



Research Paper

## A study on perceptions of corporate social responsibility and corporate social responsibility practices by companies in Himachal Pradesh.

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### Abstract

*As the business world has become small village due to globalization, the responsibility of the corporate have increased manifold. Thus corporate social responsibility has become an important aspect of business throughout the world. Corporate Social Responsibility is a process through which the companies amalgamate the social as well as environmental issues in their operations and relations to the stakeholders. Corporate Social responsibility tries to achieve the balance between the economic, environmental and social issues- the Triple Bottom Line Approach. The proposed paper studies the opinions of managers, entrepreneurs on corporate social responsibility. It also studies the initiatives of the companies towards the various stakeholders such as employees, education, women, community, etc. For the present study a sample of 200 units was selected using stratified sampling from the industrial estates of Parwanoo, Baddi, Nalagarh, Barotiwala and Solan. The data was collected through a well designed questionnaire based on 5-point Likert scale. It was also found that the companies are fulfilling their responsibilities towards their employees and have fair selection procedures, appraisal procedures, conducts career development programmes.*

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### I. Introduction and Literature Review

Corporations have traditionally been conceived as self-centered, profit-maximizing entities. However with the globalization of standards of business operations and cut throat competition there is increasing pressure on the corporations and managers to act ethically and socially responsible. Corporate social responsibility has been an integral part of many successful business empires (Williams and Siegal 2000). The companies today have realized the fact that the sustainable success of the business depends on how well the company relates to its workers, communities and the market place in which it is doing business and in order to stay productive and competitive the companies have to be socially responsible (Aggarwal 2008). Corporate social responsibility has not only gained importance in the academics but also has quickly moved up the corporate agenda (Sweeney 2007). A favourable attitude of managers and middle level executives was noted towards corporate social responsibility, job creation and social relief were some of the priority areas of corporate social responsibility viewed by them (Krishna 1992). The results of one of the studies showed that the future business leaders had a positive attitude towards corporate social responsibility which can be a driving force for the firms to consider their broad impact on society and in the long run may lead to a more sustainable society (Jonung and Malhotra 2005).

The existing literature has revealed that there has been diversifying opinions on corporate social responsibility where considerable debate and arguments have existed on the concept and its role. Corporate social responsibility has been interpreted as the concept of triple bottom line i.e. people, planet and profit, which focuses on criteria such as economic, environmental and social for measuring organizational success (Lobbai 2007). One of the important proponents of corporate social responsibility Carroll (1979) opined that social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society

has from organizations. According to Bowen (1953), the social responsibilities of businessmen refer to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of the society. Friedman (1970) put forth that the social responsibility of the firm is to increase its profits. Corporate social responsibility in opinion of Davis (1973) refers to the firm's consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm. Amid various criticisms and debates on CSR many researchers and policy makers have recognized that the CSR issues of developing countries are different from the developed countries.

The researchers and practitioners have discussed corporate social responsibility from the perspectives of employees, employers, society, shareholders, community development, environment protection and conservation, etc. According to authors the employees and the way they are managed can be a source of competitive advantage, therefore the organizations should consider employees and their well-being as an important activity of corporate social responsibility (Harrison and St. John 1994). Frida and Persson (2004) analysed the concept of corporate social responsibility from employee perspective and its relation to their well being. A study reported bidirectional positive relationship between corporate social responsibility and corporate social performance mediated by reputation (Orlitzky et al 1999). Corporate social responsibility is function of FP (financial performance), ECM (employees commitment to values and goals that help employees find meaning and purpose in their work), ROC (reduced operating cost) and BIR (enhanced brand image and reputation) (Scheibel and Pochtrager 2000). Corporate social responsibility is found to be positively related to better financial performance and the relationship was noted to be statistically significant (Tsoutsoura 2004).

Andriof and Mc Intosh (2001) pointed that corporations that are truly socially responsible fulfill their obligations in four major areas i.e. environment, the workplace, the community and the market place by trying to improve the conditions in each of them. A research study revealed that the firms which are able to meet the expectations in social and environmental areas, while still keeping core business profit making and survival in mind will play a central role in stimulating sustainable development in India (Porter and Kramer 2002). Smith (2003) discussed the reasons for practicing corporate social responsibility which may be the normative case (a desire to do good) or the business case (self-interest). The benefits enjoyed by the companies undertaking CSR initiatives may be in form of enhanced brand image, increased customer loyalty, improved reputation of the management, enhanced ability to recruit, develop and retain staff, greater productivity, improved competitiveness and market positioning, better access to capital, risk management, positive reception to new products, etc.

