248$, $p= 0.001$, running firms own school $F(1, 58) = 6.332$, $p= 0.015$. Firms experience plays an important role in determining the CSR educational initiatives. Results of one way ANOVA yield F ratio of $F (1, 58) = 4.465$, $p= 0.039$ for giving computers to promote IT education in the neighbouring area. Further results show significant difference between Adult educational initiatives for older people in nearby rural area and firms experience with F ratio of $F (1, 58) = 4.519$, $p=0.038$. Furthermore, organizing training programs on educational activities is also found to be significant with respect to firms experience with F ratio of $F (1, 58) = 10.673$, $p=0.002$.

Table 4.11: ANOVA results for CSR Education initiatives and firms experience

		Sum of Squares	df	Mean Square	F	Sig.
Education is primary focus area for the firms	Between Groups	5.835	1	5.835	4.990	.029*
	Within Groups	67.815	58	1.169		
	Total	73.650	59			
Alliance with schools	Between Groups	8.955	1	8.955	26.461	.001***
	Within Groups	19.628	58	.338		
	Total	28.583	59			
Alliance with established NGOs involved in Educational CSR activities	Between Groups	.254	1	.254	.715	.401
	Within Groups	20.596	58	.355		
	Total	20.850	59			
Running firms own school	Between Groups	13.680	1	13.680	6.332	.015*
	Within Groups	125.304	58	2.160		
	Total	138.983	59			
Inspiring the lives of the underprivileged by having specific programs for them	Between Groups	1.168	1	1.168	.943	.335
	Within Groups	71.815	58	1.238		
	Total	72.983	59			
Give computers to promote IT education in the neighbouring area	Between Groups	5.814	1	5.814	4.465	.039*
	Within Groups	75.519	58	1.302		
	Total	81.333	59			
Adult educational initiatives for older people in nearby rural area	Between Groups	9.372	1	9.372	4.519	.038*
	Within Groups	120.278	58	2.074		
	Total	129.650	59			
Organizing training programs on educational activities	Between Groups	12.527	1	12.527	10.673	.002**
	Within Groups	68.073	58	1.174		
	Total	80.600	59			
Organizing educational camps in the rural areas which provide knowledge to the people	Between Groups	.472	1	.472	.362	.550
	Within Groups	69.055	53	1.303		
	Total	69.527	54			

*** Significant at .1 percent level, ** Significant at 1 percent level, * Significant at 5 percent level

ANOVA results are significant for all except for i) Alliance with established NGOs involved in Educational CSR activities, ii) Inspiring the lives of the underprivileged by having specific programs for them and iii) organizing educational camps in the rural areas to provide knowledge to the people.

Thus the hypothesis H_{1b}: T*here is a significant difference between the firms* experience *and the extent of CSR initiatives with reference to education* has been accepted. Results of the ANOVA highlight that there is a significant difference between CSR leaders, CSR adopters, and CSR initiators regarding educational CSR initiatives.

Factors Analysis of CSR Education Initiatives

An important aspect of CSR is to reduce the variables regarding the CSR educational initiatives to smaller number of factors. Principal component analysis helped in identifying three factors related with CSR educational activities. Factor analysis helped to classify educational initiatives into three categories viz, core educational activities, secondary educational services, and allied programs. These three factors explained 87.45 percent of total variance.

1. Core educational activities: This factor emerged as the most important factor with a total variance of 33.42. The major elements consisting of this factor include:

i) Running firms own school (.916),

ii) Adult educational initiatives for older people in a nearby rural area (.972),

iii) Organizing educational camps (.872).

2. Secondary educational services**:** This factor has emerged as the second factor with a total variance of 29.21. The major elements consisting of this factor include:

i) Donation of books, computers (.751),

ii) Inspiring the lives of the underprivileged by having specific programs for them (.810),

iii) Donating computers to promote IT education (.761),

iv) Organizing training programs on educational activities (.807).

3. Allied educational programs: This factor has emerged as another factor explaining 25.84 percent of variance. The major elements of this factor include:

i) Alliance with schools (.799),

ii) Alliance with established schools and NGOs (.956).

Table 4.12: Factor Analysis of CSR Educational initiatives						
Factor Name	Eigen Value	%of variance	Item Name	Item Loading	Mean	S.D
Core educational activities	3.00	33.42	Running firms own school	.916	2.58	1.57
			Adult educational initiatives for older people in a nearby rural area	.972	3.22	1.59
			Organizing educational camps	.872	3.38	1.17
Mean of Core educational activities				**3.06**		
Secondary educational services	2.62	29.21	Donation of books, computers	.751	3.82	1.13
			Inspiring the lives of the underprivileged by having specific programs for them.	.810	3.62	1.21
			Donating computers to promote IT education	.761	4.20	1.24
			Organizing training programs on educational activities	.807	3.44	1.10
Mean of Secondary educational services				**3.77**		
Allied educational programs	2.23	25.84	Alliance with schools	.799	3.90	0.61
			Alliance with established NGOs involved in Educational CSR activities	.956	3.44	0.61
Mean of Allied educational programs				**3.67**		
Overall mean of the three factors				**3.50**		

The mean score of the factor 2 viz. secondary educational services and factor 3 i.e., allied educational services are higher than the overall mean score of core educational activities. The results indicate that the surveyed firms pursuing CSR activities are more into providing secondary educational services and involve more in allied programs than providing core educational services.

CSR Environmental Initiatives

The third important aspect of the CSR activities is one undertaken for environmental purpose. Thus the analysis shifts from health and education initiatives to environment initiatives pursued by the sample firms.

ANOVA results for Environment initiatives

ANOVA (Table 4.13) has been used to analyze environment initiatives with respect to the organizational experience. Results of ANOVA are shown in Table 7. The related hypothesis is H_{1c}: *There is a significant difference between the firms experience and the extent of CSR initiatives with reference to Environment.*

Table 4.13: Environment initiatives taken by firms w.r.t CSR initiatives

		Sum of Squares	df	Mean Square	F	Sig.
Energy conversion	Between Groups	13.206	1	13.206	13.087	.001***
	Within Groups	58.527	58	1.009		
	Total	71.733	59			
Waste minimization and recycling	Between Groups	10.290	1	10.290	11.412	.001***
	Within Groups	52.294	58	.902		
	Total	62.583	59			
Pollution prevention (e.g. emissions to air and water , effluent discharges noise)	Between Groups	6.366	1	6.366	5.564	.022*
	Within Groups	66.367	58	1.144		
	Total	72.733	59			
Protection of the natural environment	Between Groups	2.691	1	2.691	2.740	.103
	Within Groups	56.959	58	.982		
	Total	59.650	59			
Control over water wastage	Between Groups	6.301	1	6.301	9.648	.003**
	Within Groups	37.882	58	.653		
	Total	44.183	59			
Tree plantation	Between Groups	2.483	1	2.483	3.520	.066*
	Within Groups	40.917	58	.705		
	Total	43.400	59			
Proper disposal of chemicals	Between Groups	12.344	1	12.344	10.220	.002**
	Within Groups	70.056	58	1.208		
	Total	82.400	59			
Minimizing plastic usage	Between Groups	9.214	1	9.214	5.683	.020*
	Within Groups	94.036	58	1.621		
	Total	103.250	59			
Recycling of products	Between Groups	4.974	1	4.974	4.184	.045*
	Within Groups	68.959	58	1.189		
	Total	73.933	59			

*** Significant at .1 percent level, ** Significant at 1 percent level, * Significant at 5 percent level

One way ANOVA has also been carried out to determine if the firms CSR environment initiatives have been influenced by experience of firms. Results provided by ANOVA have been summarized in Table 4.13. Analyses of these results provide that the responses of the firms experience differ significantly for energy conservation. ANOVA results for this reveals F ratio of $F(1, 58) = 13.087$, $p=0.001$. ANOVA results are also significant for waste minimization and recycling ($F(1, 58) = 11.412$, $p= 0.001$), pollution prevention ($F(1, 58)= 5.564$, $p=0.022$), control over water wastage ($F(1,58) = 9.648$, $p=0.003$), tree plantation ($F(1,58)= 3.520$, $p=0.066$), proper disposal of chemicals ($F(1, 58) = 10.220$, $p=0.002$), minimizing plastic usage ($F(1, 58) = 5.683$, $p=0.020$), and recycling of products ($F(1, 58) = 4.184$, $p=0.045$).

Environmental ANOVA results are significant for all variables except for protection of the natural environment. Thus the hypothesis H_{1c} of the study that *there is a significant difference between experience of firms and the extent of CSR initiatives with reference to environment has been accepted.* The analysis of ANOVA reveals that there is a significant difference between the CSR initiatives of the CSR leaders, CSR adopters and CSR initiators with respect to Environmental CSR initiatives as p- values are significant for eight out of nine environmental initiatives.

Factors Analysis of CSR Environmental Initiatives

The next aspect covered is factor analysis for environmental CSR initiatives. Factor analysis helped to classify Environmental initiatives into three factors namely:

1. Preservation of natural resources
2. Saving environment
3. Reducing wastage

These three factors explain 89.57 percent of variance. The details of these factors are as follows:

1. Preserving natural resources: This factor has emerged as the most fundamental feature with a total variance of 37.58. The major elements of this factor include:

    i) Energy conservation (.802),

    ii) Controlling water wastage (.867),

    iii) Proper disposal of chemicals (.926),

    iv) Minimizing plastic usage (.887).

2. Saving environment**:** This factor has emerged as the second prioritized factor with a total variance of 22.63. The major elements included in this factor are:

   i) Pollution prevention (example, emissions to air and water, effluent discharges, noise) (.911),

   ii) Protection of the natural environment (.716),

   iii) Recycling of products (.904).

3. Reducing wastage: This factor explains 33.42% of total variance. The major elements of this factor include:

   i) Waste minimization and recycling (.782),

   ii) Tree plantation (.955)

Table 4.14: Factor Analysis for CSR Environmental initiatives

Factor Name	Eigen Value	%of variance	Item Name	Item Loading	Mean	S.D
Preserving natural resources	3.38	37.58	Energy conversion	.802	2.88	1.02
			Controlling water wastage	.867	3.06	0.86
			Proper disposal of chemicals	.926	2.32	1.09
			Minimizing plastic usage	.887	1.90	1.16
			Mean score of Preserving natural resources	**2.54**		
Saving environment	2.64	29.36	Pollution prevention (for example, emissions to air and water , effluent discharges noise)	.911	3.52	1.05
			Protection of the natural environment	.716	3.72	1.03
			Recycling of products	.904	3.46	1.12
			Mean score of Saving environment	**3.56**		
Wastage minimization	2.03	22.63	Waste minimization and recycling	.782	3.70	0.99
			Tree plantation	.955	4.02	0.89
			Mean score of Wastage minimization	**3.86**		
			Overall mean of the three factors	**3.32**		

Saving environment possesses a higher mean score than the other two factors viz. preserving natural resources and wastage minimization. This underscores the fact that this factor has been given relatively higher priority by the sample firms. Preserving natural environment is the lowest prioritized factor. Thus steps have to be initiated to create more awareness regarding preserving natural environment. This also shows that the sample firms are not yet into effective steps for preserving natural resources. Some scattered initiatives have been made by the state and central government but the real outcomes are awaited.

4.4 Key Determinants of CSR

For identifying key determinants of CSR Initiatives two regression models are presented. CSR drivers were taken as dependent variable. Factor analysis was done for drivers as well as CSR health, education and environmental initiatives. The dependent variables for the study are the driving forces. Two major drivers on the basis of factor analysis results i.e., enhanced benefits and improved image were taken as dependent variables for regression analysis. Regression analysis was done on each factor.

The independent variables in the study have been the health, education and environment, factors analysed through the factor analysis. These are:

i. Awareness programs and medical camps
ii. Counselling sessions
iii. Core educational activities
iv. Secondary educational activities
v. Allied programs
vi. Preservation of natural resources
vii. Saving environment
viii. Reducing wastage.

Results of regression analysis presented in the table 4.15 given below. Here dependent variable is enhanced benefits (factor of driving forces).

Table 4.15 : Regression Model					
Variable	**B**	**SE B**	**Beta**	**t ratio**	**p**
(Constant)	.936	.594		1.577	.120
Preservation of natural resources	.658	.119	.654	5.526	.001
Counselling sessions	1.436	.227	1.236	6.236	.001
Saving environment	1.189	.211	1.139	5.633	.001
Reducing wastage	-.597	.156	-.521	-3.817	.001
Notes: R= .692, R^2 = .479, Adjusted R^2= .441, S.E. for Regression= .747, DW= 2.114, F statistics= 12.624 Significance (F statistics) <.001 Dependent Variable: Enhanced benefits					

The results of the step-wise regression analysis depict that predictors of the model are: prevention of natural resources, counselling sessions, saving environment, and reducing wastage. These four variables explain 44.1 percent of variation. Health and environment sector factors emerge as key determinants of enhanced benefits. Counselling sessions emerges as the most important predictor as it scores the highest B value (1.436) followed by saving environment (1.189) and preservation of natural resources (.658). On the other hand, reducing wastage factor is somehow negatively associated with enhanced benefits. ANOVA results depict that F= 12.624, (p<.001) is significant and thus the model is good.

Results of regression analysis presented in the table 4.16 given below. Here dependent variable is Improved Image (factor of driving forces).

Table 4.16: Regression Model					
Variable	**B**	**SE B**	**Beta**	**T ratio**	**p**
(Constant)	1.1642	.195		8.412	.001
Awareness programs and medical camps	1.271	.105	1.201	12.128	.001
Allied programs	1.415	.133	.797	10.651	.001
Saving environment	.636	.057	.610	11.104	.000
Preservation of natural resources	1.875	.013	.093	1.864	.001
Reducing wastage	2.214	.118	1.939	18.787	.001
Secondary educational activities	.347	.056	.321	6.246	.001

Notes: R= .987, R^2 = .975, Adjusted R^2= .972, S.E. for Regression= .166, DW= 3.197, F statistics= 345.63 Significance (F statistics) <.001

Dependent Variable: Improved image

The results of the step-wise regression analysis depict that predictors of the model are: awareness programs and medical camps, allied programs, saving environment, prevention of natural resources, reducing wastage and secondary educational activities. These six variables explain 97.2 percent of variation. Environment and education sector factors are more influenced from the driving force i.e., Improved image. Reducing wastage emerges as most important predictor as it scores the highest B value (2.214) followed by preservation of natural resources (1.875), allied programs (1.415), and followed by awareness programs and medical camps (1.271). When the variables were added up in step wise regression value of adjusted R^2 changed from 0.598,to 0.972, and ANOVA results depict that F= 12.624, ($p<.001$) is significant and thus the model is good.

Regression analyses are indicative of fact that environmental factors have emerged as important predictors of CSR drivers in both the models. The second model where improved image has been the dependent variable has emerged as better model than the earlier one where enhanced benefits was the dependent variable.

The next stage is to identify the strategic parameters based on Carroll's four pyramid model.

4.5 Strategic Framework parameters:

For designing a strategic framework of corporate social responsibility, it is essential to identify the strategic framework parameters. The CSR framework has been based on Carroll's model covering economic, legal, ethical and philanthropic responsibilities. The results of strategic parameters suggest that the economic responsibilities still predominate in the Indian scenario with lower focus on legal, ethical, and philanthropic responsibilities.

