

**“A STUDY OF CORPORATE SOCIAL RESPONSIBILITY
PRACTICES AS FOLLOWED BY MANUFACTURING
COMPANIES IN PUNE REGION”**

**A Thesis submitted to the Tilak Maharashtra Vidyapeeth, Pune
For the Degree of
Doctor of Philosophy (PhD) in Management**

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Pune
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AFFIDAVIT

I, Sangeeta A Birjepatil, solemnly declare that the thesis titled **“A STUDY OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES AS FOLLOWED BY MANUFACTURING COMPANIES IN PUNE REGION”** which I have submitted to the **Tilak Maharashtra Vidyapeeth, Pune** for the degree of Doctor of Philosophy has been entirely prepared by me.

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CERTIFICATE

This is to certify that the thesis, entitled “**A STUDY OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES AS FOLLOWED BY MANUFACTURING COMPANIES IN PUNE REGION**” is being submitted herewith for the award of the Degree of Vidyavachaspati (PhD) in Management by Tilak Maharashtra Vidyapeeth, Pune, and is the result of original research work completed by Sangeeta A Birjepatil under my supervision and guidance. To the best of my knowledge and belief, the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title of this or any other University/Institutions or examining body upon her.

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DECLARATION

I the undersigned, hereby declare that the research work done on the topic entitled **“A STUDY OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES AS FOLLOWED BY MANUFACTURING COMPANIES IN PUNE REGION”** is written and submitted under the guidance of Principal Dr. C. P. Rodrigues Principal, Vidya Bhavan College of Commerce, Pune.

The findings and conclusions drawn in the Thesis are based on the data and other relevant information collected by me during the period of research study for the award of Doctoral Degree in Management from the Tilak Maharashtra Vidyapeeth, Pune.

I further declare that the thesis submitted on the research study is my original work and I have not copied anything from any report of this nature while preparing the thesis. Material that has been obtained from other sources has been duly acknowledged in the thesis.

Pune
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Chapter 1

Introduction

1.1 Introduction

This research studies Corporate Social Responsibilities in Manufacturing Companies in Pune Region. In the context of this research 'manufacturing companies' and 'industries' are synonymous and mean the same. The research covers the period 2000-2009.

There is growing recognition in India of the significant effect the activities of the corporate sector have on society.

Michael Porter, Professor, Harvard Business School, at the April 2005 Business and Society Conference on Corporate Citizenship, sponsored by the University of Toronto's Rotman School of Management, said¹:

“There is no way to avoid paying serious attention to corporate citizenship: the costs of failing are simply too high. There are countless win-win opportunities waiting to be discovered: every activity in a firm's value chain overlaps in some way with social factors—everything from how you buy or procure to how you do your research—yet very few companies have thought about this. The job of today's leaders is to stop being defensive and start thinking systematically about corporate responsibility.”

Corporate Social Responsibility (CSR) still creates a degree of confusion and controversy. Is the promotion and implementation of socially and environmentally preferable corporate conduct a function of business or government? Is the implementation of CSR practices a cost or a value-enhancer? Is it just public relations? In part, the problem stems from definitional issues, and a perception in some quarters that CSR is more about philanthropy, rather than “doing business” and responding to shareholder interests.

The central point of this thesis is that CSR is an integral part of the new business model. The purpose of this study is to explore the socio-economic impacts of CSR practices in manufacturing companies in Pune District. The thesis sets out to seek how CSR activities can obtain business benefits as well how it appeals to the socioeconomic issues in the community. To achieve the aim of this study, an investigation of the current practices was performed through a pertinent empirical

study. The empirical investigation is based on a study of industries in Pune District in form of a structured questionnaire survey. It shows an increasing concern of the companies to participate in social programmes to contribute socio-economic issues of the community.

My review of the literature highlights the importance of CSR activities. Although a widespread definition is not available, CSR has gained an immense attention during past years. Many business firms perform CSR initiatives to pursue their economic, social and environmental responsibilities while interacting with their stakeholders. Today, stakeholders look increasingly at companies to answer to many socio-economic problems in the community. The CSR practices ensure gains for all stakeholders involved while enhancing business benefits. Awareness and sense of necessity for practicing CSR is important factors to achieve fruitful benefits of CSR to address the long-term development needs in a sustainable way.