## **II. Research Methodology**

**Objectives:** The present study has assessed the notions/opinions of the managers/entrepreneurs on corporate social responsibility and further the study has examined the corporate social responsibility initiatives by the companies towards the various stakeholders such as employees, women, education, community, environment, etc.

**Participants:** The primary data for the present study has been collected through a well designed questionnaire on corporate social responsibility from 200 industrial units in the industrial estates of Solan, Parwanoo and Baddi, Barotiwala, Nalagarh.

The stratified sampling technique was used to divide the industrial estates of Solan district into sub groups (strata) i.e. industrial areas in and around Solan town, Jabli, Parwanoo, Baddi, Barotiwala and Nalagarh. Thereafter the industrial units were selected from each stratum on convenience basis. The data was collected from 200 industrial units.

The data on corporate social responsibility have been collected through questionnaire based on 5-point Likert scale. The mid score i.e. 3 has been taken as reference for the degree of agreement/disagreement for the components of corporate social responsibility. The score between (3-1) showed decreasing agreement towards that component and that ranging between (3-5) showed increasing agreement for that component.

## **III. Results**

**Table1 Mean values showing the managers' notions on corporate social responsibility**

STATEMENTS	Mean	S.D.
CSR can be described as the continuous commitment by corporations towards the economic and social development of communities in which they operate.	4.71	.51
CSR is a set of philanthropic (charitable) activities a company carries out voluntarily on sporadic basis in local community.	4.40	.83
CSR is a concept aimed at achieving commercial success in a way that does not compromise the well being of its employees in local community.	3.10	1.36
CSR describes the way in which a company manages its economic, social, and environmental relationship and the way it engages with its stakeholders.	4.49	.74
CSR encompasses a set of activities company carry out independently of their daily business operations.	4.42	.78

CSR is a formal process of relationship management through which company engages with its stakeholders to align their mutual interests.	4.31	.79
CSR is a resource intensive and costly concept.	4.13	1.07
CSR is the obligation of large multinational companies than of SMEs.	3.73	1.31
SMEs can only commit to CSR if resources are provided by the government or other institutions.	4.18	.46
SMEs can implement CSR only with the help of external advisors.	4.17	.97
CSR is more relevant for the manufacturing industries than for the service sector.	3.33	1.41
CSR can lead to an increase in profits.	4.42	.77
CSR is a new fancy name for something that local companies have already been doing for a long time.	4.44	.93

The findings in (Table 1) showed that the mean values are higher for all the statements indicating higher degree of agreement with the same. Further it can be seen that the statement, CSR can be described as the continuous commitment by corporations towards the economic and social development of communities in which they operate, has been ranked highest with (M=4.71) and the mean value for the statement CSR is a concept aimed at achieving commercial success in a way that does not compromise the well being of its employees in local community has been lowest (M=3.10).

**Table 2 Mean values showing the managers' response on corporate social responsibility initiatives towards employees**

STATEMENTS	Mean	S.D.
Our company has clear guidelines concerning recruitment, termination, career advancement, performance appraisal, professional ethics, etc. for our employees.	4.73	.56
In a situation when we meet two candidates with equal capability, but one being physically handicap, we have given preference to the physically handicapped applicant.	2.72	1.15
Our company treats all qualified applicants equally for employment with clear and fair terms of employment and remuneration.	4.58	.58
Our company remains impartial while appraising the performance of the employees.	4.49	.60
Our company provides fair motivational incentives to its employees (based on performance appraisals).	4.53	.56
Our company has identified training needs and provides training to the employees.	4.44	.62
Time to time we organize seminars and workshops for career development of the employees.	4.32	.71
We organize meditation camps, breathing exercises to relieve stress of employees.	3.97	1.07
Our company conducts self-development module for employees.	4.20	.90
Our company actively offers a good work life balance for employees: by considering flexible working hours, allowing employees to work from home.	2.36	1.26
Our company encourages the involvement of employees in taking decisions on policy matters.	4.36	.80
Our company admires and encourages the new ideas, methods and techniques suggested by the employees.	4.37	.65
Our company provides adequate protective measures for whistle blowers.	3.34	1.23
Our company always conducts exit interviews from the employees who leave the organization.	3.99	1.05