Table 4.17 Total Explained Variance of Strategic Framework Parameters			
Factors	Eigen Values	% of Variance	Cumulative %
Economic Responsibilities	6.97	31.72	31.72
Legal Responsibilities	4.94	22.48	54.20
Ethical Responsibilities	4.48	20.37	74.57
Philanthropic Responsibilities	2.51	74.5	86.03

Extraction method Principal component analysis

As is evident from the table 4.17, rotation sums of squared loadings yield four components viz. economic responsibilities, legal responsibilities, ethical responsibilities and philanthropic responsibilities accounting for 86.0 percent of total variance, whereby the economic responsibility factor accounts for 31.7 percent of total variance, the legal responsibility factor accounts for 22.4 percent of total variance, the ethical responsibility factor explains 20.3 percent of total variance and the philanthropic responsibility factor accounts for only 11.46 percent of total variance. The result of factor analysis suggests that these four factors explain 86.3 percent of the total variation.

The details of these four framework parameters are depicted in the table 4.18.

Table 4.18: Framework Parameters: factor loadings				
Framework Factors	**Economic Responsibility**	**Legal Responsibility**	**Ethical Responsibility**	**Philanthropic Responsibility**
1. Cost Saving	.886			
2. Attracting customers	.661			
3. Changing perception about business	.573			
4. New business opportunities	.732			
5.Improving business performance	.859			
6. Community pressure	.793			
7. Stakeholder pressure	.754			
8. Community investment	.903			
9. Reduced regulatory interventions		.682		
10.Legal or regulatory obligations		.896		
11. Minimizing risk		.690		
12.Alliance with business partners		.579		
13. Information demand by stakeholders			.689	
14. Enhanced Reputation			.788	

15. CSR reporting			.959	
16. Competitive Pressure 17.Social concerns relating to product/ service 18.Preserving natural environment 19.Better stakeholder relationships 20. Love for humanity				.636 .894 .912 .695 .564

Extraction method: principal component analysis. Rotation method: Varimax with Kaiser Normalization.

The results of strategic parameters suggest that the economic responsibilities are still predominating in Indian scenario with lower focus on legal, ethical, and philanthropic responsibilities.

In economic responsibility community investment, cost saving and improving business performances are dominating with higher item loadings.
In legal responsibility, legal/ regulatory obligations dominated with 0.896 loading.
In ethical responsibility the item CSR reporting had a high item loading of 0.959.
In philanthropic responsibility there was dominance of preserving natural environment with item loading of 0.912 and social concerns relating to product/service.

Thus there is still a need for Indian firms' to focus on legal, ethical and philanthropic responsibilities.
This completes the survey based analysis. The next task was the case analysis of twelve corporations, four from each sector, viz. Auto, IT, and FMCG.

4.6 Case-study of 12 Companies

Case analysis was completed through learning about these companies' CSR experiences from their website information and supplementing it with interviews. The researchers expressed these experiences in the form of a matrix of various CSR initiative factors to understand the difference in the CSR initiatives of these three sectors as well as these twelve corporations. The case studies of the following organizations have been undertaken:

Table: 4.19: List of Twelve Companies

IT Sector				FMCG Sector				AUTO Sector			
TCS	IBM	Infosys	Wipro	Nestle	ITC	Coca-cola	Britannia Industries	Bajaj Auto	Honda	Maruti Suzuki	ONGC

Tata Consultancy Services

Established in 1968, Tata Consultancy Services (TCS) has earned the position of the largest IT services firms in Asia on the basis of its exceptional service record, collaborative partnerships, innovation and also for its corporate responsibility practices. This is obvious from Asian CSR award won by TCS for initiating community development work, for its devoted leadership and sincerity in commitment to incorporating ethical values. (TCS Corporate Sustainability Report 2011-12)

The mission of the company reflects the Tata Group's longstanding commitment to providing excellence:

- To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services.
- To make it a joy for all stakeholders to work with the TCS.

Tata Companies are known for their values. TCS has initiated a number of CSR initiatives in the fields of health, education and environment. Some of these have been listed below.

CSR Educational Initiatives: With its major focus on education, the TCS is involved in Computer-Based Functional Literacy (CBFL) solution for adult literacy. It successfully deployed it in India and abroad. TCS' CBFL solution is an innovative teaching method that uses theories of cognition and pedagogy, and multimedia to impart learning. CBFL has the potential to augment India's literacy rate. CBFL program is a corporate-wide initiative to address and overcome impediments of illiteracy through information technology. With computers and flash cards, the TCS made use of animated graphics patterns for visualization and audio appreciation. This method ensures learning within 40 to 45 hours of reading.

CSR Environmental Initiatives: The TCS is also working upon environment policy and has been developing environment friendly products and services. It has been ranked #1 in the Carbon Disclosure Leadership Index 2011. The TCS is also working for freshwater conservation and rain water harvesting. (TCS, Corporate Sustainability Report 2011-12)

CSR Health Initiatives: The company has also taken some footprints into the health sector too, i.e., it is actively supporting a children's hospital in Mumbai. Success of all these CSR practices is shared by the company with a three dimensional framework that comprises of employees, management and work place.

In 2010-11, the TCS supported its local communities in various ways in the United States. It supported the victims of the 2010 Chilean earthquake, conducted IT educational programs for high school students in Cincinnati and raised support and awareness for diabetes prevention through a series of marathon sponsorships.

For the CSR initiatives undertaken by TCS, it has achieved Platinum+ status in business in the communities (BitC) Corporate Responsibility Index (CRI) as on April 1, 2011.

International Business Machines

According to Riddleberger and Hittner (2010), International Business Machines (IBM) is a software Corporation that possesses high standards of social responsibility in our country. The corporation has been growing its footsteps in India - and has its offices in over 200 cities and towns across the country. The IBM in India has been established as one of the leaders in the Indian Information Technology (IT) sector. The IBM holds frequent awards for its industry-leading employment practices and policies. It has different departments for the operation of CSR initiatives. One of them is Indian women's leadership council. The main objective of this council is to provide, technical, professional and personal development to the women. This initiative has been undertaken to attract and retain women employees at the IBM. The software company, like its competitors is facing the problem of high attrition rate.

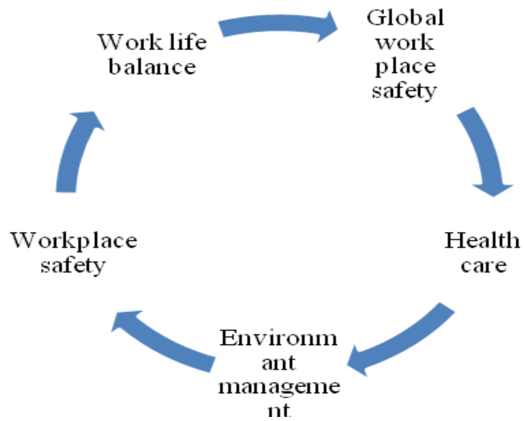


Fig 4.9: Key values

The company has developed a system that aligns the company's values with social responsibility initiatives and maximizes its impact as a global enterprise. The company is working on specific societal issues like environment, community development, health care, education etc.

CSR Education Initiatives: IBM's Global educational initiatives include Pathways in Technology Early College High School (P-TECH). This has been designed to inspire, prepare and support children and young adults to develop the skills they need to lead the next generation. In 2011, the IBM embarked on a facilitator initiative called Students for a Smarter Planet, designed to involve students in creating projects that benefit communities.

(IBM, 2011 Corporate Responsibility Report)

The IBM Software Package for Social Sciences (SPSS) is one of its greatest contributions to the researchers. The IBM is also making another CSR initiatives and effort to provide its learning CDs for wide spread usage.

Transition to Teaching provides employees with guidance and funding to help their transition into teaching as their next career move, while still working at IBM. Not to leave the young kids behind, IBM's KidSmart Early Learning Program enriches pre-kindergarten curriculum with interactive teaching and learning activities using the latest technology. Thus the IBM is initiating a lot of steps to foster educational enhancement. (IBM, 2011 Corporate Responsibility Report)

CSR Environmental Initiatives: The IBM issued its first corporate policy on environmental affairs in the year 1971 and till date it is working on go green and preserving natural resources. It is dedicated to the implementation of its environmental policy in all its business activities. IBM's Global Environmental Management System conforms to ISO 50001 Standard on Energy Management Systems. The company is also working for pollution control and water and materials conservation. (IBM, 2011 Corporate Responsibility Report)

CSR Health Initiatives: The Company is into organizing many health services that comprises of providing medicines, industrial work area hygiene and safety. Employee well-being is incorporated in every aspect of its global business, from its strategic and business planning to its operations. The IBM also has a longstanding commitment to diversity and considers it a competitive advantage in serving clients.

Social business is no longer "nice to do," it is a necessity to survive in today's volatile business climate. Believing in this the IBM is working with the motive of providing transparent system and proactive engagement with employees, customers and the communities/society where they operate and work. With these aims the company is trying to be quality equipped with better products and services for a smarter planet.

Infosys Limited

Infosys Limited, formerly Infosys Technologies Limited founded in 1981 is an Indian multinational provider of business consulting, technology, engineering and outsourcing servicing company. It is headquartered in Bangalore, Karnataka. The Infosys is undertaking broad based CSR activities in all three key areas, viz. education, health and environment. The Infosys is a global leader in the IT consulting space with more than 100,000 employees worldwide and revenues of over US$ 4.8 billion. Infosys (Sustainability report 2011-2012).

CSR Educational Initiatives: The Infosys employees organize and contribute to welfare programs, especially for underprivileged children. The company supports the activities of institutes and Non-Government Organizations (NGOs) dedicated to healthcare and education, and campaigns for skills development and community welfare. As a leading software company the Infosys is into providing language and computer education. Caring for the underprivileged children, it teaches them various skills to change their outlook. The company also donates carom, chess board, chocolates etc. to the needy. One of the Infosys teams has been working with Kaliyuva Mane that is an informal school for dropouts.

The Infosys launched Campus Connect - (industry-academia collaboration program) in 2004. It is an academia-industry initiative to align engineering student competencies with industry needs and thus increase the employability of these engineers. Faculty Enablement Program (FEP) trains the teaching staff. Students undergo Foundation Program (FP) training from these trained faculty members. Infosys shares with academia its mature technology training methods, courseware, student project samples and other such learning resources that have been developed, perfected and practised.

In project Genesis they have a program to equip teachers with soft skills, management, mental ability and aptitude skills. These trained teachers transfer these to students to enhance their employability.

In 2011 Infosys supplied books to Door Step School, a mobile school that provides free education to underprivileged children in Pune, provided financial assistance to schools in rural Maharashtra, Andhra Pradesh, Karnataka, and Tamil Nadu. It also renovated the library of Gokhale Institute of Public Affairs for research students and published rare Kannada books, and short stories and novels of Shri Masti Venkatesh Iyengar.

CSR Environmental Initiatives: Infosys believes that business firms have direct impact upon the environment through the use of energy, environmental resources and other operations. Business firms have to work accordingly to minimize adverse effects of technology on local community and employees. The company is working on the concept of reengineering its processes to align them with green goals. Manufacturing of products and services has been done in such a way that the harmful impact on environment can be reduced to minimal possible level. Infosys is also promoting rain water harvesting and energy conservation. They are switching over to green building to save energy. Infosys has taken an ambitious target of being a carbon neutral company by 2012.

CSR Health Initiatives: The Infosys Foundation (1996) is making high-quality healthcare accessible to the underprivileged. The Foundation, has constructed hospital wards, built dharamsalas (rest houses) at the National Institute of Mental Health and Neuro-Sciences (NIMHANS) in Bengaluru, donated medicines and advanced medical equipment to hospitals, and organized health camps in remote areas. Other health care activities include blood donation camps and eye donation camps. Infosys foundation has been working in the sectors of health care, education, environment preservation and social rehabilitation. The initiatives taken in 2011 include constructing the Standard Care and Rehabilitation Center for mentally challenged patients at H.D. Kote, Karnataka, under the auspices of Chittaprakash Trust. It supplied mobile incubators to hospitals for poor patients, provided food for leprosy, tuberculosis, HIV-positive, and blind patients in Karnataka.

WIPRO Technologies

WIPRO is key CSR activities are undertaken in education, sector and energy conservation. The basic motive of the company is ‘we live in the community and the community lives in us. (http://www.wipro.com/about-wipro/sustainability/)

“In our way of working, we attach a great deal of importance to humility and honesty. With respect for human values, we promise to serve our customers with integrity.”

…Azim Premji, Chairman, Wipro Technologies.

These lines of Azim Premji clearly brings the focus on human values and ethics.

CSR Educational Initiatives: The focus area of Wipro is educational and health care initiatives for migrant communities. It also focuses on environmental issues and disaster rehabilitation. Wipro works with its partners to create an engaging atmosphere where children can spend a few hours a day at informal learning centers. Some other initiatives undertaken by the company are additional support to bright students from poor families by providing books and other facilities.

The Azim Premji Foundation works towards creating effective and progressive models that significantly enhance the quality of general education and accountability in the schools, especially in rural areas. The Foundation aspires to facilitate a just, equitable, humane and sustainable society. With a primary focus on education, it is operating for deep, up-scale and institutionalized impact on improving quality of education in India. The foundation is also working in related development areas e.g. health, ecology, governance and others. It is involved in learning Guarantee Scheme and also provides computer aided leaning. The foundation caters to:

- Talent Creation: Developing a critical mass of people with vision, competence and deep motivation to engage in social action. This includes developing fresh talent and building capacity in the existing teachers, teacher educators, education functionaries and leaders and development professionals.
- Knowledge Creation: Creating knowledge and evidence to provide deeper insights into the solutions to challenges in education and development in the Indian context and culture. This creates a culture of evidence based decisions in policy and program
- Network of Institutions: Developing a network of institutions spread across the country that actively develop talent, create and nurture knowledge, and work for reforms in education and allied developmental areas on a sustained basis.
- Social Pressure: changing the way communities and functionaries think about issues in education and development through developing sharing institutional networks, continuing education, field impact and greater awareness generation. This facilitates social pressure for improvement in quality and equity.

Women of Wipro (WOW) have taken various initiatives to empower women. In the last few years the company ensured consistent increase in women empowerment as ten percent increase in the women empowerment has been observed in the period 2004 to 2010.

CSR Healthcare Initiatives: Wipro mobile clinics reach the communities around factories and provide healthcare to those who cannot come to the centre. They provide primary health care services and focus on both preventive and curative treatment.

CSR Environment Initiatives: Eco-eye is the way the organization views itself and its engagement with stakeholders, on the journey to more sustainable business practices. The initiative focuses on reducing ecological footprint of business operations. In engaging with employees through its supply chain, partners and customers, it aims to create a more sustainable society. The ecological dimensions of its operations deal with energy efficiency, water efficiency, waste/pollution management and recently, with enhancing biodiversity. Moving beyond mere compliance with laws and regulations, and engagement with employees, it also focuses on health and safety, people's development, and increasing diversity and inclusivity at workplace. Close collaboration with suppliers reduces ecological footprint and helps meet imperatives of labour and human rights.

The WIPRO adopted and developed Lake Manikonda in Hyderabad. In 2010 the Wipro worked to increase its water holding capacity, built a bio-fence and installed a water purifier system to ensure that incoming water is clean. It undertakes in disaster rehabilitation in areas affected by disasters, Wipro Cares works for rehabilitation of disaster victims, provides long term support to the community to restart their lives. In 2009-10, Wipro Cares ran a pilot project in parts of Bihar affected by the Kosi river breach. The company provided ecologically sustainable infrastructure such as eco-sanitation, solar lights and rain water harvesting to the community of Mandal Thola in Puraini village. Wipro also contributes by providing solar street lights, raised platforms for shelters to animal.