1.2 Background

Over the past few decades, multiple constituencies have pressured companies across the globe to adopt more socially responsible management behaviours - consumers who avoid what they see as socially irresponsibly made products or services; investors who prefer socially responsible investments; prospective employees who reveal a preference for socially responsible employers, and so on (Observatory of European SMEs, 2002)². At the same time, companies, notably the large ones, have gained increasing awareness of the business benefits resulting from the involvement in socially responsible activities. Some of those benefits include increased sales and market share, strengthened brand positioning, increased appeals to investors and financial analysts, increased ability to attract, motivate and retain employees, and decreased operating costs, amongst others (Kotler & Lee, 2005)³.

Therefore, an increasing number of companies has been developing, implementing, and reporting CSR strategies, programs and practices around the globe (KPMG, 2008)⁴.

CSR has become one of the mainstream themes in business strategies and discussions. It is generally agreed that socially responsible business behaviour acknowledges the correlation between economic, environmental and social impacts of corporate activities⁵.

One of the most prominent concepts that has emerged from the debate concerning the moral responsibility and the role of corporations within the framework of society as a whole is the term CSR. The concept shares a common ground with business ethics, which can be defined as the study of business related activities, situations and decisions where issues of right and wrong are addressed (Crane & Matten 2007, 5). However, although business ethics provides the basis and guiding principles for CSR, one of the differentiating factors between the two is that CSR can be seen as the practical, more precise expression of the theoretical ethical values through activities and policies. The core idea behind the concept is that corporations should incorporate economic, social and environmental considerations into their decision-making processes and business activities, and engage relevant stakeholders and their concerns in these processes and activities⁶.

Social change, social responsibility, social consciousness, sociability and social justice are terms, which are used in the modern days in the field of Economics, Sociology and Business Management. Business organisations should adhere to principles of social responsibilities and try to change to suit the changes that take place in the society. In general, any change taking place in a society is known as social change. Social change is inevitable. The society is the product of complex social relations. Therefore, social change affects the relations within the family, among the family members and the relation between various families. The “Social aspect” of business is best understood if business enterprises are recognized as an integral part of the social system. Organisations are interrelated with many other elements that make up their environment. They do not exist in isolation. Society is not just the environment of the enterprise. In the development of corporate strategy, the most important social influence on business is the consideration of social criteria along with the familiar economic criteria.

“Social responsibility is an ethical or ideological theory that an entity, whether it is a government, corporation, organisation or individual, has a responsibility to

society. This responsibility can be "negative," in that it is a responsibility to refrain from acting (resistance) or it can be "positive", meaning there is a responsibility to act (proactive)".

In the 1950s, the primary focus was on businesses' responsibilities to society and doing good deeds for society. In the 1960s key events, people and ideas were instrumental in characterizing the social changes ushered in during this decade. In the 1970s, business managers applied the traditional management functions when dealing with CSR issues, while, in the 1980s, business and social interest came closer and firms became more responsive to their stakeholders. During the 1990s the idea of CSR became almost universally approved, also, CSR was coupled with strategy literature and finally, in the 2000s, CSR has become an important strategic issue.

1.3 Creating Demand

CSR is often mistaken to be a mere charity. In fact, it is much more than charity. "C.K. Prahalad, in his book titled "Fortune at the Bottom of the Pyramid", has discussed clearly that social responsibility is an innovative way to contribute to the society. The best way for firms is to spend in towns and villages and to buy products from millions of artisans who are at the bottom of the economic pyramid. He calls for corporations to design products/services for the enormous population at the bottom of the pyramid. The basic assumption is that this population segment has some disposable income and firms can still make profit on large volumes. Why not consider creating wealth at the bottom of the pyramid, which can increase disposable income and increase buying power? For example, firms can give artisans' products as corporate gifts or use them for interior decoration, which may have socially more redeemable value than current methods. If there are quality issues, then corporations can use their resources to increase quality awareness among artisans"⁷

Inculcating CSR is also about training young minds and helping future generations organise themselves for greater good. Social responsibility needs to be deeply ingrained from childhood. To break this cycle, there needs to be a radical change in the educational system, and admission and hiring process.