It can be noted (Table 2) that companies have obtained higher mean values for the majority of the statements on corporate social responsibility initiatives towards employees. However, the highest mean value can be seen for the statement, our company has clear guidelines concerning recruitment, termination, career advancement, performance appraisal, professional ethics, etc for our employees (M=4.73). The findings also showed that lesser degree of agreement is noted with the CSR initiatives i.e. our companies have taken measures to protect whistle blowers (M=3.34); in a situation when we meet two candidates with equal capability, but one being physically handicap, we have given preference to the physically handicapped (M=2.72); our company actively offer a good work life balance for employees, by considering flexible working hours, allowing employees to work from home, etc. (M=2.36).

**Table 3 Mean values showing the managers' response on corporate social responsibility initiatives towards labour health and safety**

Statements	Mean	S.D.
<b>Our company:</b>		
Strictly adheres to the labour laws.	4.83	.46
Monitors the implementation of fair labour practices.	4.70	.59
Provides adequate grievance handling procedures.	4.68	.55
Provides fair wages and salaries to the employees.	4.72	.50
Has a proper protective measure for prohibition of child labour.	4.71	.55
Adopts adequate measures to ensure cleanliness at the work place.	4.72	.52
Has proper mechanism at work place for ensuring occupational safety of employees/workers.	4.73	.46
Has an adequate facility of sitting, drinking water, toilets and bathrooms for the employees.	4.74	.48
Organises health seminars for the employees	4.53	.76
Organises free medical check- up camps for the employees.	4.48	.72
Organises counseling for nutritional, health and stress disorders for the employees.	4.35	.93

Train the employees to take precautionary measures in case of hazards at the work place.	4.49	.82
Has a facility of providing jobs to widow/mother/children of your employee.	3.83	1.21
Treats the family of the employees as an integral part of the company and renders all support whenever required.	4.52	.81

The results (Table 3) reflecting higher mean values for all the statements indicate that companies have been actively involved in fulfilling their responsibility towards labour health and safety. The highest mean value can be noted for the statement, our company strictly adhere to labour laws (M=4.83) and lowest mean value has been given to the statement, our company provides jobs to the widow/children of the employee (M=3.83).

**Table 4 Mean values showing the managers' response on corporate social responsibility initiatives towards women employees**

STATEMENTS	Mean	S.D.
Our company is an equal opportunity organization.	4.62	.94
Environment at all levels (shop floor, production site and corporate office) is conducive for female employees.	4.51	1.02
Our company has constituted a women harassment cell.	2.71	1.38
Our company provides the maternity benefits to the women employees.	4.39	1.12
Our company has the provision of crèches for the female employees.	3.24	1.39
Our company provides nursing breaks for the female employees to feed their children.	3.27	1.41
Our company prohibits pregnant women employees from doing a work which is difficult/laborious in nature.	4.34	1.20
Our company has flexible timings for women employees.	2.58	1.30
Our company provides transportation facilities for women working at night shifts ensuring safety.	2.65	1.38
Our company provides hostel facilities to women employees	2.39	1.63
Our company sponsors women employees for training and career development programmes	3.83	1.79
Our company organise free medical check up and consultation camps for the pregnant women employees.	3.67	1.31

The findings (Table 4) showed highest degree of agreement with the statements, our company is an equal opportunity organization (M=4.62), the environment at all the levels is conducive for female employees (M=4.51) and our company provides maternity benefits to the women employees (M=4.39) and prohibits the pregnant women employees from doing a work which is difficult/laborious in nature (M= 4.34). Further, it is seen that very less degree of agreement has been for the statements, our company have constituted a women harassment cell in the organizations (M=2.71), provides transportation facilities to the women employees working in the night shifts ensuring safety (M=2.65), provides flexible timings (M=2.58) and have hostel facility for the women employees (M=2.39).