Nestle Multinational:

In 1921 Nestle built its first factory in the developing world. Initially Nestle had to work with the farmers, helping them to be productive and successful so that they could supply high quality milk, coffee and other raw materials. In 1962 Nestle wanted to enter the Indian market and it received the government's permission to build a dairy in the northern district of Moga. The region was underdeveloped with impoverished people having poor access to electricity, transportation, telephones and medical care. A farmer typically owned less than five acres of poorly irrigated and infertile land. People kept a single buffalo/ cow that produced just enough milk for their own consumption. Nestle came to Moga to build a business, not to engage in CSR. But Nestlé's value chain, derived from the company's origins in Switzerland, depended on establishing local sources of milk from a large, diversified base of small farmers. Establishing that value chain in Moga required Nestle to transform the competitive context. This created tremendous shared value for both the company and the region. (http://www.nestle.co.in/Nestle_in_community.aspx)

The company built refrigerated dairies as collection points for milk in each town and sent its trucks to the dairies to collect milk. When Nestle milk factory first opened, only 180 local farmers supplied milk. Today, Nestle buys milk from more than 75,000 farmers in the region. As the quality has improved, Nestle has been able to pay higher prices to farmers than those set by the government. Today, Moga has a significantly higher standard of living than other regions in the vicinity. Nestlé's commitment to working with small farmers is central to its strategy. It enables the company to obtain a stable supply of high-quality commodities without paying the middle man. In this way Nestle invested heavily in strengthening the supply chain, and found many ways to tie local needs and opportunities to its business objectives.

The company looks at corporate social responsibility in terms of creating shared value. 'Creating shared value' is a very different approach to CSR, because it is not focused on meeting a set of standard external criteria, or on philanthropy. The idea of winners and losers does not fit this model of CSR: business can help societies progress and all sectors can help business to improve and flourish. (Corporate Social Responsibility (2011) Report)

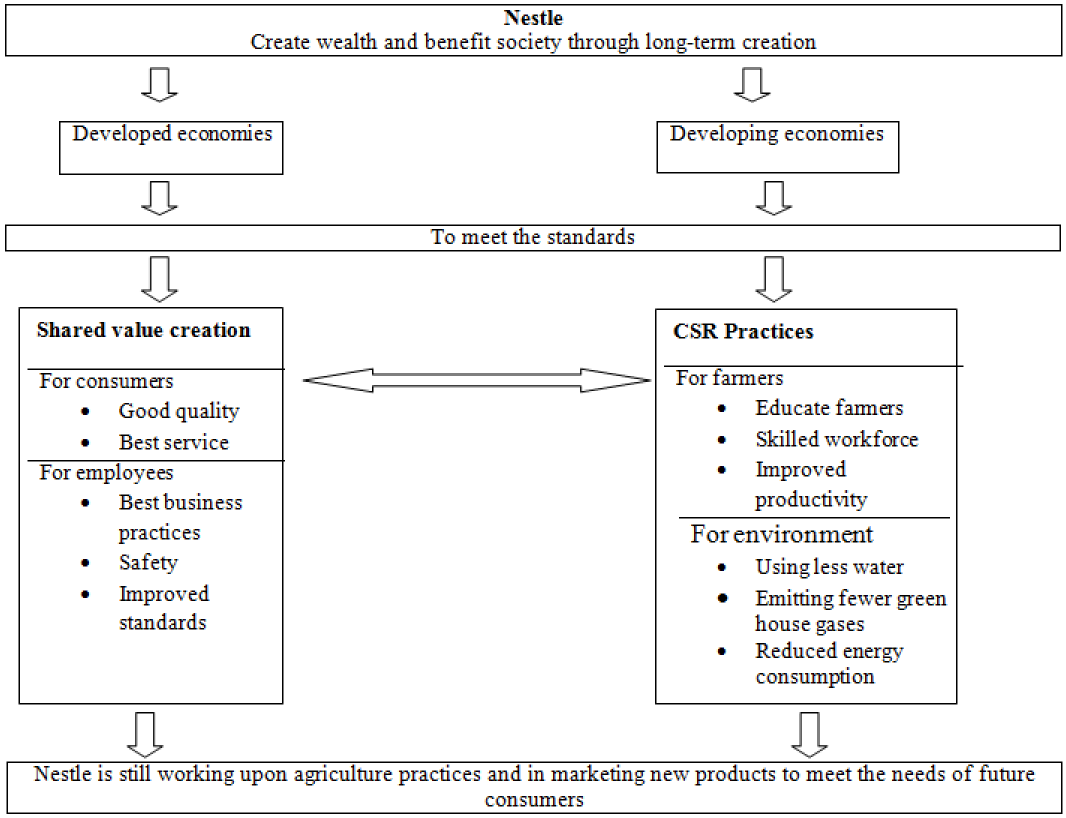


Fig 4.10: Nestle creating shared value system

Source: Kiran and Sharma (2011)

Nestle Health Initiatives: With Nestlé Healthy Kids Global Programme, Nestlé intends to double the number of countries in which it has nutrition and physical activity education projects by the end of 2011, it intends to bring such schemes to over 100 countries where it operates. This new global programme addresses some of the world's most complex challenges today – both malnutrition and increasing obesity rates, particularly among school-age children. Nestlé currently supports education programmes that reach over 10 million children. Nestlé Prize in Creating Shared Value provides financial support of up to CHF 500,000 (USD 461,000) to individuals, NGOs, or small enterprises offering innovative solutions to nutritional deficiencies, access to clean water, or progress in rural development.

CSR Educational Initiatives: The Nestlé supports initiatives to create awareness about the right to education and encourages the communities around its factories to send their children to schools. Nestlé India employees have developed a special play 'Let Us Go to School' for this purpose. This has been staged amongst the communities around Nestle factories, and its recordings screened at smaller gatherings along the milk routes. Nestlé India supports local schools, helps in the maintenance of public parks and green belts. (www.nestle.com)

CSR Environmental Initiatives: Nestle is working to reduce water use to help preserve natural water resources. Creating value for the public in terms of better nutrition, water, and food production is the key to Nestlé building a sustainable business in the long-term. Water is a scarce resource. In India, availability of clean drinking water is a major concern for many communities. A key focus area of its corporate initiatives is to help provide clean drinking water and educate children in schools to conserve this scarce resource.

Coca-Cola India

The Coca-Cola provides products and services all over the world that meet the beverage demand and business needs of thousands of retail customers. The company's portfolio includes a complete range of beverage categories, including energy drinks, juices, sports drinks, fruit drinks, coffee-based beverages and teas. The company focuses on building a close relationship with its customers.

Customer relationships are central to the company's effort to generate superior marketplace execution; it is a cornerstone of Coca-Cola's operating philosophy and strategy. The Company's dedicated employees, empowered and accountable for decisions at the local level, work hand-in-hand with the customers every day in the stores, shops, and markets wherever its products are sold. (http://www.thecoca-colacompany.co/ sustainability report/in-our-company/healthy-communities.html)

In 1986 first listed on the New York Stock Exchange (NYSE: CCE), the company roots go back to the birth of the Coca-Cola bottling business in the 19th century. CCE first expanded from its North American roots to Europe in 1993 with the purchase of bottling rights in the Netherlands. In 2010, The Coca-Cola Company acquired the North American operations, and today, the company serves customers and consumers in Belgium, Great Britain, France, Luxembourg, the Netherlands, Norway, and Sweden. In each nation and local community, the company strives to be an outstanding corporate citizen `

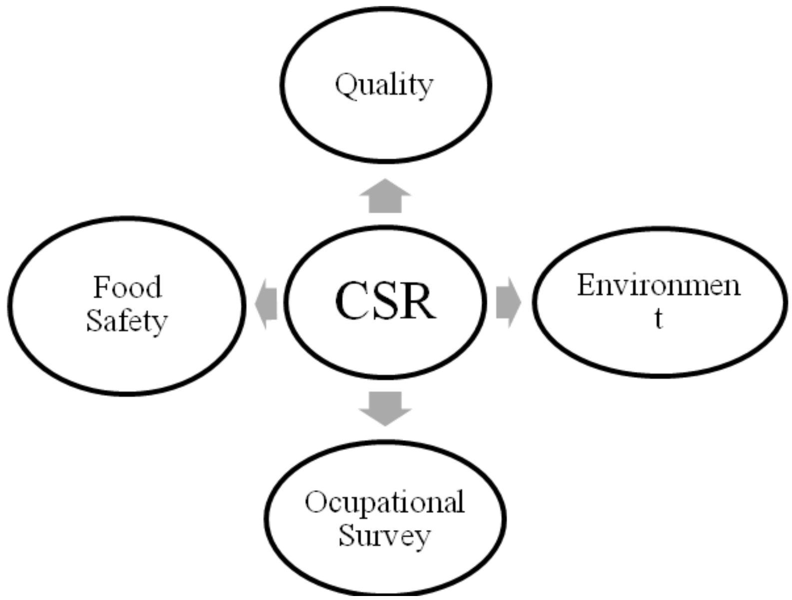


Figure 4.11: Key Focus Areas

The key focus areas of the Coca- Cola multinational have been depicted through figure 4. For maintaining good quality standards company has ISO 9000 certification and ISO 14001 certification. Further for occupational survey company implements OHSAS 18001. In addition the company also focuses on the food safety. For maintaining quality of the food, Coca-Cola is ISO 22000 certified.

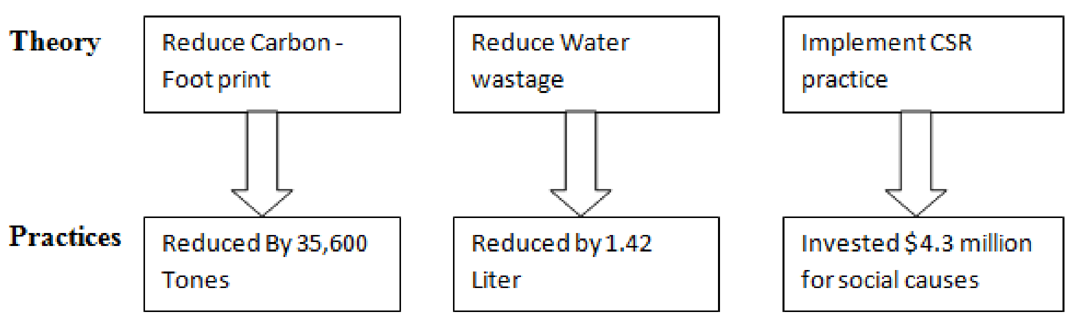


Fig4.12*: Building the Gap between Theory and Practices*

In the changing world markets where companies are trying hard to maintain their social and profitable image, Coca- Cola is among the most successful companies of the world. The reason behind this success is that whatever company promises as a theory, it tries to implement or achieve that in practice. This is shown through figure 4.12.

CSR Educational Initiatives: Coca-Cola India and NDTV joined hands to launch the "Support My School" Campaign, a movement for Healthy, Active and Happy schools. The campaign aims to develop over 100 healthy, active and happy schools in rural and semi-urban towns by improving basic amenities and subsequently generating monetary resources. This move is going to benefit over 50,000 students across the country. The activities include provisions for improved access to water, appropriate sanitation facility for girls and boys, improvement in the overall infrastructure and environment, provision for sports and recreation facilities such as cricket, badminton and basketball courts, swings etc and recharging groundwater through rainwater harvesting. The company also awards merit scholarships catering to the educational needs of children including fees, books, stationary and uniforms.

CSR Health Initiatives: A public health non-governmental organisation, ColaLife, which aims to deliver lifesaving medicines into remote areas of the developing world is partnering with a corporation with a network that reaches far into these areas. Coke India partnered with NGOs and state governments to provide medical access to poor people through regular health camps.

CSR Environmental Initiatives: Project Unnati, a sustainable agriculture initiative by Coca-Cola and Jain Irrigation, accomplished its first milestone with the announcement of a specialized farmer training program and the establishment of 100 demo farms in the pilot phase to train over 50,000 farmers over five years. The program will use specialized buses with in-built classrooms to provide on-the-go training in Ultra High Density Plantation (UHDP) techniques in mango farming which can help farmers double their mango yields and thus significantly improve their livelihood. The first phase of the project has an investment outlay of more than USD 2 million, shared equally between Coca-Cola and Jain Irrigation. The farmer training bus, aptly called the Unnati Mobile Classroom, is an incentive to sustainable agriculture. Besides this, Coca Cola India is involved in rainwater harvesting systems, providing clean drinking water to more than 100 schools, supporting school projects and in disaster relief and rehabilitation.

ITC Limited

ITC Limited (ITC) is among one of India's leading private sector companies having an assorted portfolio of businesses. The company has been into the corporate social responsibility initiatives over the past many years and has gained appreciation worldwide. The ITC is in the business of hotels, paperboards and specialty papers, packaging, agri-business, packaged foods and confectionery, information technology, branded apparel, personal care, stationery, safety matches and other FMCG products.

ITC is working with the concept of ‘Triple bottom line’ that will contribute to the growth of economy, environment and social development. Major focus area of the company is raising agricultural productivity and helping the rural economy to be socially inclusive. The Company has undertaken many educational, environmental and social initiatives to ensure sustainable growth. Some key initiatives are as follows:

- The ITC has a history of working for social development in collaboration with communities and government to enhance productivity for overall development.
- The Company is working towards managing water soil level and forest resources to maintain the balance and ecological security.

The ITC has been so involved in CSR initiatives that the Indian multi-business conglomerate, ITC Limited, was presented the 2012 World Business and Development Award for its transformational rural initiatives in social and farm forestry programs in India. ITC has been the only Indian company to receive this honour at the ongoing historic Rio+20 summit. This award has been instituted by the United Nations Development Programme (UNDP), the International Chamber of Commerce and the International Business Leaders Forum (IBLF) in partnership with the Netherlands Ministry for Foreign Affairs, the Swedish International Development Cooperation Agency and the UN Global Compact. (http://www.itcportal.com/about-itc/itc-values/policy-on-social-investment.aspx)

CSR Educational Initiatives: The ITC is supporting 2, 72,000 children in rural India. It is providing uniforms and books, improving school buildings, adding electricity connections, lights and fans and running 2,573 Supplementary Learning Centres to help rural children aspire to a better tomorrow. This is just one of the many ways in which ITC expresses its belief that the country must come before corporation. ITC Limited has a broad objective of providing information technology (IT) computer education across the different villages in the country. Major focus of the company is on women's empowerment.

CSR Health Initiatives: The ITC e-Choupal Rural Health Initiative is a program designed to address the issue related to lack of access to quality health information and products and it is being implemented by the United States Agency for International Development (USAID) funded. (United States and India has been working together for development in India). The key health issues being addressed by this program are family planning, diarrhoea management, menstrual hygiene, presbyopia and general nutrition. Under this program, the program team has recruited and trained a team of 66 community health workers to promote, counsel and provide health products.

CSR Environment Initiatives: The ITC was conferred the CSR Crown Award for water practices by the UNESCO and Water Digest (2008) and the Asian CSR Award for Environmental Excellence, by the Asian Institute of Management (2007). The ITC was among 5 large global companies to win this honour. It's social and farm forestry programs provide sustainable livelihoods to rural wasteland owners by helping convert their wastelands into pulpwood plantations. It has generated over 56 million person-days of employment. Regenerating green cover on this scale has enabled carbon sequestration making ITC carbon positive for 7 years, besides improving moisture conservation, groundwater recharge and reducing erosion. Thousands of underprivileged farmers are being assisted by the company to convert their wastelands into profitable, quick-growing, high-yielding plantations by providing them the requisite know-how. Over 1,25,800 hectares have been transformed by planting 548 million saplings.