Consideration must be given not only to grades, but also to leadership roles and societal impact. This may add greater value to corporations and society.

CSR gives a choice – a choice to do good to the world around, by changing business practices and procedures and by giving resources to those initiatives where one can voluntarily serve the local, national and global communities.

CSR is not a one-time process. It is a continuous effort taken by corporate for a better society. It is a long-term endeavour where corporate values, traditions and vision must undergo change to reflect a responsibility to the world in which we all live and work. CSR begins at home for the effective executives of today's global organizations – it begins with being socially responsible when relating with the people of an organization on a daily basis.

CSR is the continuous commitment by business firms and corporates to behave ethically and contribute to economic development of the society- improving the quality of life of the workforce, their families, the local community and society. CSR activities are not new. They have a history of more than 100 years. In the past, father of our nation Mahatma Gandhi, Dr. B.R. Ambedkar and Mahatma Jyotiba Phule, carried out socially responsible initiatives. They carried out social responsibilities varying from poverty reduction, untouchability, upliftment of women, women education. “In the early 1990s business leaders were increasingly using the term eco-efficiency to explain sustainable development, focusing on the cost savings that can come from well designed energy and wider environmental programmes in industry.”⁸

Businesses and corporates do not operate in vacuity. They are part of the society and depend on both their stakeholders and the society for their existence and operations. It is important for businesses to give back to society. The concept of CSR empowers the society and extends a helping hand to the communities around, ultimately creating symbiotic relations wherein they are both mutually benefited. Bringing the marginalised and underprivileged population into the mainstream of economic activity creates an environment of inclusive growth.

“CSR is also referred to as:

- ‘corporate’ or ‘business’ responsibility
- ‘corporate’ or ‘business’ citizenship

- 'community relations'
- 'social responsibility'

CSR is a concept that has become quite familiar in the world of business today (Asongu, 2007). CSR has become a global phenomenon and an interesting topic, which continues to grab the attention of audiences across the world - writers, analysts, governments, and non-governmental organizations. "CSR is one of the important principles on which modern business is built. We now-a-days hear that big companies are adopting a more socially responsible behaviour towards the world around, their environment, i.e., the society at large."⁹