**Table 5 Mean values showing the managers' response on corporate social responsibility initiatives towards customers**

STATEMENTS	Mean	S.D.
<b>Our company:</b>		
Ensures honesty and quality in all its contracts, dealings and advertising.	4.72	.55
Delivers high quality products.	4.65	.58
Ensures safety during the use or storage of the product.	4.59	.55
Supply clear and accurate information and labeling about products and services, including its after-sales obligations.	4.54	.55
Ensures timely payment of suppliers' invoices.	4.55	.62
Conducts surveys to gauge public perception/customer satisfaction of its products/services/operations with a view to assessing the social and environmental impacts of activities	4.47	.66
Resolves customer complaints in the shortest time to their satisfaction.	4.64	.56
Promotes cause related marketing by advertisements and campaigns related to community service.	4.40	.85

It has been observed (Table 5) that the mean values have been higher for all the statements, thereby reflecting higher degree of agreement with the same. The highest mean can be noted for the statement, our company ensures honesty and quality in all its contracts, dealings and advertising has obtained highest mean value (M= 4.72) and lowest for the statement, our company promotes cause related marketing by advertisements and campaigns related to community service (M=4.40).

**Table 6 Mean values showing the managers' response on corporate social responsibility initiatives towards community and rural development**

STATEMENTS Our company:	Mean	S.D.
Has a linkage with trust/foundation/NGO (such as Asha Daan, Sulabh shauchalya, etc.) to implement social activities.	3.47	1.61
Has adopted villages for their over all growth.	2.00	1.18
Takes initiatives to eradicate social ills such as smoking, drinking and dowry etc. by organizing awareness camps.	2.68	1.53
Has constructed dispensaries in the community we operate.	1.97	1.08
Has build houses for poor.	1.82	.87
Runs tailoring centres for women in the villages.	1.81	.85
Organises awareness camps against female foeticide and child mortality.	2.34	1.37
Has set up computer training centers for the children from villages.	1.86	.97
Offers free career counseling and guidance to the children and youth.	2.18	1.33
Tries to purchase raw material and other inputs available locally.	2.56	1.50
Take initiatives to promote agriculture and other ways of sustainable livelihood.	2.18	1.33
Has enhanced infrastructural facilities.	2.31	1.34
Works for spiritual up liftment by constructing temples and organizing meditation camps.	2.18	1.30
Takes relief initiatives during natural disasters.	2.68	1.58
Takes initiatives for organizing tournaments and other sports activities.	2.34	1.41
Takes initiatives to promote art, culture and tradition of the state at various levels.	2.23	1.35
Has association with NACA (National Aids Control Association).	2.27	1.35
Actively participate in School Aids Education Programmes viz. safe blood and blood products.	2.27	1.32
Helps in development of cottage, co-operative and ancillary units.	2.04	1.13
Promotes natural resource management and water shed programmes.	2.12	1.21
Works for improving sanitation facilities in backward areas.	2.05	1.16
Organises free eye and dental screening camps.	2.38	1.42
Participates in awareness programmes relating to prevention of diseases such as dengue, swine flue, cholera, etc.	2.38	1.41
Participates in pulse polio health care campaigns.	2.60	1.53
Has constructed check dams.	1.84	.86
Organises blood donation camps.	2.69	1.53
Works for rehabilitation of victims of natural calamities.	2.54	1.46
Participates in development programmes for food and agricultural growth.	2.03	1.06
Takes measures to develop hilly areas by constructing roads.	1.97	1.08
Has worked for rehabilitation of land losers.	1.93	.99
Has provided urban amenities in rural areas.	2.09	1.21
Has taken initiatives to promote dairy farming and animal husbandry.	1.86	.92
Promotes employment to disabled.	1.99	1.13
Takes initiatives to organize mass marriage and widow remarriage.	1.82	.88
Has taken measures to uplift aged.	2.06	1.13
Has opened rehabilitation centres for drug addicted people.	1.97	1.08
Organises awareness programmes to reduce infant mortality.	2.09	1.19
Organises awareness campaigns for checking AIDS.	2.05	1.11
Organises campaigns against slaughtering of animals.	1.88	.93
Organizes entrepreneurship development programmes.	2.29	1.29
Has contributed in rural industrialization.	2.23	1.30
Has taken initiatives to make IT accessible to rural areas.	1.96	1.08

Table 6 examined the response of the managers/entrepreneurs with respect to corporate social responsibility initiatives for the community and rural development. The results revealed that only the mean values have been low for all the statements, indicating that the companies disagree with the statements. However the highest mean value among all the statements can be seen for the statement, our company have linkages with the NGOs/Trusts foundations (M=3.47). On the basis of the findings it can be said that the initiatives by the companies for community and rural development has been comparatively less.