Britannia Industries Ltd

Britannia is one of India's largest food brands recognized for its excellent and innovative products, services and marketing. In 1892 the company was started in Calcutta with just Rs. 295 and today the company is known as Britannia. In the context of CSR initiatives it has focused upon health care sector by providing healthy food products at minimal prices and with best possible quality. (http://www.britannia.co.in/codeofconduct2.htm)

Corporate Social Responsibility includes catering to the national interest. The company is focusing on ethical aspects. Maintaining ethical standards, including appropriate internal controls and adherence to local laws and regulations, is the responsibility of every member of the Britannia family. Early identification and resolution of ethical issues that may arise is critical to maintaining their commitment to world-class business practices.

CSR Educational Initiatives: Number Partners is a national volunteering scheme that brings together business volunteers and schools in order to support schools in raising numeracy achievement, use number-related activities as a means to develop children's number skills, enhance children's mental skills in numeracy, develop their confidence and motivation to learn and endow with a positive insight into the business world.

CSR Health Initiatives: To meet their responsibilities towards its employees, customers and investors, the Britannia aims at maintaining a healthy and productive work environment. Misusing controlled substances or selling, distributing, possessing, using or being under the influence of illegal drugs on the job is absolutely prohibited. Britannia is committed to dealing fairly with its consumers, customers, suppliers, competitors and employees. No person may take unfair advantage of anyone through manipulation, concealment, abuse of confidential information, misrepresentation of material facts or other unfair practice. Britannia and Navjyoti together are fighting iron malnutrition. (Britannia Annual Report 2011-12)

The company is committed towards being a good corporate citizen. The company actively participates in the development of society and is working towards the improvement of quality of life of the people. The company is involved in organizing health and family welfare programs, providing clean drinking water, and free education to the impoverished. Integrating its CSR practices with the business plan, Britannia is involved in developing social accounting programs for its social initiatives.

A key health initiative which Britannia has undertaken is “removal of trans fats”. Tran’s fats are fatty acids, whose consumption increases the risk of coronary heart disease by raising levels of "bad" LDL cholesterol and lowering levels of "good" HDL cholesterol. Health authorities worldwide recommend that consumption of tran’s fat be reduced to trace amounts. Tran’s fats from partially hydrogenated oils are more harmful than naturally occurring oils. Thus Britannia is making an effort to create a healthy India.

CSR Environment Initiatives: Sustainability and public health relevance are the key issues for all activities under Corporate Social Responsibility. The projects need to result in short and long term public health implementation. In 2011-12 the Company worked towards improving its industrial relations environment and several of the grass-roots projects were instrumental in creating a more engaged workforce. The company is working for energy conservation and use of clean fuels. The use of environment friendly fuels like propane, LPG, PNG and biomass for baking purposes has been extended wherever such fuels are available. With the view to reducing waste and encouraging recycling, a wet waste composting facility has been set up at the Bangalore Office, in collaboration with a local NGO and a Waste Management System has been implemented which fully recycles both the dry and wet waste.

The company is committed to being an environmentally responsible company and to ensuring health and safety of all its employees, contractors and visitors at the workplace. In line with this objective and to create a “Zero Accident” culture, all its factories and joint ventures will be OHSAS 18001 (Health and Safety Systems) certified during the next two years in a phased manner and the work for which has already begun. (Britannia Annual Report 2011-12)

Oil and Natural Gas Corporation Limited

Oil and Natural Gas Corporation Limited (ONGC) founded on 14th August 1956 is a state owned company. Oil and Natural Gas Company contributes 77% of India's crude oil production and 81% of India's natural gas production. The company is ranked as second highest profit making Business Corporation of India. The Indian government has 74.14% equity stake in this company. (http://www.ongcindia.com/people.asp#k)

‘ONGC is Asia's largest and most active company involved in exploration and production of oil. It is involved in exploring for and exploiting hydrocarbons in 26 sedimentary basins of India. It owns and operates in more than 11,000 kilometers of pipelines in India.’ (http://www.ongcindia.com/people.asp#k)

CSR: Major Focus Areas

- The 2009 CSR guidelines define ONGC's role on corporate social responsibility emphasizing transformation of the organization from "Philanthropy" to "stakeholder participation". The concept of CSR has gained importance with the emergence of globalization and liberalization; this brings awareness among the investors and customers too regarding preservation of environment and being beneficial to the society also.
- The ONGC actively participates in the corporate social responsibility practices. It received the ‘Golden Jubilee Award’ for practicing and initiating new corporate social responsibility.
- The ONGC is working towards water management and project Sarswati has been launched in North-West Rajasthan in the year 2005. The basic aim of the project is to locate fresh water, unexploited deep ground water resources and bringing this water to the people in drought areas.
- The company promotes health care remedies by providing support through 20 mobile Medicare units to almost over two lakh elderly persons across the country.
- The ONGC is also taking education initiatives in Dehradun, Andhra Pradesh and North Eastern states. Educational initiatives include activities like providing financial

support for BalBhavan, Tamana school and for providing computer education to disabled children, Bralle machine for blind children, scholarships to unprivileged girl students affected by tsunami and many more such initiatives.

- The ONGC has taken an important step towards providing urban amenities in rural areas. This project is named as PURA as envisioned by former President A.P.J. Abdual Kalam. The ONGC produces oil and gas and with PURA project it will provide the availability of isolated gas in each state. Some states where these initiatives have been undertaken are:
  1. Tripura - already launched
  2. Assam
  3. Andhra Pradesh
  4. Tamil nadu
  5. Gujarat
- The ONGC has won the Golden Peacock award for excellence in corporate social responsibility among emerging economies in 2006. This award initiated by the World council for Corporate Governance, UK.

CSR Educational Initiatives: The ONGC provides financial assistance to Anganwadis in Western region. It started Akshay Patra Foundation for modern kitchen to facilitate mid day meals for school children in Andhra Pradesh. There is Tamana special school for computer centre for disabled children. Himalayan school society, Dehradun operates for scholarship to adopted underprivileged girl students affected by Tsunami. The ONGC covers vocational educational centres for women in southern region. The company provides financial support for Bal Bhavan, Dehradun. Hemophilia Federation (India) (HFI) and Oil and Natural Gas Corporation (ONGC) have come together with a view to transform lives of Children with Hemophilia (CwH) through education, with the formal launch of the Project HEAT. The ONGC-funded and HFI-implemented Hemophiliacs Education and Transformation (HEAT) project will benefit 1000 CWH in its first year of operations.

CSR Health Initiatives: The ONGC is providing comprehensive healthcare support through 20 Mobile Medicare units to two lakhs elderly persons across the country. It has mobile cancer detection unit at Assam. It provides support to polio eradication programmes through NGOs. The company also organises regular medical camps.

CSR Environment Initiatives: For water management, project Sarswati was launched in 2005 to discover deep acquifers left by mythical river Sarswati in North-west Rajasthan. It aims to locate fresh water and unexploited deep ground water resourses. Sarswati-1 near Jaisalmer town was drilled upto 500m. Water Reservoir located Project in Progress to bring water to people in draught prone areas. The ONGC adopted "Sustainable water management" policy and participated in carbon disclosure project (CDP) water reporting. The approach to environment management is guided by principles of manage, reduce and diversify. Its activities impact land, water, biodiversity, local environment and climate change through wastes such as drilling waste, effluents and emissions. The company aims at diversifying sources of energy, mitigating climate change, managing water and waste and stewarding bio-diversity.

Bajaj Auto Limited

Bajaj Auto Limited (Bajaj Auto) is the manufacturer of scooters, motorbikes and three-wheeler vehicles and provides spare parts too. The Company works in two segments: automotive and investments. Bajaj auto is world's fourth largest two and three wheeler manufacturer.

The company is taking CSR initiatives in education sector, health sector, women empowerment, and self reliance. Bajaj is also into rural development projects, environment and natural resources preservation. The wide spectrum of community development endeavors undertaken by Bajaj Auto Ltd. embracing everything from health and education to women empowerment and more has touched, and transformed, many lives. But the real credit for positive change is always those initiatives which have enabled the organization towards "Sustainable and Inclusive growth" and well being. (http://www.bajajauto.com/csr.asp)

CSR Educational Initiatives: To usher in a growth oriented society and thereby a strong and prosperous nation, the best way is to educate each and every Indian. In 1914, Jamnalalji and his associate Shri Shrikishandas Jajoo established the Shiksha Mandal for propagating education. It had the good fortune of receiving guidance from Gandhiji and other national leaders. It was a part of the national movement. It also has the honour of being the first educational institution in India to prepare textbooks in Hindi and Marathi for graduate courses and conducting examinations in these languages. Bajaj has Kamalnayan Bajaj School at Chinchwad, Jankidevi Bajaj Institute of management studies and Jamnalal Bajaj institute of management studies.

For upgradation of ITI under the central government initiative of Public Private Participation (PPP), the company has volunteered to adopt 3 ITIs (Industrial Training Institutes) for up-gradation:

ITI Mulshi – A memorandum of agreement and institute development plan are awaiting approval by the central government and funds have been received. The construction of the new building near Pirangut is in an advanced stage and is expected to be occupied by end 2010.

ITI Haveli - A memorandum of agreement and institute development plan are awaiting final clearance from the central government.

ITI Ramnager near the Pantnagar Plant (Uttaranchal) - The central government has approved the institute development plan. The institute management committee has received the funds for the up-gradation. Further, developmental actions are currently underway. For education of eligible bright students, the company has launched a program that would help SC / ST students achieve academic excellence.

CSR Health Initiatives: The Bajaj Auto has a CSR initiative entitled CARE. It is not totally a health initiative, but it covers care for those who need it the most. CARE is for that section of the society, which is socially and economically at the lowest rung.

The company established Kamalnayan Bajaj Hospital in Aurangabad in 1990 as 60 Bed hospital and Research centre. Bajaj also has Bajaj - YCM Hospital A.R.T. Centre for HIV/AIDS – Pimpri.

The Government of India - Ministry of Health and Family Welfare - National AIDS Control Organisation (NACO) and CII have initiated Public Private Partnership (PPP) in order to provide better healthcare to AIDS patients. Many dignitaries from Global Fund, WHO and such other organizations have visited the ART centre, which is the largest unit run by an industry under Public Private Partnership program.

CSR Environment Initiatives: Bajaj encourages balanced development and ensures least adverse impact on environment. It focuses on "Growth with Mother Nature's - blessings" for sustainance of Natural Resources. Jankidevi Bajaj Gram Vikas Sanstha named after the Padmavibhushan late Jankidevi Bajaj,wife of late Shri Jamnalal Bajaj, was established in 1987. The main objective of this trust is to act as a catalyst for the participation of rural community in improving their quality of life, eliminating poverty, empowering women, development of human and natural resources, promoting ecological balance, etc. Presently this is done in 24 remote and backward villages in Khed and Maval talukas of Pune, Paithan and Gangapurtalukas of Aurangabad. The Bajaj Auto Ltd. is the first and the only company to launch ecologically friendly CNG engines for three-wheelers in Delhi

Activities undertaken by the trust and rural community include water conservation projects for improving agricultural productivity; construction of latrines; family size biogas plants; training women in using improved technology for storage of foodgrains; goat rearing projects owned and managed by women; vermiculture projects; improving agricultural implements in 11 villages; dairy development; family planning particularly tubectomy operations; polio immunisation campaigns; and securing loans for women members for both consumption and income generation.

Honda Motor India Private Limited

Honda Motor India Pvt Ltd (HMI), the wholly owned subsidiary of Honda Motor Co. Ltd., Japan, formally began its operations on 1st December 2006 from its corporate office in Greater Noida (Uttar Pradesh). The HMI's business objective is to strengthen, integrate and create operational synergy amongst Honda subsidiaries in India especially in areas like spare parts operations, information technology and general administration with a view to serve Honda's customers efficiently and improve their satisfaction levels. HMI is also focusing on

Honda CSR initiatives in India and YES award is one such initiative of HMI. (http://world.honda.com/CSR/concept/activities/)

According to Prahalad and Hamel, (2000) Honda's core competency is not its ability to make cars or motorcycles but its unique ability to produce a variety of efficient engines and drive trains that power the cars, motorcycles, lawnmowers, snowmobiles, and other product lines that comprise its business units. Honda is able to weave its competencies throughout the individual businesses to create ultimate value for the company. The Honda Group is globally recognized for its concern towards environment, safety and conservation of the society in which it operates. The company follows the same in India for achieving high standards in environmental safety in the various processes of car manufacturing.

CSR Educational Initiatives: The Japanese automobile major has recently got an approval from the Foreign Investment Promotion Board (FIPB) to set up a vocational training institute. It will be set up with an initial investment of Rs. 5 crore. The institute will come up in an area of 10 acres which has been earmarked for HVTI adjacent to Honda's upcoming Tapukara plant. It is part of Honda's CSR initiative which was also requested by the Rajasthan government. With Honda's investments in Rajasthan, it is expected that Rajasthan will also be able to participate in the booming auto sector of India. In the first year, HVTI will offer three courses-basic manufacturing course, welding course and assembly operations. Subsequently, HVTI will keep adding more courses like machining, painting, driving etc.
(autocarpro.in/contents/NewsDetails.aspx?NewsID=837)

The basic objective of HVTI is to enhance employability of youth so as to help them gain useful employment opportunities across the auto value chain. With increasing challenge posted by skilled manpower scarcity, companies like Honda are looking at adopting proactive measures to groom and hire manpower for their growing manufacturing activities in India. Honda says the HVTI will help create a pool of skilled manpower for other players; suppliers and dealers will also benefit from the availability of skilled employable manpower.

CSR Health Initiatives: Since 2005, in collaboration with the Lions Club and Moolchand Hospital, a leading medical facility, Honda siel cars India sponsored a series of health check-up camps in villages near its facilities. In addition to preventing medical problems through increased awareness and understanding of health issues, the ailment of local people, who often have trouble either finding good care at home or travelling to receive it elsewhere are treated at the camps. In FY2009, the initiative provided medicare to 3,821 persons in 9 villages via 17 camps, offering health seminars and medical checkups, as well as free medicines to those in need.

CSR Environment Initiatives: The Honda Young Engineer and Scientist Award in India ("YES Award in India") is a program designed to strengthen Japanese ties with India through the provision of financial aid to young engineers to encourage specialized study in eco-technology and to provide them with an opportunity to acquire higher professional education in Japan. This is part of the Honda Foundation (HOF) efforts to strive for a more environmentally balanced development of the industrial and science-based modern civilization including India, which has enjoyed fast-paced growth in economy since liberalization in 1991.

The Honda's environmental vision is realizing "the joy and freedom of mobility" and "a sustainable society where people can enjoy life" In FY2009, Honda Siel Cars India adopted Jamalpur, a nearby village of 1,852 persons, to help the village improve its living conditions and become self-reliant and self-sustaining. By creating a long-term plan and obtaining the participation of all villagers, Honda not only helped one village to succeed as a "Model Village" but also established a suite of methods and programs that are replicable in any similar village. Among the programs that Honda Siel Cars India created, funded and managed were village meetings, an adolescent training program, health education, and children's computer education, Honda plant visits for school children, disaster management training, and agricultural counselling and health camps for livestock. (Honda Environment Report, 2011)

Thus, Honda has CSR initiatives in all three key areas viz. education, Health and Environment.