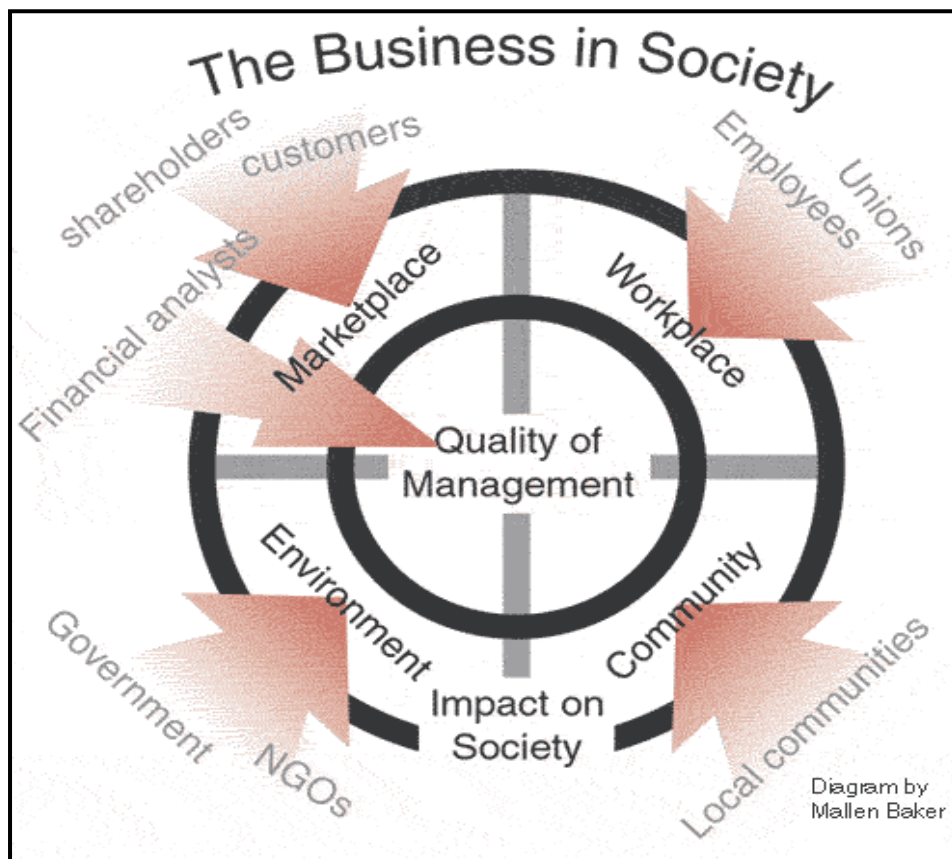


Figure 1: The Business in Society – (Mallen Baker¹⁰)

In the view of Baker, we would now look at what CSR is perceived as by the different societies across the world. In the United States, CSR is defined in terms of a philanthropic model. In Philippines, "CSR is about business giving back to the society". The European model of CSR is more sustainable as it focuses on

operating in a socially responsible way complemented by investment in communities. According to Lord Tim Clement-Jones CBE, Chairman, DLA Upstream, there exist three views in which CSR is defined,- a sceptic view, a utopian view and a realist view. Milton Friedman (Visser, Matten, Pohl, & Tolhurst, 2007) looks at CSR critically in the sceptic view. Archie Carroll (1979) gives the most comprehensive definition of CSR: “the social responsibility of business encompasses the economic, legal, ethical and discretionary or philanthropic expectations that society has of business at a given point of time” (Crane, Matten, & Spence, 2008). Matten & Moon (2004) defines CSR, as “CSR is a cluster concept which overlaps with such concepts as business ethics, corporate philanthropy, corporate citizenship, sustainability, and environmental responsibility. It is a dynamic and contestable concept that is embedded in each social, political, economic and institutional concept”.

CSR usually revolves around social and environmental issues such as philanthropy, diversity, socially responsible investing, human rights, business ethics, environment, workplace issues, sustainability, corporate governance and community development. “Business ethics can be both a normative and a descriptive discipline. As a corporate practice and a career specialization, the field is primarily normative. The range and quantity of business ethical issues reflect the degree to which business is perceived to be at odds with non-economic social values. For example, today most major corporate websites lay emphasis on commitment to promoting non-economic social values under a variety of headings (e.g. ethics codes, social responsibility charters). In some cases, corporations have re-branded their core values in the light of business ethical considerations (e.g. BP's "beyond petroleum" environmental tilt).”¹¹ CSR policy would function as a built-in, self-regulating mechanism. Business can be monitored according to ethical standards and international norm. This would have tremendous impact on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere. Furthermore, CSR-focused businesses proactively promote the public interest by encouraging community growth and development, and voluntarily eliminating practices that harm the public sphere, regardless of legality. CSR happens to be a deliberate inclusion of public interest into corporate decision-making, and honouring of a triple bottom line. However, it is primarily

focussed to aid an organization's mission as well as to guide as to what the company stands for and will uphold to its consumers. It examines ethical principles and moral or ethical problems that can arise in any business environment. Business houses and corporates have taken up social welfare activities from time to time. Recently, priority of business is being widened from 1 P to 3 Ps by inclusion of People and Planet with Profit. It has been realised that “Business cannot succeed in a society that fails”; CSR is being considered as an imperative for carrying on business in the society rather than as a charity. “While CSR is relevant for business in all societies, it is particularly significant for developing countries like India, where limited resources for meeting the ever growing aspirations and diversity of a pluralistic society, make the process of sustainable development more challenging. CSR interventions based on commitment, mobilisation of employees-voluntarism, innovative approaches, appropriate technology and continuing partnership – have been making lasting differences in the life of the disadvantaged. Further, synergy of corporate action with the government and the civil society are making the CSR interventions more effective. They facilitate the corporate to carry on business in the society.”¹²