**Table 7 Mean values showing the managers' response on corporate social responsibility initiatives towards promotion of education**

STATEMENTS Our company:	Mean	S.D.
Organises programmes to persuade parents to send their children to schools.	2.57	1.55
Has adopted schools for their proper functioning and management.	2.16	1.28
Has opened schools for mentally challenged children.	1.79	.87
Organises training for the teachers.	2.02	1.14
Organises computer literacy programmes in Government schools for teachers and students.	2.13	1.26
Set up libraries and donated books.	2.13	1.25

Grants scholarships to the meritorious students for higher studies.	2.21	1.28
Has sponsored annual functions and other activities in the schools.	2.14	1.25
Organises literacy awareness camps for the rural people.	2.14	1.23
Organises science and other quizzes in schools.	2.10	1.20
Provides scholarships to the wards of defense personnel who sacrificed their lives for nation.	2.03	1.14
Organizes programmes related to development of science skills.	2.01	1.13
Has provided infrastructure to schools.	2.09	1.24
Gives financial aid to construct schools in the villages.	2.08	1.20
Runs balwaris and anganwaris.	1.89	.95
Has provided midday meals in the schools.	1.93	1.01
Has supported research centres.	1.94	1.02
Has opened schools for migrants working in your organizations.	1.85	.83
Has provided school with e- classrooms/sponsored master class rooms.	1.81	.83
Has adopted poly technique college/TTIs.	1.80	.85
Takes initiatives to promote education among women.	1.97	1.07

Table 7 presented the response of managers/entrepreneurs with respect to corporate social responsibility initiatives towards promotion of education. From the findings it is inferred that the lower mean values less than 3 for all the statements shows that the initiatives towards promotion of education has been taken by only fewer companies.

**Table 8 Mean values showing the managers' response on corporate social responsibility initiatives towards underprivileged**

STATEMENTS Our company:	Mean	S.D.
Grants scholarships to the underprivileged SC/ST children.	2.19	1.36
Provides training to people from the local community (e.g. apprenticeships or work experience for the young or for disadvantaged groups).	2.10	1.23
Organises free medical services to the underprivileged during outbreak of disease or natural calamity.	2.08	1.20
Provides basic facilities of food and clothing to the poor people in the community.	2.12	1.24
Organises skill development programs for women in backward areas.	1.98	1.07
Organises free medical check up camps for the disadvantaged people.	2.01	1.09
Runs mobile healthcare vans for the poor people.	1.89	.96
Organises hygiene awareness camps.	2.00	1.16
Provides support to schools for mentally and physically challenged children.	1.86	.97
Funds libraries of schools/colleges in the local areas.	1.92	1.05
Has constructed orphanages for the poor.	1.74	.85
Has constructed toilets in the backward areas.	1.73	.80
Constructs dispensaries in the community we operate.	1.78	.92
Has worked for the upliftment of harijans and other backward classes by creating job opportunities.	1.79	.93
Organise training workshops to the unemployed belonging to backward classes.	1.94	1.07
Organise counseling programmes for drug addicts.	1.99	1.12
Works for rehabilitation of alcoholics by constructing rehabilitation centre.	1.80	.89
Has provided scholarships to the meritorious students from downtrodden section for technical education.	1.98	1.11

The results (Table 8) have shown lower mean values for almost all the statements indicating that only few companies are involved in corporate social responsibility towards underprivileged. The findings showed that the highest mean value have been for the statement our company grant scholarship to the underprivileged (SC/ST) children (M=2.19) while the lowest mean value can be noted for the statement, our company have constructed toilets in the backward areas (M=1.73).