Maruti Suzuki India Limited

As a responsible corporate citizen, Maruti Suzuki India Limited is an exemplary company. The Company has always believed in having the highest standards of corporate governance. Maruti Suzuki has key focus upon its employees and commitment towards providing best services to the customers and maintaining high standards of corporate governance. Maruti Suzuki an automobile company works upon global warming and global issues like climate changes. Maruti Suzuki is working on conserving environment. Concepts of reduce, reuse and recycle has been promoted by the company in all the manufacturing units. (http://www.marutisuzuki.com/csr.aspx)

CSR Educational Initiatives: The Company signed a MoU with HSBTE (Haryana State Board of Technical Education) and HISCET (Haryana-IGNOU Society for Community Education and Training), to offer a three year diploma in engineering to its shop floor technicians. The Company has forged 4 new partnerships with government ITIs, taking the total to 7 ITIs. The higher education programme is titled Gyanuday. The initiative is aimed at enhancing the knowledge and skill-sets of Maruti's workforce for meeting the future business needs of the company. It has set up a computer centre at Aliyar village and upgraded infrastructure of Baas village school.

CSR Health Initiatives: The Maruti Suzuki is not directly into health care, but is indirectly involved in activities with focus on occupation health and safety. The use of asbestos in any product is not considered good for health. Therefore, as a responsible corporate, Maruti Suzuki decided to abandon asbestos in its vehicles, although there is no regulation in India for this. This changeover was implemented in December, 2010.The Company has instituted a policy to ensure non-discrimination of employees infected or affected by HIV/AIDS and offers every support to such employees. The company also introduced the road safety program to prevent accidents and also have its own Maruti Suzuki driving schools to promote safe driving. Institute of Driving and Traffic Research (IDTR) is a state-of-the-art driving training facility set up in partnership with the state governments. It caters to the drivers of both commercial and passenger vehicles. Maruti Driving Schools (MDSs) have been set up in partnership with dealers. These schools require lesser infrastructure and lower investment as compared to IDTRs. MDSs impart training in driving passenger vehicles.

CSR Environment Initiatives: Since the Maruti Suzuki started operations, conserving environment and natural resources has been an integral part of the company's systems and processes. It has been strongly investing on environmental friendly products and manufacturing best products for the society. The concept of "Reduce, Reuse, Recycle" (3R's) has been its driving principle. This three pronged strategy the 3 R's has been promoted in all its manufacturing facilities, supply chain and logistics operations of the company. Environmental considerations have led to the introduction of fuel efficient K-series engine technology, i-GPI CNG technology, use of natural gas for captive power generation and various other environment friendly initiatives by the Company. In 2010-11, the Company registered a clean development project with the United Nations Framework Convention on Climate Change (UNFCCC) which would generate carbon credits for the Company. In another significant development, the Company has started sending its hazardous waste to the cement industry for co-processing, thus minimising the need for depositing hazardous waste in secured landfills.

Maruti Suzuki has implemented Environment Management System (EMS) as per ISO 14001 standard at its Gurgaon and Manesar facilities. The Company has achieved significant improvements as a result of EMS implementation. The Gurgaon plant has achieved 32% reduction in per vehicle electricity consumption and 62% in per vehicle water consumption since the implementation of EMS in 1999. It has launched five models with i-GPI CNG engine technology. The company is using environment friendly natural gas for captive power generation at both plants. It has also initiated use of solar energy for street lighting in Gurgaon plant.

Maruti Suzuki also follows the Philosophy of "Smaller, Fewer, Lighter, Shorter and Neater". This Philosophy has helped Maruti Suzuki in optimal utilization of resources and cost savings.

Table : 4.20 CSR practices opted by Companies with respect to Key Areas												
Companies Key Areas	IBM	TCS	Infosys	Wipro	Nestle	ITC	Coca-cola	Britannia Industries	Bajaj Auto	ONGC	Honda	Maruti Suzuki
Health	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔
Education	✔	✔	✔	✔		✔			✔	✔	✔	✔
Environment	✔	✔	✔	✔		✔	✔		✔	✔	✔	✔

The above table (4.20) shows that there is a significant difference between the corporate social responsibility practices opted by these companies with respect to three key areas. Although ITC, an FMCG is better known for its social responsibility initiatives yet it has actively focused more upon educational initiatives, and has been lagging behind in the other two areas. The same is turn of Nestle brand known for its social initiatives in the region but even Nestle is more active in health sector. Similarly Maruti Suzuki is lagging in health initiatives. Firms from IT and Auto sector are pushing CSR in all three areas.

Importance/ Significance of CSR Healthcare Initiatives of 12 Companies

Based on the detailed information collected and discussion on three key factors a matrix of various health initiatives has been prepared and has been depicted in table 4.21. The maximum possible score for any factor is 60 when added for all organizations. The average scores on a scale have also been calculated and mentioned against each factor.

Table 4.21 - Importance/ Significance of the CSR Health Care Initiatives of 12 Companies														
Companies Health Initiatives	IBM	TCS	Infosys	Wipro	Nestle	ITC	Coca-cola	Britannia Industries	Bajaj Auto	Honda	Maruti Suzuki	ONGC	Total Score for 12 companies	Ranking
1. Knowledge about nutrition and balanced diet	3	2	1	2	4	5	5	3	3	3	3	2	36	2

2. Weekly clinics	3	3	1	2	3	3	3	2	2	3	2	2	29	9
3. Counselling sessions	5	3	1	2	4	3	3	3	3	3	2	3	35	3
4. Treat some minor ailments and casualties	2	2	1	1	3	2	2	1	1	2	2	1	20	10
5. HIV/ AIDS awareness program in and around the community	2	3	1	2	3	2	3	2	3	3	3	3	30	7.5
6. Awareness program regarding the use of Alcohol/ Drugs	3	3	1	2	3	2	2	4	3	3	3	3	32	4.5
7. Supplementary nutrition program	3	2	1	2	4	2	4	2	2	4	2	2	30	7.5
8. Offering healthy goods and services with quality certifications	4	2	4	3	4	4	4	2	4	4	4	2	41	1
9. Organizing medical camps in the rural areas which provide knowledge to the people about current diseases and their prevention.	2	1	3	3	3	3	4	3	3	3	2	2	32	4.5
10. Counselling about water saving and water purification	2	1	5	3	3	2	3	2	2	3	2	3	31	6
Total score of factor	29	22	19	22	34	28	33	24	26	31	25	23		
Ranking	4	10.5	12	10.5	1	5	2	8	6	3	7	9		

As per the importance accorded by the companies to different initiatives in regard to the health sector, the highly relevant factors are: i) offering healthy goods and services with quality certifications, ii) knowledge about nutrition and balanced diet, iii) counselling sessions, iv) awareness programs regarding the use of alcohol/ drugs, v) organizing medical camps in the rural areas.

Similarly low priorities have been accorded to the factors which are: i) HIV/ AIDS awareness programs in and around the community, ii) supplementary nutrition programs, iii) minimizing water wastage and planting more trees, iv) weekly clinics, v) treating some minor ailments and casualties. In general the results confirms that the identified companies are more into providing quality products and good services to the customers, and increased emphasis is given to general healthcare initiatives like organising medical camps. There is a need for reinforcing thrust for planned and participatory initiatives for the CSR framework.

Importance/ Significance of CSR Educational Initiatives of 12 Companies

Table 4.22 - Importance/ Significance of the CSR Educational Initiatives of 12 Companies														
Companies / Educational Initiatives	IBM	TCS	Infosys	Wipro	Nestle	ITC	Coca-cola	Britannia Industries	Bajaj Auto	ONGC	Maruti Suzuki	Honda	Total Score for 12 companies	Ranking
1. Education is the primary focus area for the firms	3	3	3	3	2	4	2	3	2	2	3	2	32	2.5
2. Alliance with schools	3	3	2	3	2	3	2	3	2	2	2	2	29	7
3. Alliance with established NGOs involved in Educational CSR activities	3	3	3	3	2	3	2	2	2	3	3	2	31	4
4. Running own school	2	2	3	2	2	2	2	2	2	3	3	3	28	8
5. Inspiring the lives of the underprivileged by having specific programs for them	3	4	2	2	2	4	3	2	2	2	2	2	30	5.5
6. Give computers to promote IT education in the neighbouring area	3	3	3	2	2	3	3	2	2	2	2	2	29	5.5
7. Adult educational initiatives for older people in nearby rural area	4	4	4	3	2	4	3	2	3	3	3	2	37	1
8. Organizing training programs on educational activities	3	3	4	2	3	3	2	2	2	3	3	1	32	2.5
Total Score for 12 companies	24	25	24	20	17	26	19	18	17	20	21	16		
Ranking	3.5	2	3.5	6.5	10.5	1	8	9	10.5	6.5	5	12		

As per the importance accorded by the companies to different CSR initiatives in regard to the education sector, the highly relevant factors are: i) Adult educational initiatives for older people in nearby rural areas ii) organizing training programs on educational activities, iii) alliance with schools and iv) alliance with established NGOs involved in Educational CSR activities.

Similarly low priority areas are: i) running own schools and ii) alliance with schools.

Importance/ Significance of CSR Environmental Initiatives of 12 Companies

Table 4.23 - Importance/ Significance of the CSR Environment Initiatives of 12 Companies

Firms / Environmental Initiatives	IBM	TCS	Infosys	Coca-cola	Nestle	ITC	Wipro	Britannia Industries	Bajaj Auto	ONGC	Maruti Suzuki	Honda	Total Score for 12 companies	Ranking
1. Energy conversion	3	2	3	2	2	2	2	3	3	3	4	4	33	8
2. Waste minimization and recycling	3	3	3	3	2	3	2	3	3	3	3	4	35	3.5
3. Pollution prevention (e.g. emissions to air and water , effluent discharges noise)	3	2	3	3	2	3	2	2	4	3	4	4	35	3.5
4. Protection of the natural environment	4	3	2	3	3	2	2	3	3	3	3	3	34	5.5
5. Control over water wastage	4	3	4	3	2	3	3	3	3	2	3	3	36	2
6. Tree plantation	4	3	4	3	3	2	2	2	2	3	3	3	34	5.5
7. Proper disposal of chemicals	3	2	2	2	2	3	2	2	2	2	3	2	27	8
8. Minimizing plastic usage	3	2	3	3	2	3	2	3	3	3	3	3	33	7
9. Recycling of products	4	3	2	4	3	3	3	3	3	3	4	3	38	1
Total Score for 12 companies	31	23	26	26	21	24	20	24	25	25	30	29		
Ranking	1	10	4.5	4.5	11	8.5	12	8.5	6.5	6.5	2	3		
Average Score for 12 companies	2.58	1.91	2.16	2.16	1.75	2	1.66	2	2.08	2.08	2.5	2.41		
Ranking	1	7	4.5	4.5	10	8.5	11	8.5	6.5	6.5	2	3		

As per the importance accorded by the corporates to different initiatives in regard to the environment sector, the highly relevant factors are: i) recycling of products, ii) control over water wastage, iii) waste minimization and recycling and iv) pollution prevention.

Similarly the low importance factors are: i) protection of the natural environment, ii) tree plantation, iii) helping any NGO for this, iv) energy conservation, v) proper disposal of chemicals.

Company wise CSR Initiatives

Analysis of the collected data shows that with respect to health care initiatives leading corporates are Nestle, Coca-cola, Honda and ITC. With respect to education sector, Infosys, TCS, IBM and ITC have on edge over others. In environment initiatives IBM, Maruti Suzuki and Honda score higher points. Pursuing CSR in all three key areas viz IT and Auto sector are health, education and environment, while FMCG sector has focused more upon health care initiatives.

Table 4.24: Company wise CSR Initiatives

Health Sector	Education Sector	Environment Sector
Nestle	IBM	IBM
Coca-cola	TCS	Maruti Suzuki
Honda	ITC	Honda

It can be concluded that IBM, Honda and TCS are the leading firms with respect to CSR initiatives. The Auto and IT sector are more into the implementation of CSR initiatives. FMCG is somewhat lagging behind in the initiation of social responsibility practices. Thus the analysis throws light on which sector needs to focus on certain identified areas. As the Auto sector is more into environment and health care initiatives, they can undertake CSR initiatives in education sector. IT sector companies have an edge in educational CSR initiatives, but they have also started focusing upon environment sector. They need to enhance their activities in health care sector. FMCG is more into health care sector and needs to focus more on education and environment sector. The overall results of the study are depicted in Fig 4.13.

Fig 13: Sector-wise CSR initiatives by Indian Firms

On the basis of above analysis the study purposes a strategic framework for CSR. On the basis of results from firms based analysis and analysis of 12 companies a strategic framework of CSR practices has been designed. The present research has undertaken organization wise analysis viz: public vs. private sector, sector wise analysis viz: IT, Auto and FMCG sector and firms experience wise analysis covering CSR leaders, CSR adopters and CSR newcomers. The results of the present study are not entirely different from those of earlier studies as far as CSR Initiatives are concerned. In developed countries more and more organizations embed CSR into their business practices. But developing countries are still lagging behind in implementation of the CSR. The same is true for large scale organisations of north-west India. Indian firms undoubtedly are taking CSR initiatives, but lending a right direction is very important. This further reinforces the need to develop a strategic framework for a holistic approach.

4.7 Strategic framework for CSR

The proposed strategic framework for CSR has the following components:

i. Drivers.
ii. Hindrance factors
iii. Key CSR health, education and environment factors based on Survey analysis.
iv. Strategic parameters based on Carrols' four factor CSR pyramid.
v. Learning from case studies

Drivers:

The study of Drivers highlighted that two major drivers for CSR were enhanced benefits and improved image. Enhanced benefits covered increase in no of investors; satisfied customers; cost saving and societal values. Improved firms image covered firm reputation; stakeholder relation; new business opportunities; and reduced regulatory government interventions. The CSR for improved image was rated higher than CSR for enhanced benefits.

Hindrance factors

An insight into hurdles to CSR reflected that limited budget allocation, lack of specified framework and difficulty in access to senior government functionaries were the main hindrances in implementation of CSR. Experienced firms encountered problems like casual attitude towards CSR services. Sector wise analysis reflected that the FMCG sector reported facing more hindrances than the IT and Auto sector.

Key CSR health, education and environment factors based on Survey analysis:

Factors contributing to health care initiatives are: awareness programs and camps; and Counselling sessions and services. In awareness programs education about water saving and water purification; and supplementary nutrition programs had higher loadings and were considered relatively more important. Amongst the health factors mean score of awareness programs and camps was relatively higher and it had higher item loadings as well. Thus the sample firms preferred awareness programs and camps to counselling sessions and services.

Factors contributing to educational initiatives are: core educational activities, secondary educational services, and allied educational programs. Here in terms of preference, secondary educational services and allied programs were rated higher than core educational services. In core educational services, running firms own school and educational initiatives for older people in nearby rural areas had higher item loadings. In secondary educational activities, inspiring the lives of the underprivileged and organizing training programs on educational activities had higher item loadings than other variables in this factor. In allied educational programs alliance, with established schools and NGOs had high item loading of 0.956. Thus this depicts that the sample firms had more liking for subsidiary educational activities than directly indulging in core educational activities. This is evident from case study analysis of 12 companies. Out of these 12 only two companies Wipro and ITC have their own educational institutes. The remaining all firms are into providing supportive educational services and facilities.