Broadly, we can classify CSR programmes into two categories:

- a) Internal CSR
- b) External CSR

Internal CSR refers to programmes that focus on the core business and on the workforce, such as:

- Human Resources (HR) practices
- Health, Safety and Environmental (HSE) practices
- Codes of Conduct
- Fulfilling and Motivating Work Environment
- Employee Development Programmes
- Local Content Policies
- Assessing and Increasing the Social and Environmental Impact
- Environmental Management Systems (EMS)

- Product Responsibility

External CSR refers to social and environmental programmes directed towards the external environment, including:

- Community development programmes
- Sponsorships
- Donations
- Contributions to Civil Society Organisations (CSOs)
- Educational programmes at various levels
- Supply-chain management
- Cluster development
- Involvement in the development debate

External CSR should be also distinguished from philanthropy and Public Relations (PR) / Marketing. Unlike philanthropy, CSR is “an investment from which companies should expect tangible returns and positive impact on their net profits”¹³. In contrast, philanthropy relates to “donations or charitable giving from which companies do not necessarily expect any direct positive impacts on their business activities. On the other hand, CSR differs from Public Relation/Marketing, since it focuses on those areas where there is an overlapping of social and economic benefits. Public Relation/Marketing does not focus on any specific social benefits, but only on those activities that can provide a monetary return for the company.

1.4 Growth through Globalisation and market forces

Globalisation has created new challenges that impose limits to the growth and potential profits of corporations. Government regulations, tariffs, environmental restrictions and varying standards of what constitutes labour exploitation are problems that can increase the financial implications of organisations.

Many consider certain ethical issues as a costly hindrance. Some companies use CSR methodologies as a strategic tactic to gain public support for their presence

in global markets, helping them sustain a competitive advantage by using their social contributions to provide a subconscious level of advertising. (Fry, Keim, Mieners 1986, 105) Global competition places particular pressure on multinational corporations to examine not only their own labour practices, but also those of their entire supply chain, from a CSR perspective.

1.5 Education and Awareness in Society

Shareholders and investors together, through socially responsible investing, are exerting pressure on corporations to behave in socially responsible manner. The role among corporate stakeholders and investors to work collectively to pressure corporations is changing.

Non-governmental organisations are taking an increasing role, leveraging the power of the media and the internet resulting in increased scrutiny and collective activism around corporate behaviour. Education and dialogue has brought about change in the development of community.

1.6 Self-interest for commercial benefit

Some are of the view that the only reason corporations put in place social projects is for the commercial benefit. They see commercial benefit in raising their reputation with the public at large or with the government. A number of reasons are quoted as to why self-interested corporations, solely seeking to maximise profits are unable to advance the interests of society as a whole. CSR and corporate sustainability are developing to become a concrete and sound part of strategic and operative management. .

CSR allocates responsibilities to companies in collaboration with stakeholders to deal with societal issues on a voluntary basis. Ethical dimensions enhance the term “responsibility”.

Society expects from companies that they additionally take ethical responsibility and engage in philanthropic activities contributing to further societal goals exceeding economic responsibilities and legal compliance. The starting point is an ethical expectation of altruistic behaviour exceeding business goals. This implies the assumption of a dissent between business and societal goals. As a difference, corporate sustainability places the integration of business and sustainability together into the core focus. The approach is to develop business and the business model in a way that it enhances or creates sustainable development. Social and environmental management if seen with CSR approach are a business accompanying activity. Considering CSR is important for the effective executive especially in the global arena of today. A number of factors are associated with the construction of CSR such as operational definition of social responsibility; and to whom corporations are responsible to in addition to other considerations mainly integrity, human relations and profitability.

CSR impacts the society either directly or indirectly. CSR is described as executives making decisions to do more than they are required to do, such as byelaws or regulations; it includes actions that benefit communities and society. It is about voluntarily serving the society at the community level as well as at the global level. Executives commit to improving the community through practical steps that include changing business practices and supporting efforts through corporate resources.