**Table 9 Mean values showing the managers' response on corporate social responsibility initiatives and environment protection and conservation**

STATEMENTS Our company:	Mean	S.D.
Restricts the use of polythene bags in the organisation.	4.35	1.00
Avoids use of plastics plates and tumblers in the organisation.	3.93	1.22
Makes use of recycled paper in the offices.	3.53	1.30
Uses solar energy systems for lights and heat in the offices and passage.	2.81	1.30
Encourages colleagues and friends to refrain the use of personal vehicle at least once in week.	2.48	1.21
Participates in harvesting and conservation programmes.	3.96	1.28
Takes adequate measures to dispose off wastes and pollutants from the factories.	4.33	1.03
Takes proper measures to prevent pollution.	4.35	1.05
Has separate division for environment management.	3.99	1.27
Have facilities for waste water treatment.	3.77	1.49
Takes initiatives for conservation of botanical gardens.	2.06	1.11

Organises training programmes to train scientists on conservation projects.	2.19	1.23
Organises afforestation campaigns and awareness programmes.	2.95	1.53
Works for cleaning and restoration of natural sources of water.	2.79	1.54
Participates in growing medicinal plants and trees.	2.37	1.33
Has worked for beautification of parks.	2.81	1.48
Takes initiatives for soil conservation.	3.61	1.41
Minimizes the energy consumption.	4.03	1.21
Prevents harmful emissions to the natural environment.	4.12	1.17
Has started the watershed projects in water stressed areas.	3.58	1.37
Takes measures to reduce the wastage of water (by using slogans, mails, and display cards).	4.08	1.06
Works for development and diffusion of environment friendly technologies.	4.12	1.14
Uses technology and materials that reduces greenhouse gas emissions.	4.06	1.17
Markets products with 'eco mark' symbol.	4.05	1.20
Adopted programmes for rehabilitation (i.e. land in place of land).	2.30	1.31
Participates in forest conservation by plantation.	4.00	1.23
Celebrates environment day.	4.30	1.03
Ensures proper utilization of natural resources.	4.33	.97
Promotes floriculture.	4.18	1.12
Encourages innovative initiatives with regard to minimizing environmental impacts arising out of the use of its products/services.	4.28	1.11
Is ISO 14000 certified.	4.26	1.21

The findings (table 9) revealed that the companies the companies have shown higher mean values i.e. above 4 and 3, some of the statements showing higher degree of agreement with these statements. This shows that many companies are fulfilling their responsibility towards environment. The companies have been highest on the statement, our company restricts the use of polythene bags in the organization and takes proper measures to prevent pollution (M=4.35)

The findings have also reported lower mean i.e. below 3 for some statements, indicating lesser agreement, thereby inferring that such efforts are initiated by fewer companies on lesser scale. The lowest mean value can be seen for the statement, our company take initiatives for forest conservation of botanical gardens (M=2.06).

**Table 10 Mean values showing the managers' response on corporate social responsibility initiatives towards governance/legal issues**

STATEMENTS	Mean	S.D.
Our company is a regular tax payer.	4.83	.48
Our company files its annual return regularly with the Registrar of Companies and complies with all statutory provisions of the Companies Act.	4.77	.56
Our company gets its accounts audited regularly by a qualified chartered accountant.	4.81	.45
Our company fights against corruption and bribery.	4.65	.66
Public interest litigation has never been lodged against our company.	4.73	.57
There has never been any agitation by the local community against the company's practices.	4.76	.52
Our company has never faced any product or service related controversy.	4.63	.75
No fines/penalties have been imposed on the company for illegal activities.	4.67	.74
Our company is accredited with International standards and certifications (ISO 26000 Series).	2.18	1.20
Our company provides training of human rights to personnel.	4.54	.84

The findings (Table 10) showed that mean values have been more than 4 for majority of the statements, thereby indicating that companies have been fulfilling their responsibilities towards governance and legal issues. The highest mean value can be noted for the statement, our company is a regular tax payer (M=4.83). However low mean value was given for the statement, our company is accredited with ISO 26000 certification (M=2.18).

#### IV. Discussions

The managers/entrepreneurs have a favorable notion towards corporate social responsibility and strongly agree that corporate social responsibility is continuous commitment by corporations towards the economic and social development of communities in which they operate. In spite of the notion held that CSR is a resource intensive and costly concept the managers and entrepreneurs feel that CSR can lead to an increase in profits but at the same time it is also agreed that CSR is a new fancy name for something that local companies have already been doing for a long time.