Factors contributing to environmental initiatives are: preservation of natural resources; saving environment; and reducing wastage. The sample firms were more into CSR initiatives leading to saving environment and reducing wastage. In regard to preservation of natural environment, proper disposal of chemicals (0.926) was preferred; fact energy conservation had lowest item loading (0.802) in this factor. In regard to saving environment pollution prevention, recycling of products had item loadings greater than 0.90. In reducing wastage, tree plantation was preferred to waste minimisation and recycling.

Summing up it can be said that the Indian firms need to focus more on core educational initiatives and enhance their environmental CSR activities for preserving natural environment and pursuing energy conservation, waste minimisation and recycling with added vigour.

Strategic Parameters based on Carrols' four factors CSR pyramid:

The strategic parameters derived on the basis of Carroll's four responsibility pyramid suggest that the Indian firms are pursuing CSR initiatives for economic perspectives over legal, ethical, and philanthropic responsibilities. Preferred economic factors include community investment, cost saving and improving business performances. Regulatory obligations in legal responsibility, CSR reporting in ethical responsibility; preserving natural environment and social concerns relating to product/service in philanthropic responsibility had higher ratings and were favoured by sample firms.

Learnings from case studies:

Inputs from the survey based analysis were supported by learnings from the case studies for identifying the strategic factors in three key areas, viz. health, education and environment from all three sectors, viz. IT, Auto and FMCG. The Auto sector is leading with CSR in all three key areas. The IT sector has a dominant position in education.

Nestle, Honda and IBM scored higher on Healthcare CSR initiatives. TCS in educational initiatives, IBM and Infosys dominated in educational CSR initiatives. Honda, Maruti Suzuki and IBM emerged as leaders in pursuing CSR initiatives.

Thus the present study has suggested the strategic framework for CSR implementation. The same has been depicted graphically in fig. 4.14.

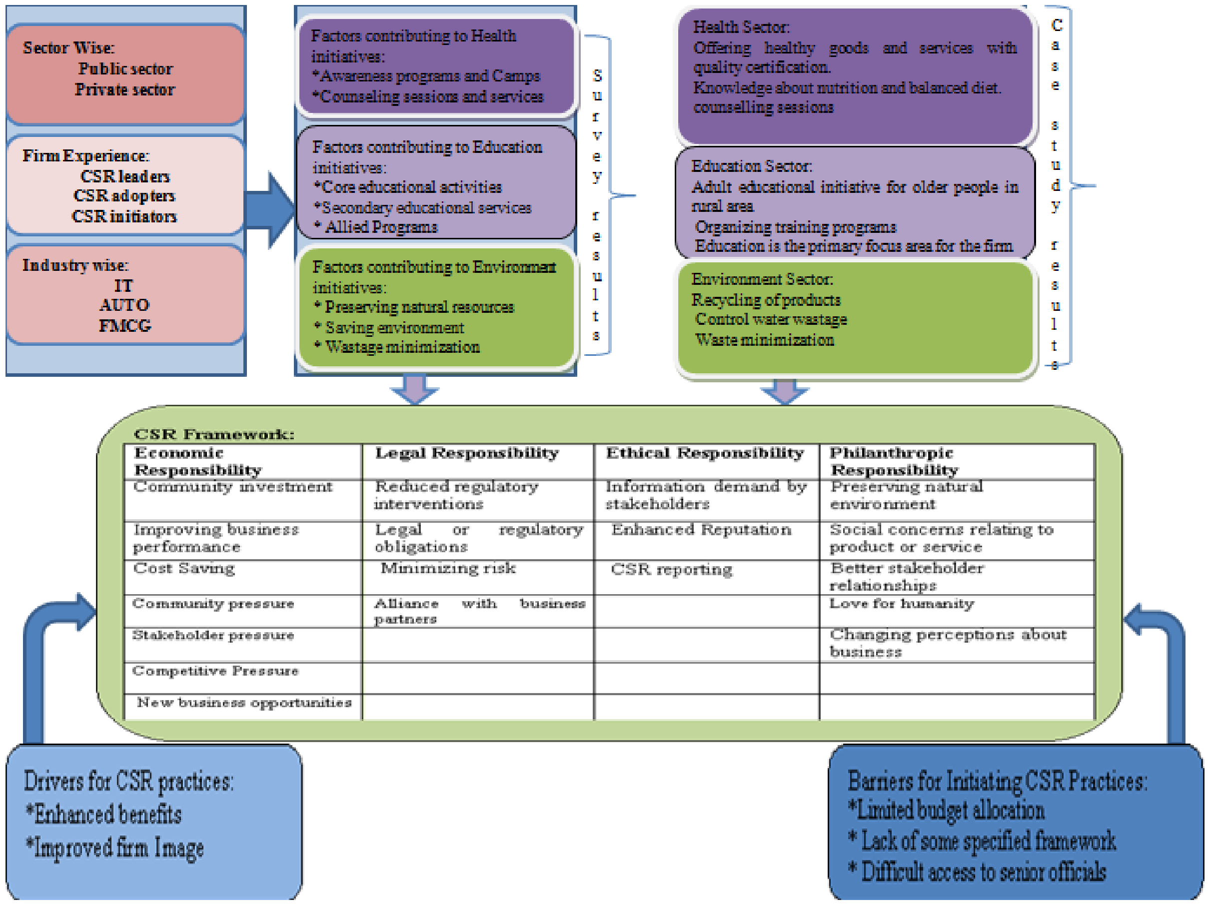


Fig 4.14: Strategic Framework Evaluation for the CSR initiatives:

Analysis of strategic framework parameters highlights that Indian firms are still focusing predominately on economic responsibility. Although there is a growing awareness of philanthropic responsibility, but it is still a low focus area. Similarly legal responsibility also needs an added attention. Thus this study highlights that the CSR initiatives undertaken by the Indian firms are still low and without proper direction. Sector wise comparison highlights that the Auto sector is more into CSR activities as compared to other two sectors.

A regression analysis was also run to find the key predictors of CSR drivers. Hence both the models suggest that health and environment initiative factors engaged as important predictors. This once again highlights that we are yet to achieve a holistic CSR. Moreover the model having improved image as a dependent variable had greater explanatory power. The sample firms were pursuing more of the activities for improving image.

Some CSR actions are neither making any progress in alleviating social problems nor benefiting the business firms; undoubtedly the societal problems are too big to be addressed by business firms and also the firms do not always possess all the information to find effective and efficient solutions for all social problems. Implementation of the suggested CSR framework will help large scale organisations to focus on areas in which they are lagging behind. For example, IT sector needs to focus more on health care initiatives. FMCG is lagging behind compared to Auto and IT sector and there is a need to focus more on education. Thus all results will lead the world to be a better place to live. And the concept of social responsibility should move from charity to responsibility and this is possible with the cooperation of firms in all sectors.

4.8 Concluding Remarks

This chapter sums up the CSR initiatives undertaken by 60 large scale firms in three key areas viz health, education and environment. The study also throws light on important CSR drivers. It also indicates the barriers to CSR initiatives. Case studies of 12 corporations given an in-depth view of the CSR initiatives undertaken in the above mentioned areas. Results of firm-wise survey based analysis and case-study analysis have helped to design a strategic framework for providing a roadmap for CSR initiatives.

CHAPTER – V

CONCLUSION, LIMITATIONS AND FURTHER STUDY

In India the term CSR might be new but the concept is not. This concept of social responsibility in India is as old as Indian history. Ever since the early days of India civilization, the concept of donating liberally for the social and economic uplift of the deprived sections of the society has been an integral part of the India through systems. This philanthropic approach money has been transformed the present times into the concept of CSR. With the emergence of changing markets the idea of CSR has become popular in the developed nations. The post liberalization period has ignited this concept of philanthropy into CSR in the developing nations like India too. All kinds of business firms, whether government owned, private, or MNC's are trying to initiate or have already initiated CSR related activities. Now the initiatives related to the CSR are being taken by Government of India also. Many Indian firms have been influenced by the CSR initiatives taken up by foreign multinationals are coming into India. The present research covers the gaps of the previous studies and purposes a strategic framework for the CSR implementation. It also considers the drivers and difficulties faced by the companies in the implementation of the same.

Section 5.1 of this chapter covers the major findings of the study; section 5.2 covers the revisiting of the objectives to find out that objectives have been achieved. Section 5.3 covers the implications of the study; section 5.4 covers the limitations of the study. The final section 5.5 explains the future scope of the study.

5.1 Major findings of the Study

A peep into the reasons why business organizations undertake the CSR reflects that the CSR is viewed more as an economic responsibility. Lowest ranking has been accorded to legal responsibility; this is followed by ethical and philanthropic.

Health care initiatives have been classified into two factors viz, i) awareness programs and camps, ii) counseling sessions and services. These two factors explain 79.26 percent of total variance. Awareness programmes and camps factor has high mean score than the overall mean score of business responsibility factor as well as the mean score of counseling sessions and services. Thus, medical camps i.e., actual treatment was preferred to providing counselling and allied services.

Supplementary nutrition programme and education about water saving and water purification had higher item loadings of .903 and .912, indicating the respondents' growing awareness regarding nutrition and water purification. ANOVA results highlight that there is a significant difference in means of CSR leaders, CSR adopters and CSR initiators with respect to CSR health care initiatives. Factor analysis helped to classify educational initiatives into three categories viz, core educational activities, secondary educational services and allied services. Surveyed firm pursuing CSR activities are more into providing secondary educational services and carrying out allied programs than providing core educational services as reflected through higher mean score of this factor. Results of the ANOVA test highlight that there is a significant difference in the CSR educational initiatives of CSR leaders, CSR adopters, and CSR initiators.

Factor analysis for environmental initiatives in CSR activities has resulted in three factors namely, i) preservation of natural resources, ii) saving environment and iii) reducing wastage. These three factors explain 89.57 percent of variance. ANOVA results reveal that there is a significant difference for environmental initiatives of the CSR leaders, CSR adopters and CSR initiators. Saving environment and reducing wastage factors have higher overall mean score than the factor preserving natural resources. Driving forces of CSR are different for public and private organizations. Major driving forces for public sector initiating CSR practices are reputation, and stakeholder relationship. For the private sector, driving forces for initiating the social responsibility practices are new business opportunities and society values. For CSR adopters the major driving forces are firm reputation and stakeholder relationship. CSR initiators have lower mean score for all the drivers. In terms of total mean score, the CSR for firm's reputation has emerged as the most important driver. This is followed by stakeholder relationship and increase in number of investors.

Sector wise aggregate analyses highlight that the IT, FMCG, and Auto sector have rated firm's image, as the most influencing driver. Overall analysis of CSR drivers on the basis of firms experience and nature of industry depicts that there is a difference in perception in case of public and private firms and also on the basis of industry experience, but the same is not true for nature of industry as there is a consensus on most prioritized driver and least prioritized driver. Factor analysis helped in classifying the eight CSR drivers into two categories. These are: i) enhanced benefits, and ii) improved Image. These factors explain 77.038 percent of total variance. Aggregative results regarding barriers to the CSR implementation reveal that from the fourteen identified barriers, non-responsive nature of top-management topped the list with the highest average score of 3.38. Next in line was the casual attitude towards the CSR services with an average score of 3.35.

What was surprising in results was that the firms no longer accepted the perception that businesses work only for profit motive, and consequently, this was lower in priority in difficulties encountered by firms. Even the experienced firms, viz. CSR leaders are facing difficulties like unreasonable delay and casual attitude towards CSR services. Problems faced by CSR adopters are limited budget allocation, non-responsive nature of top-management, and difficult access to senior government functionaries.

CSR initiator firms have been encountering more problems and hurdles as compared to older firms. Major difficulties faced by them are non availability of support, limited budget allocation, non-responsive nature of top-management, negative/ rough attitude of higher authority, casual attitude towards CSR services, difficult access to senior government functionaries, and lack of some specified framework.

Sector- wise analysis highlights that the FMCG sectors are encountering more difficulties in the implementation of CSR practices as compared to the Auto and IT sector. Limited budget allocation for the CSR practices has been rated high. Other difficulties faced are lack of some specified framework and difficulty in access to senior officials for the implementation of the CSR practices.

The results of strategic parameters based on Carroll's model covering economic, legal, ethical and philanthropic responsibilities suggest that the economic responsibilities still predominate in Indian scenario with lower focus on legal, ethical, and philanthropic responsibilities.

In economic responsibility, community investment, cost saving and improving business performances dominate with higher item loadings. In legal responsibility, legal/ regulatory obligations dominate with 0.896 loading. In ethical responsibility CSR reporting had a high item loading of 0.959. In philanthropic responsibility there was dominance of preserving natural environment with item loading of 0.912 and social concerns relating to product/service.

Case study analysis indicated that Nestle, TCS, ITC and Maruti Suzuki were focusing more on health care initiatives. Infosys, TCS, IBM and ONGC are taking educational CSR initiatives. IBM, Maruti Suzuki and Escorts are into promoting environmental initiatives. IT and Auto sectors are focusing on all three viz. health, education and environment, while FMCG sector is undertaking more of health care CSR initiatives. IBM, Bajaj Auto and TCS are the leading firms with respect to overall CSR initiatives. Case study analysis further reveals that the best CSR Initiatives are providing free education, counselling sessions and recycling of products.

5.2 Revisiting the objectives

It is necessary to revisit the research objectives to see whether the study has been able to accomplish the same. The first objective of the present research has been: *To identify the corporate social responsibility practices with reference to health, education and environment for large firms of North-West region of India.*

Regarding CSR health care initiatives the results of the ANOVA (table 4.9) reveal that there is a significant difference in the CSR health care initiatives on the basis of firms experience viz. CSR leaders, CSR adopters and CSR initiators.

To identify CSR practices regarding health care, factor analysis (table 4.10) was conducted. It helped in classifying health care initiatives into two factors viz: i) awareness programs and camps, ii) counseling sessions and services. These two factors explain 79.26 percent of total variance. Furthermore, awareness programs and medical camps, were preferred to counseling sessions and services. In awareness programs and medical camps supplementary nutrition program and education about water saving and water purification had higher item loadings signifying their relative importance.

Results of the ANOVA (table 4.4) highlight that there is a significant difference in the educational initiatives of CSR leaders, CSR adopters, and CSR initiators.

To identify CSR practices regarding educational CSR initiatives factor analysis (table 4.11) helped in classifying educational initiatives into three categories, viz. core educational activities, secondary educational services, and allied programs. These three factors explained 87.45 percent of total variance. The results indicate that the educational services and allied educational services had a higher mean score than the other two factors. Thus, the results indicate that the surveyed firms pursuing educational CSR activities are more into providing secondary educational services and indulge more in allied educational programs than in providing core educational services.

Environmental ANOVA results (table 4.12) are significant for all variables except for protection of the natural environment. Thus, there is a significant difference between a firms experience and the extent of environmental CSR initiatives.

For identification of factors regarding environmental CSR initiatives factor analysis (table 4.13) was conducted. It helped in classifying environmental initiatives into three categories; i) preservation of natural resources, ii) saving environment and iii) reducing wastage. These three factors explain 89.57 percent of variance. In terms of mean scores, saving environment and reducing wastage factors recorded higher ratings than the overall mean score of the factor preserving natural resources. Proper disposal of chemicals weighed more on preserving natural resources. Pollution prevention (for example, emissions to air and water, effluent discharges noise) and recycling of products had higher loadings in saving environment. Tree plantation factor has scored higher loading.