CSR enables businesses to manage the economic, social and environmental impacts of their operations in order to maximise the benefits and minimise the downsides.

1.7 Key issues of CSR

Governance, environmental management, stakeholder engagement, labour standards, employee and community relations, social equity, responsible sourcing and human rights are the other key issues of CSR. CSR should also bring competitive advantage besides fulfilling its duty to the society.

This is possible through an effective CSR programme, by which companies can:

- increase or improve access to capital

- reduce risk and further sharpen decision-making
- enhance brand image
- uncover previously hidden commercial opportunities, including new markets
- reduce financial burdens / costs
- attract, retain and motivate employees

1.8 Potential business benefits of CSR

CSR has many forms:

- **Environmental CSR:** focuses on eco-issues such as climate change.
- **Community based CSR:** businesses work with other organizations to improve the quality of life of the people in the local community.
- **HR based CSR:** projects that improve the wellbeing of the staff.
- **Philanthropy:** businesses donate money to a good cause, usually through a charity partner.

“The scale and nature of the benefits of CSR for an organisation can vary depending on the nature of the enterprise, and are difficult to quantify, though there is a large body of literature exhorting business to adopt measures beyond financial ones (e.g., Deming's Fourteen Points, Balanced Scorecards). Orlitzky, Schmidt, and Rynes found a correlation between social/environmental performance and financial performance. However, businesses may not be looking at short-run financial returns when developing their CSR strategy.”¹⁴

The business case for CSR within a company will likely rest on one or more of these factors:

Human resources

It is by now an article of faith that employees who are skilled, creative and driven to satisfy customers are essential for differentiating a company from its competitors. Increasingly, success comes from being able to attract, motivate and retain a talented pool of workers. However, with a finite number of extraordinary employees to go around, the competition for them is fierce¹⁵.

There is growing evidence that a company's CSR activities comprise a legitimate, compelling and increasingly important way to attract and retain good employees

A CSR programme can be an important tool to aid recruitment and retention, particularly in the world market. Potential recruits often enquire about the firm's CSR policy during an interview. The firm having a comprehensive policy can be an added advantage. CSR can also help in improving the perception of a company among its employees, especially when the employee can become involved through various activities such as payroll giving, fundraising activities or community volunteering.

Risk management

Managing risk is the most important central part of many corporate strategies. Reputations that take decades to build up can be ruined in hours through incidents such as corruption, scandals or environmental accidents. These can also draw unwanted attention from regulators, courts, governments and media. A good practice can help in building a genuine culture of 'doing the right thing' within a corporation. Such practices can reduce these risks.

Brand Differentiation

CSR can play a role in building customer loyalty based on distinctive ethical values. Several major brands, such as The Co-operative Group, The Body Shop and American Apparel are built on ethical values. Business service organisations can benefit too from building a reputation for integrity and best practice.

By taking substantive voluntary steps, Corporate can persuade governments and the wider public that they are taking issues such as health and safety, diversity, or the environment seriously as good corporate citizens with respect to labour standards and impacts on the environment.¹⁶

"The term "CSR" came into common use in the late 1960s and early 1970s after many multinational corporations formed the term stakeholder, meaning those on whom an organisation's activities have an impact. R. Edward Freeman, Strategic management, used it to describe corporate owners beyond shareholders as a result of an influential book: *a stakeholder approach* in 1984.

Measuring the efficacy of CSR initiatives

Most people say that CSR initiatives are intangible in nature and hence measuring the same is not that important. However, as we say, the CSR makes business sense, and since stakeholders need to join in the ripple effect of development, there is a need to put in place some measurement system by which the stakeholders can get an assessment of the various CSR initiatives that the enterprise has taken up. There is also another good reason to measure CSR efficacy.