By and large the sampled companies are fulfilling their responsibilities towards their employees and have fair selection procedures, appraisal procedures, conducts career development programmes, etc. However the initiatives for the work-life balance seems to be lacking and the companies have shown their reluctance in employing the physically handicapped applicants. It is apparent from the higher mean values on CSR initiatives

towards labour health and safety that companies are sensitive towards the employees and a higher involvement is felt adhering to labour laws, provision of fair wages and salaries, restriction of child labour, adequate facility of drinking water, sitting space, proper mechanism at work place for ensuring occupational safety of employees/workers etc.

The companies provides conducive working environment for the women, provides maternity benefits, take care of pregnant women, organise free medical checkup and consultation camps for pregnant women, sponsors women employees for training and career development programs. However certain facilities like crèches, women harassment cell, transportation facilities to women working in the night shifts, flexi-timings seems to be lacking in majority of the companies. The companies have been are involved in ensuring product safety, product quality, product labeling and ensuring fairness in contracts and advertisements.

The managers/entrepreneurs have given very low mean values for almost all the initiatives related to community and rural development. Thus it is concluded that industries have not stepped forward in fulfilling their responsibilities towards the development of community. The findings have revealed low mean values for the statements pertaining to CSR initiatives towards promotion of education. However, the highest rated initiative by the managers/entrepreneurs has been organization of the programmes to persuade parents to send their children to schools followed by granting of scholarship to the meritorious students for higher studies. Thus, it is concluded that industries lack in fulfilling their responsibilities towards the promotion of education.

The findings have shown that the managers/entrepreneurs have given very low mean values for all the statements related to CSR initiatives towards development of underprivileged. On the basis of low mean values by the managers/entrepreneurs on the statements related to CSR practices towards underprivileged it is concluded that the industries have not been taking considerable initiatives towards the underprivileged.

From the above discussion it can be said that most of the companies undertake some CSR initiatives related to the environment such as restriction of polythene bags, adequate measures to dispose of the wastes, has separate division for environment management, participate in minimizing energy consumption. However only few companies have undertaken the initiatives like rehabilitation, conservation of botanical gardens, saving rare species, cleaning of bawaris and natural resources of water. From the foregoing discussion it is concluded that majority of the companies are fulfilling their responsibilities of paying taxes, getting accounts audit annually, fighting against corruption. However very few companies claim to have ISO (26000 Series) certification.

It was noted that the companies have not come forward for providing protection for whistle blowers, have not done much for adopting initiatives to balance work-life and have shown their reluctance in employing the physically handicapped applicants. Thus, it is suggested that the companies should understand the need to move away from judging employees based on hours worked and towards a model of productivity and effectiveness and should adopt employee friendly HR practices such as flexi-timings, compressed work weeks, job sharing, working from home, etc. so that employees are able to balance their work as well as family life.

Needless to say women are backbones of family as well as society, though female employment may have increased in India yet female empowerment and the role of women in the workplace remains limited as a result of gender stereotyping, mental mind sets and social conditioning. CSR initiatives towards creating a comfortable and friendly work culture can play key role in changing the mind sets of the society towards women role in work place. Moreover, people can use the extra time created by increases in the quality and productivity of work in many different ways, which in doing so leads to the enhancement of the overall quality of life while energizing the body and mind. Such practices would lead to better health, less stress, less absenteeism, lower staff turnover, skill retention, better productivity.

The corporates should realize the stake that they have, as a part of the society and should contribute to social activities with a desire to improve the immediate environment where they work. The matter of the fact is that business cannot succeed in a society which fails. Nevertheless companies that pay genuine attention to the principles of social responsibility are also favored by the public who prefer to consume their goods and services.

Corporates have to look at areas beyond business and they must be responsive to the needs of the most marginalized through taking initiatives towards various activities like adoption of villages, infrastructure development, relief measures in natural disaster, awareness programmes on social evils, rehabilitation programs, awareness campaigns and relief measures for prevention and cure of harmful diseases, providing scholarships to children of underprivileged, etc. to bring in inclusive development.

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