Thus ANOVA and factor analysis helped in identifying the preferred corporate social responsibility practices with reference to health, education and environment for large firms of North-West region of India.

The first objective of the present research was *to study drivers and facilitators of corporate social responsibility practices by the large firms*. Literature review helped in identifying eight drivers of CSR practices in India. The eight drivers covered are: i) enhancing firms reputation, ii) stakeholder relationship, iii) increase in number of investors, iv) customer satisfaction, v) new business opportunities, vi) cost savings, vii) reduced regulatory pressure and viii) society values.

The results as depicted in Table: 4.3 shows that for public sector firms the major driving forces for initiating CSR practices are firm's reputation and stakeholder relationship. For private sector, the driving forces for initiating the social responsibility practices are new business opportunities and society values.

Analysis conducted on the basis of the firms experience highlights that the CSR leaders are influenced by all the drivers. For CSR adopters the major driving forces have been firm's reputation and stakeholder relationship. CSR initiators are having lower mean score for all the drivers.

The results are indicative of the fact that irrespective of industry there is a consensus on the following three drivers and they have been rated high in priority by firms from all the three sectors. These are: i) firm reputation, ii) stakeholder relationship and iii) Increase in number of investors. Similarly there has been an agreement on the least prioritized driver as well i.e., cost saving.

Factor analysis (table 4.5) helped in classifying the eight CSR drivers into two categories. These are: i) enhanced benefits, and ii) improved Image. Both these factors explain 77.038 percent of total variance. Out of these two the CSR for enhanced benefits emerged as key factor with higher mean score and higher item loadings for this factor. The objective *to study drivers of corporate social responsibility practices in the large firms* was accomplished by descriptive analysis on the basis of nature of firms, firms experience and sector-wise analysis. Factor analysis helped in highlighting the key drivers.

The last objective of research has been *to design a strategic framework of corporate social responsibility practices*. The inputs received from the survey helped in proposing a strategic framework for CSR implementation highlighting the drivers for augmenting CSR activities. The two major drivers for CSR are: enhanced benefits and improved firm's image. Enhanced benefits covered increase in no of investors, satisfied customers, cost saving and society values. Improved firms image covered firm reputation, stakeholder relation, new business opportunities, and reduced regulatory government pressure. Results reflected that the firms were pursuing CSR for improved firm image as this factor had higher mean score and higher item loadings.

Limited budget allocation, lack of specified framework and difficult access to senior government functionaries were the main hindrances in the implementation of the CSR. New firms encountered more problems compared to the established players. But even experienced firms also encountered problems like casual attitude towards CSR services. Sector wise analysis reflected that the FMCG sector reported facing more hindrances than the IT and Auto sector.

The strategic parameters derived on the basis of Carroll's four responsibility pyramid highlighted the weak links in CSR initiatives. The results of strategic parameters suggest that the Indian firms are pursuing CSR initiatives for economic perspectives. Legal, ethical, and philanthropic responsibilities are still far from being fully achieved. Community investment cost saving and improving business performances were the major economic factors. In regard to legal responsibility, regulatory obligations had paramount importance over other legal factors. In regard to ethical responsibility the CSR reporting had an edge over other ethical responsibilities. In regard to philanthropic responsibility, preserving natural environment and social concerns relating to product/service received higher ratings. Thus, the Indian firms need to focus more on ethical and legal responsibilities to rise to the concept of holistic CSR.

The learning from case study analysis helped to identify the strategic factors in three key areas, viz. health, education and environment. The results inherently reflect that the Auto and IT sectors are leading and FMCG sector is lagging behind. The Auto and IT sector are predominant in all key areas, while the FMCG is more into health initiatives. The results are also indicative of the fact that all the three sectors are pursuing environmental CSR activities although the intensity of initiatives is greater by the Auto sector. The IT sector is leading in education initiatives.

The case study matrix of healthcare CSR initiatives indicated that offering consumers quality products and good services, focusing on primary healthcare initiatives and counseling sessions had higher total aggregative score. An analysis of aggregative score of individual companies reflects that Nestle, Honda and IBM scored higher on healthcare CSR initiatives.

In regard to educational initiatives, organizing training programs and organizing camps in the rural areas and alliance with schools were rated higher than other educational initiatives. TCS, IBM and Infosys emerged as leaders in educational CSR initiatives. Here there was a dominance of IT sector.

Regarding environment CSR initiatives, recycling of products, control over water wastage, waste minimization and recycling and pollution prevention had preferential ratings. Another surprising result was that the total scores were higher for all the firms in case of environmental CSR initiatives. This reflected the increasing awareness of various sectors for environmental preservation and protection. In case of individual performance, Honda, Maruti Suzuki and IBM emerged as leaders in pursuing CSR initiatives.

Thus the present study has suggested the strategic framework for CSR implementation. This framework can help the policy makers address the weaker links. It can assist various sectors to understand their positive points and also help them take curative steps in areas where they are lagging. As Indian firms are still pursuing CSR for economic motives, it is time for them to focus on achieving holistic CSR and focus on legal and ethical aspects also. Thus the suggested framework can lend a proper direction to the Indian firms to have a holistic approach to CSR.

This will result in a healthy and prosperous society. And these can help this planet become a happy place to live. The future is poised on how current efforts can sustain momentum and meet the load of increasing expectations and demands of the society, how governments are able to learn from each other and leapfrog, and how and if the global CSR initiatives can be matched up by Indian firms. Now the time has come when the Indian corporate systems must be sensitized to the fact that the society's perception has changed and now for the Indian citizens good economics is good society and hence good politics.

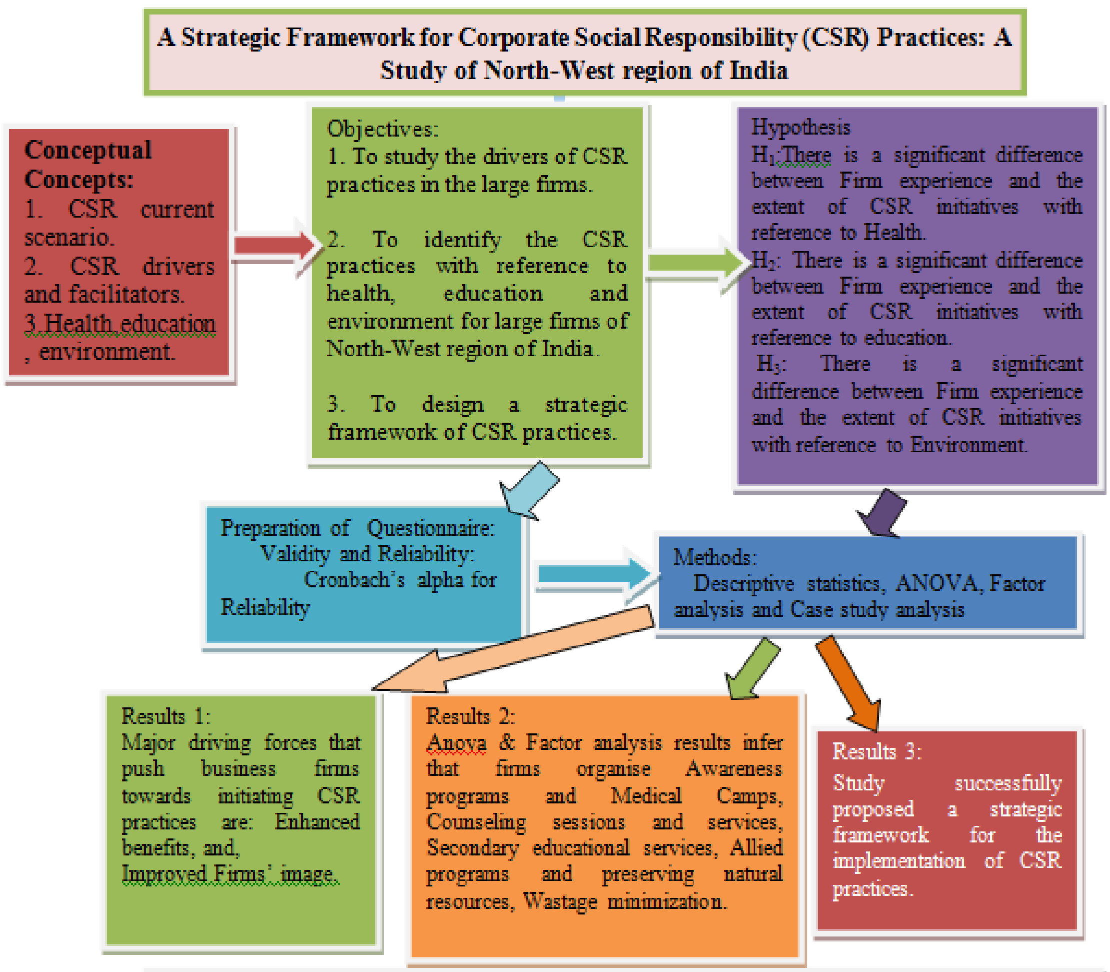


Fig 5.1 Complete view of Research

5.3- Research Implications:

The present research portrays the real picture of CSR initiatives taken by firms of North-West region of India.

- This study captures the CSR practices with respect to three key areas viz. health, education and environment in IT, FMCG, and Auto sector. Results reflect that IT and

Auto sector are more into CSR implementation in comparison to FMCG sector. This implies that FMCG sector has to improve their CSR initiatives.

- Next section of the study highlights different drivers that forces Firms to go for CSR initiatives. The firms need to focus on these drivers to enhance their CSR activities.
- Results of descriptive statistics with respect to difficulties faced by firms for the implementation of CSR practices are: Limited budget allocation, casual attitude towards CSR Services and lack of specified frame work. It is time for firms to address to these problems to achieve success in CSR activities.
- The results of the study determined different CSR initiatives with respect to organization experience. ANOVA results highlight that there is a significant difference among the CSR practices with respect to sectors i.e., health, education and environment based on firms CSR experience. This implies that CSR initiatives depend upon firms experience.
- The results of survey based analysis have been validated through case study of 12 major firms. Once again the results are pointers to the fact that IT and Auto sector are pursuing CSR practices with more vigour than FMCG sector. The below table reflects the leaders in all three areas, viz. health, education and environment.

Table 5.1: Leading Companies in CSR Initiatives		
Health Sector	Education Sector	Environment Sector
Nestle	IBM	Honda
TCS	TCS	Maruti Suzuki
Honda	ITC	IBM

- Based upon the collected results the present study proposes a strategic framework for the initiation and implementation of CSR practices. The proposed strategic framework if implemented properly will help the firms of different sectors refine their CSR practices and achieve holistic CSR.

In this globalized era it is mandatory for every firm to implement or initiate some social responsibility initiatives. The proposed framework will help them in accomplishing this motive. Literature review, driver and difficulties faced, results predicts that government is not playing major role in CSR area. Though the government has initiated steps in this regard like carbon credits, and green credits to preserve environment. But still there is a need for strategic steps to CSR implementation. All firms, public or private new or experienced have to adopt this CSR strategic framework for societal welfare. As in case of labour laws, factory act is implemented and the regulations have been followed by almost every firm. Similar steps need to be initiated in the context of CSR implementation.

5.3 – Limitations of the study:

Like any research, a study can hardly be perfect. As such, this study has limitations. However, these limitations also present opportunities for future research. One of the primary limitations of the study is that the majority of factors identified were either from literature developed in the West or from the limited experience of implementation of CSR practices in India. There is hardly any academically eminent literature available in this field in India. There is a need for extensive study supported by case studies in India to develop a framework for actual delivery of CSR practices in the country.

CSR practices, as a concept, are applicable to all sections of the society such as the government, legislature, judiciary, the media, the private sector, the corporate sector, the co-operatives, societies registered under the Societies Registration Act, duly registered trusts, and lastly the non-government organizations (NGOs). Public accountability and transparency are extremely relevant today. It is only when all sections of the society conduct their affairs in a socially responsible manner that the objective of achieving larger good of the largest number of people can be achieved. However, in view of the scope, this study is confined to this formulation and implementation of good CSR practices formulation and implementation. But the firms' activities are so many and encompassing many aspects that it is impossible for one study to address all the relevant issues. The study is thus limited to three key areas viz. health, education and environment and, therefore, does not cover other areas. The research work is limited only to the North-West region of India due to time and resource constraints. It has focused on the respondents mainly in the category of large corporates.

5.5 - Further Scope of Research:

The present study has covered the IT, FMCG and Auto sector. This research can be extended to include other important sectors of the economy. Further studies need to focus on beyond these three firms. This could be extended to include some specific path breaking CSR initiatives of individual firms.

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APPENDIX- I

PhD QUESTIONNAIRE

Objective: The questionnaire is designed to collect data/views of organizations employees working at different levels on the expectation of society towards organizations corporate socially responsible practices and the essential factors, their criticality for evolving an effective strategy for sustainable, scalable and profitable Corporate Social Responsible framework.

A	**Respondent and Organizational Profile**		
1.	Type of firm	Large Scale	
2.	Type of Organization	Private Limited	Public Limited
3.	Name of the Respondent		
4.	Address/ Contact Details		
	Address Line		
	Phone (optional)		
	Email ID (optional)		
5	Profession / Occupation. Please tick (✓) the option. You can select more than one option.		
1. General Manager	2. Senior Manager	3. HR/CSR manager	
6.	To which of the following industry sector does your organization operate?		
	1. IT	2. FMCG	3. AUTO
7.	What is your companies approximate yearly turnove?		
	Yearly turnover approximately		
B	**CSR and The Organization**		
8.	How many employees does your organization have?		
	51-250	251-500	
	501-1000	Number of employees approximately	

9	Does your Organization have any Corporate Social Responsibility program?
	Yes No Don't know
10	Which term is most commnly used in your organization to mean corporate social responsibility?
	Corporate citizenship sustainability corporate responsibility
	Philanthropy corporate social responsibility
11	Which department does the CSR function belong to in your company?
	CSR Board Strategy Company foundation
	Marketing Government relations Environment CEO
12	What is the operational level of the CSR manager at your company?
	Senior management junior management
	Administration Board
13	Do you know about any CSR practices followed by your organization name those (if any)
14	From how long you Organization is practicing Corporate Social Responsibility programs
	Years Months Days
15.	With respect to CSR initiatives, your organization belongs to the group of……
	CSR Leaders (First mover-best practice examples and setting of standards)
	CSR Adopters (Extensive knowledge of the CSR concept, first implementation of appropriate measures)
	CSR Newcomers (initiated to the concept of CSR, only basic knowledge)
16.	How would you assess your organization's awareness of the current range of global CSR initiatives (Check one)?
	Excellent
	Good
	Fair

	Poor					
	NOTE: 'Good' might mean you know what the Global Compact's 10 principles are; 'Fair' that it is a UN initiative that encourages business to be more responsible; 'Poor' that you haven't heard of the Global Compact.					
17	How would you access your organizations CSR practices as :					
	Economic Responsibility Legal Responsibility					
	Discretionary (Philanthropic Responsibility) Ethical Responsibility					
18	Is your firm ISO certified?					
	Yes No					
19	Is your firm CMM certified?					
	Yes No					
C	**Difficulties faced by the organizations**					
20-32	Please indicate the relevance of the following factors which may be causing pain and harassment/difficulties to the organizations in implementing the corporate social responsibility program Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor. (1 means most least relevant, 5 means most relevant)					
	1. Lack of information and guidance on the correct procedures of implementing CSR practices	1	2	3	4	5
	2. Non availability of support from the staff of the organization	1	2	3	4	5
	3. Unreasonable Delay, even for small services	1	2	3	4	5
	4. Need to visit many staff members for one single work. Multiple points of contact for one task only	1	2	3	4	5
	5. Non-Responsiveness nature of top-management people	1	2	3	4	5
	6. Non-Cooperative behaviour and negative/ rough attitude of higher authority	1	2	3	4	5
	7. Philanthropic attitude towards CSR services	1	2	3	4	5
	8. Lot of unwanted holidays further reduce time available for services for needy/underprivileged	1	2	3	4	5
	9. Myth regarding business, it works only for profit earning	1	2	3	4	5
	10. Difficult access to Senior Government Functionaries / officers	1	2	3	4	5