It is well known that 'what gets measured gets done' and, without measuring, it is difficult to substantiate progress and investments for further progress. Thus, it is felt that whatever may be the nature of CSR initiatives, it is imperative to measure the efficacy of those initiatives. The measurement may be in actual quantification or qualitative description of pre and post initiative period or in any other recognisable mode. Efficacy in general measures effectiveness, efficiency, or usefulness or worth, value of certain specific product, or service rendered by an individual or institution and received by the individuals or community. In line with the above definitions, the various measures of CSR will have to be aligned accordingly. It is therefore proposed that the measures of CSR initiatives can be evaluated at different levels.

- Corporate level measures
- Operational plans and measures
- NGO implementation measures
- Employee involvement measures
- Community perception measures

CSR initiatives

CSR makes business sense in the overall context and should be driven by the top management through a well-planned strategy to give benefits to the community and to get benefits of social development from the community by way of increase in wealth creation.

Measures of CSR				
Level	Measures	Indicators	Recognition/Reward	Example
Corporate	Corporate commitment	Vision statement		ITC, Infosys, Godrej, etc.
Corporate	Execution ability	Specific, need-based plans		Teri
Corporate	Actual implementation	Allocation of funds		Birlas, Bajaj
Operational	Commitment to execute corporate vision	Fixing of suitable NGO or in house systems		
Operational	Accountability	Feedback systems	Quarterly review of progress and awarding of certificates of merits	Infosys, ABB
NGO	Expertise-level	Objectives, previous projects etc.		Christel House Learning Centre
Employee Involvement	Initiative	Participation in specific voluntary activities	Limited time off, Certificate of merit etc.	Philips, Bosch, McDonalds, Pizza Hut, etc.
Community Perception	Program efficacy	Satisfaction survey (pre and post program)	Company's senior management team is publicly felicitated. Employees are given concessions where possible	GIVE-TEJ Hotels partnership
Community Perception	Overall impact of social life of people in the community	Annual or Bi-annual social audit	NGOs and other agencies involved are felicitated and publicly honoured	Citi Group International

Table 1: Measures of CSR

Businesses play a major role on job and wealth creation in society. CSR is mostly understood to be the way a company achieves a balance or integration of economic, environmental and social imperatives while at the same time addressing shareholder and stakeholder expectations. CSR is generally applied to firms wherever they operate in the domestic and global economy.

CSR usually involves focusing on new opportunities as a way to respond to interrelated economic, societal and environmental demands in the marketplace if seen from a progressive business perspective. Many firms believe that this focus provides a clear competitive advantage and stimulates corporate innovation.

1.9 Criticisms and concerns

Critics of CSR as well as proponents debate a number of concerns related to it. These include CSR's relationship to the fundamental purpose and nature of business and questionable motives for engaging in CSR, including concerns about insincerity and hypocrisy.

Critics concerned with corporate hypocrisy and insincerity generally suggest that better governmental and international regulation and enforcement, rather than voluntary measures, are necessary to ensure that companies behave in a socially responsible manner. CSR could prove to be a valuable asset in an age of Mergers & Acquisitions, as it helps firms spread their brand name.

1.10 Barriers

Though Companies are aware of the importance of CSR, there are numerous reasons for their inability to implement them.

Some of the barriers for companies to involve themselves in CSR are as follows:

- the cost of implementing CSR activities when survival is often the greatest economic imperative;
- time and resource constraints which may mean a lack of affordable external support and resources;
- a lack of awareness of the business benefits with no/little understanding of the business case for small and medium-sized enterprises;

- the fact that existing CSR tools and guidelines are mainly geared towards large business;
- no systematic incentives or frameworks to engage with this concept and fear of additional regulatory and bureaucratic burdens

1.11 Drivers of CSR

According to Jane Nelson, (in 2006), of Harvard Kennedy School, there are seven key drivers of CSR¹⁷.

First is the growth and the reach of the private sector in general as a result of trends like globalization, market liberalization, privatization, technological innovation.

Secondly, there has been a crisis of trust in the private sector, primarily driven by corporate governance and ethical scandals-the Enrons and the WorldComs of this world-but by a decline in trust in established institutions in general. So corporate leaders increasingly have to respond to that and rebuild trust.

Third, we have seen a dramatic growth in the number, influence and sophistication of non-governmental organizations, campaigning groups, and activist organizations.