	11. Lack of some specified Frame work for implementing CSR Practices	1	2	3	4	5
	Any other factor (please specify) …………….					
D	**Drivers**					
33-40	What is, in your perception, opinion or understanding, the relevance of following factors for contributing to the success or Effectiveness for CSR framework? Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor.(1 means most least relevant, 5 means most relevant)					
	1. Increase in no. of investors	1	2	3	4	5
	2. Customer satisfaction	1	2	3	4	5
	3. Cost savings	1	2	3	4	5
	4. Society values	1	2	3	4	5
	5. Firms reputation	1	2	3	4	5
	6 Stakeholder relationship	1	2	3	4	5
	7. New business opportunities	1	2	3	4	5
	8. Regulatory pressures	1	2	3	4	5
E	**Health Sector Initiatives**					
41-50	Does your organization treat health as a primary objective of the CSR practices? Well-being of the community matters for your firm. Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor.(1 means most least relevant, 5 means most relevant).					
	1. Knowledge about nutrition and balanced diet	1	2	3	4	5
	2.Weekly clinics	1	2	3	4	5
	3.Counselling sessions	1	2	3	4	5
	4.Treating some minor ailments and casualties	1	2	3	4	5
	5.HIV/ AIDS awareness programmes in and around the community	1	2	3	4	5
	6.Awareness program regarding the use of Alchol/ Drugs	1	2	3	4	5
	7.Supplementary nutrition programmes	1	2	3	4	5

	8. Offering healthy goods and services with quality certifications	1	2	3	4	5
	9. Organizing medical camps in the rural areas which provide knowledge to people about current diseases and their prevention	1	2	3	4	5
	10 Counselling about water saving and water purification	1	2	3	4	5
F	**Education Sector**					
51-59	Does your firm have any educational facility to enhance literacy rate. Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor.(1 means most least relevant, 5 means most relevant)					
	1Education is primary focus area for the firms	1	2	3	4	5
	2 Alliance with schools	1	2	3	4	5
	3 Alliance with established NGOs involved in Educational CSR activities	1	2	3	4	5
	4 Running firms own school	1	2	3	4	5
	5 Inspiring the lives of the underprivileged by having specific programs for them	1	2	3	4	5
	6 Give computers to promote IT education in the neighbouring area	1	2	3	4	5
	7 Adult educational initiatives in nearby areas	1	2	3	4	5
	8 Organizing training programs on educational activities	1	2	3	4	5
	9 Organizing educational camps in the rural areas which provide knowledge to the people	1	2	3	4	5
G	**Environment Sector**					
60-68	Has your organization ever tried to improve its environmental management in terms of the following options Please rate each factor on a 5 point scale of (1, 2, 3, 4, 5) by ticking (✓) one of the five boxes for each factor.(1 means most least relevant, 5 means most relevant)					
	1. Energy conversion	1	2	3	4	5
	2. Waste minimization and recycling	1	2	3	4	5
	3. Pollution prevention (e.g. emissions to air and water , effluent discharges noise)	1	2	3	4	5
	4. Protection of the natural environment	1	2	3	4	5

	5. Control over water wastage	1	2	3	4	5
	6. Tree plantation	1	2	3	4	5
	7. Proper disposal of chemicals	1	2	3	4	5
	8. Minimizing plastic usuage	1	2	3	4	5
	9. Recycling of products	1	2	3	4	5
69-89	Why is your organization interested in applying CSR practices? Kindly rate these CSR framework parameters on the basis of priority with 1 means most least relevant, 5 means most relevant)					
	1. Cost Saving	1	2	3	4	5
	2. Attracting customers	1	2	3	4	5
	3. Changing perception about business	1	2	3	4	5
	4. New business opportunities	1	2	3	4	5
	5. Improving business performance	1	2	3	4	5
	6. Community pressure	1	2	3	4	5
	7. Stakeholder pressure	1	2	3	4	5
	8. Community investment	1	2	3	4	5
	9. Reduced regulatory interventions	1	2	3	4	5
	10. Legal or regulatory obligations	1	2	3	4	5
	11. Minimizing risk	1	2	3	4	5
	12. Alliance with business partners	1	2	3	4	5
	13. Information demand by stakeholders	1	2	3	4	5
	14. Enhanced Reputation	1	2	3	4	5
	15. CSR reporting	1	2	3	4	5
	16. Competitive Pressure	1	2	3	4	5

	17. Social concerns relating to product/ service	1	2	3	4	5	
	18. Preserving natural environment	1	2	3	4	5	
	19. Better stakeholder relationships	1	2	3	4	5	
	20. Love for humanity	1	2	3	4	5	

Thanks, for taking time to fill the questionnaire. It will be of much help in our research.

APPENDIX- II

Model Summary[e]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.309[a]	.096	.080	.95916302	.096	6.131	1	58	.016	
2	.422[b]	.178	.149	.92255765	.082	5.694	1	57	.020	
3	.584[c]	.341	.305	.83351533	.163	13.829	1	56	.000	
4	.692[d]	.479	.441	.74783174	.138	14.568	1	55	.000	2.114

a. Predictors: (Constant), Env 1

b. Predictors: (Constant), Env 1, H2

c. Predictors: (Constant), Env 1, H2, Env 2

d. Predictors: (Constant), Env 1, H2, Env 2, Env 3

e. Dependent Variable: REGR factor score 3 for analysis 2

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.640	1	5.640	6.131	.016[b]
	Residual	53.360	58	.920		
	Total	59.000	59			
2	Regression	10.487	2	5.243	6.161	.004[c]
	Residual	48.513	57	.851		
	Total	59.000	59			
3	Regression	20.094	3	6.698	9.641	.000[d]
	Residual	38.906	56	.695		
	Total	59.000	59			
4	Regression	28.241	4	7.060	12.624	.000[e]
	Residual	30.759	55	.559		
	Total	59.000	59			

a. Dependent Variable: REGR factor score 3 for analysis 2

b. Predictors: (Constant), Env 1

c. Predictors: (Constant), Env 1, H2

d. Predictors: (Constant), Env 1, H2, Env 2

e. Predictors: (Constant), Env 1, H2, Env 2, Env 3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.866	.371		2.334	.023
	Env 1	.311	.126	.309	2.476	.016
2	(Constant)	.003	.510		.005	.996
	Env 1	.443	.133	.440	3.332	.002
	H2	.366	.153	.315	2.386	.020
3	(Constant)	.595	.488		1.220	.228
	Env 1	.465	.120	.462	3.868	.000
	H2	.938	.207	.808	4.531	.000
	Env 2	.658	.177	.630	3.719	.000
4	**(Constant)**	**.936**	**.594**		**1.577**	**.120**
	Env 1	**.658**	**.119**	**.654**	**5.526**	**.000**
	H2	**1.436**	**.227**	**1.236**	**6.326**	**.000**
	Env 2	**1.189**	**.211**	**1.139**	**5.633**	**.000**
	Env 3	**-.595**	**.156**	**-.521**	**-3.817**	**.000**

a. Dependent Variable: REGR factor score 3 for analysis 2

Model Summary[g]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.778[a]	.605	.598	.63394042	.605	88.810	1	58	.000	
2	.839[b]	.704	.694	.55312645	.099	19.186	1	57	.000	
3	.880[c]	.774	.762	.48752277	.070	17.373	1	56	.000	
4	.897[d]	.805	.791	.45682671	.031	8.779	1	55	.004	
5	.978[e]	.957	.953	.21741622	.151	188.818	1	54	.000	
6	.987[f]	.975	.972	.16655704	.018	39.014	1	53	.000	3.197

a. Predictors: (Constant), Hi

b. Predictors: (Constant), Hi, Ed 3

c. Predictors: (Constant), Hi, Ed 3, Env 2

d. Predictors: (Constant), Hi, Ed 3, Env 2, Env 1

e. Predictors: (Constant), Hi, Ed 3, Env 2, Env 1, Env 3

f. Predictors: (Constant), Hi, Ed 3, Env 2, Env 1, Env 3, Ed 2

g. Dependent Variable: REGR factor score 1 for analysis 3

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.691	1	35.691	88.810	.000[b]
	Residual	23.309	58	.402		
	Total	59.000	59			
2	Regression	41.561	2	20.780	67.921	.000[c]
	Residual	17.439	57	.306		
	Total	59.000	59			
3	Regression	45.690	3	15.230	64.078	.000[d]
	Residual	13.310	56	.238		
	Total	59.000	59			
4	Regression	47.522	4	11.881	56.929	.000[e]
	Residual	11.478	55	.209		
	Total	59.000	59			
5	Regression	56.447	5	11.289	238.831	.000[f]
	Residual	2.553	54	.047		
	Total	59.000	59			
6	Regression	57.530	6	9.588	345.633	.000[g]
	Residual	1.470	53	.028		
	Total	59.000	59			

a. Dependent Variable: REGR factor score 1 for analysis 3

b. Predictors: (Constant), Hi

c. Predictors: (Constant), Hi, Ed 3

d. Predictors: (Constant), Hi, Ed 3, Env 2

e. Predictors: (Constant), Hi, Ed 3, Env 2, Env 1

f. Predictors: (Constant), Hi, Ed 3, Env 2, Env 1, Env 3

g. Predictors: (Constant), Hi, Ed 3, Env 2, Env 1, Env 3, Ed 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.409	.268		8.975	.000
	Hi	.822	.087	.778	9.424	.000
2	(Constant)	.452	.505		-.895	.374
	Hi	.887	.078	.839	11.440	.000
	Ed 3	.570	.130	.321	4.380	.000
3	(Constant)	1.115	.472		2.360	.022
	Hi	.827	.070	.783	11.842	.000
	Ed 3	.633	.116	.356	5.466	.000
	Env 2	.286	.069	.274	4.168	.000
4	(Constant)	.548	.482		1.136	.261
	Hi	.455	.142	.430	3.206	.002
	Ed 3	.780	.119	.439	6.538	.000
	Env 2	.258	.065	.247	3.964	.000
	Env 1	.426	.144	.423	2.963	.004
5	(Constant)	1.892	.249		7.585	.000
	Hi	1.127	.133	1.066	8.448	.000
	Ed 3	1.467	.173	.826	8.475	.000
	Env 2	.880	.055	.843	16.044	.000
	Env 1	1.688	.115	1.678	14.738	.000
	Env 3	2.077	.151	1.819	13.741	.000
6	**(Constant)**	**1.642**	**.195**		**8.412**	**.000**
	Hi	**1.271**	**.105**	**1.202**	**12.128**	**.000**
	Ed 3	**1.415**	**.133**	**.797**	**10.651**	**.000**
	Env 2	**.636**	**.057**	**.610**	**11.104**	**.000**
	Env 1	**1.875**	**.093**	**1.864**	**20.225**	**.000**
	Env 3	**2.214**	**.118**	**1.939**	**18.787**	**.000**
	Ed 2	**.347**	**.056**	**.321**	**6.246**	**.000**

a. Dependent Variable: REGR factor score 1 for analysis 3

Appendix – III

(a) Papers Published in SSCI journals

S.No.	Author(s)	Year of Publication	Title of Paper	Name of the Journal, Volume/ page numbers,	Name of the Publisher	Impact Factor
1	Anupam Sharma and Ravi Kiran	Accepted	Corporate Social Responsibilities Drivers, and Hurdles: An Analysis of Automobile, FMCG and IT Sector	The Indian journal of social work	Tata Institute of Social Sciences	
2	Anupam Sharma and Ravi Kiran	2012	Corporate Social Responsibility: A Passion of Large Organizations or A Commitment to the Society	African Journal of business management, 6(22), 6696-6708	Academic Publisher	1.105
3	Anupam Sharma and Ravi Kiran	2012	Corporate social responsibility in changing markets: New mechanisms and newer initiatives	African Journal of business management, 6(16), 5479-5490	Academic Publisher	1.105

(b) Papers Published in Non-SCI Journals

S.No.	Author(s)	Year of Pub.	Title of Paper	Name of the Journal, Volume/ page numbers,	Name of the Publisher	Impact Factor
4	Anupam Sharma and Ravi Kiran	2013	Corporate Social Responsibility: Driving Forces and Challenges	International Journal of Business Research and Development. Vol. 2 No. 1, pp. 18-27.	Science Target	

5	Anupam Sharma and Ravi Kiran	2012	Corporate Social Responsibility Initiatives of Major Companies of India with Focus on Health, Education and Environment	African Journal of Basic & Applied Sciences. 4 (3), 95-105.	IDOSI Publications	
6	Ravi Kiran and Anupam Sharma	2011	Corporate Social Responsibility and Management Education: Changing Perception and Perspectives,	Global Journal of Management and Business Research, 11 (6), 56-67.	Global Journals Inc. (USA)	1.43
7	Ravi Kiran and Anupam Sharma	2011	Corporate Social Responsibility: A Corporate Vision	International journal of Contemporary Business Studies, 2(3), 58-68.	Academy of Knowledge Process, USA	
8	Ravi Kiran and Anupam Sharma	2011	Corporate Social Responsibility: A Corporate Strategy for New Business Opportunities	Journal of International Business Ethics. 4 (1), 10-17	Center for International Business Ethics, China	

(c) Paper Published in National Conferences

S.No.	Author(s)	Year of Publication	Title of Paper	Name and Place of Conference
9	Anupam Sharma and Ravi Kiran	2012	CSR: Changing perceptions and newer perspectives.	Conference on Changing Perspectives and Paradigms in Business and Behavioural Sciences (CPPBBS-2012) Thapar University Patiala, pp 20-26.
10	Ravi Kiran and Anupam Sharma	2011	The Role of CSR and organizational ethics	Proceedings of Strategic Management of Business Development: Issues and Prospects, April 21-22,2 011, Baba Farid College of Management and Technology, Bathinda, pp. 105-107.

11	Anupam Sharma and Ravi Kiran	2011	Role of Humanities & Social Sciences in Holistic Development of Future Technocrats-Looking Ahead	International Conference on Consultation & Experience Sharing on Role of Humanities & Social Sciences in Holistic Development of Future Technocrats-Looking Ahead September 23-24, 2011Jaypee University of Information Technology, Waknaghat (Solan).
12	Anupam Sharma and Ravi Kiran	2011	Organizations in the new millennium: Challenges and opportunities	International conference on: Organizations in the new millennium: Challenges and opportunities AKGIM, Ghaziabad, pp 192-197.
13	Ravi Kiran and Anupam Sharma	2010	Corporate Social Responsibility internal and external to the firm	Seventh International Conference On New Paradigm in Management Theory and practice , 4-5 September, 2010, Punjabi University, Patiala, pp 37.
14	Ravi Kiran and Anupam Sharma	2010	A Corporate Strategy for new business opportunities.	International Conference on Business Ethics and Human values. University Business School Chandigarh, pp 37.