A fourth driver, linked to the others, is the growing financial clout and activism of large institutional investors. This growing investor activism is especially apparent in the area of corporate governance, but is also increasing in response to growing recognition among investors of the financial and strategic risks for certain industries posed by trends such as climate change and growing obesity.

The fifth major driver comes from governance gaps. There are gaps in the sense of constraints in public sector capacity and finance to deal with some of the very complex issues governments face. Linked to that, particularly in developing countries, there are challenges of weak governance and, in some cases, bad governance ranging from high levels of corruption to repressive regimes and failing states.

The sixth key driver has been growth in the importance of intangible assets as a key driver of corporate value, things like reputation, innovation, stakeholder

relationships. With this growth, companies cannot afford some of the reputation risks associated with NGO campaigns and so are more aware of addressing these risks than they might have been in the past.

The seventh driver is the emergence of what Kofi Annan, past Secretary-General of the United Nations, described as 'problems without passports': climate change and HIV/AIDS are two obvious global challenges which no one sector, indeed, no one nation can address on its own. Not only activists, but also governments and other stakeholders are increasingly looking to the private sector-which has global reach, influence, and resources-to play a role in helping to address some of these complex problems. In addition, the big challenge is what is that role? What are the appropriate boundaries of business vis-à-vis government?

There are number of factors, which encourage the implementation of CSR in business.

There is a strong ability to attract and retain the esteemed employees. The attrition rate is considerably reduced. The success of any business largely depends on employees. The human resource factor is of prime importance.

A positive attempt to prevent a rapid turnover of staff creates a strong incentive for responsible labour practices. The industrial relation front is improved. There is a strong ability to develop unique selling propositions and competitive benefits through their products, services, cost and efficiency savings and enhanced reputation

CSR is now a global trend that invites a great deal of attention and asks the leaders and corporations to do the right things. This will demonstrate their awareness of engagement in social, human and even environmental issues and concerns. CSR is seen much more prevalent these days with corporations having devoted programmes, media campaigns, annual CSR reports, information on corporate websites and even brochures to tout their concerns and activities. Today, it is quite common for employees to search for more meaning as they look for something deeper in their contributions and their individual contribution to the world in which they live and work. CSR helps many employees fulfil their need to “give back”.

The first benefit is reputation building from a practical perspective. Being socially responsible is good business as in when a corporation makes the stand to be a corporation that is corporately socially responsible. They set themselves apart and begin to build a reputation. This reputation attracts good employees, as well as increases corporate commitment, employee motivation and overall productivity. Further, a reputation for being socially responsible attracts attention from the government, national leaders and community leaders – and who may seek ways to help a corporation continue their service and reward them for such service.

A second benefit of being socially responsible is the increased involvement in the community, which also increases the positiveness with which one's corporation, is seen and breeds good relations with others as well as the potential for a broader impact. Connected with reputation, a positive corporate image builds customer trust and attracts new customers for the business – all of which build the bottom line for the corporation.

The third benefit is about profit. Being a socially responsible corporation builds higher margins; in fact, corporations that report having a socially responsible agenda just do better financially, reporting higher sales and revenues. In an era where profit margins are stretched thin throughout all industries, this unique idea of serving others ends up serving the corporation at the same time.¹⁸

A survey by the Tata Energy Research Institute (TERI) called 'Altered Images: the 2001 State of Corporate Responsibility in India Poll' Traces Back the History of CSR in India and suggests that there are four models of CSR.

1.12 Statement of the Problem

The concept of CSR is firmly rooted on the global business agenda. However, in order to move from theory to concrete action, many obstacles need to be overcome.

Corporate philanthropy and CSR are two different things. Corporates are doing well but they hesitate to share and communicate their best practices due to cultural inhibitions.

The areas, which require urgent attention to improve the performance of CSR in India, are¹⁹:

1. Management needs to pay greater attention to the need for training persons responsible for CSR.
2. Companies need to raise the levels of transparency through improved communication.
3. Employees at all levels should have the knowledge and the responsibility to the company's programmes. Disseminating the company's CSR mission among its employees should start from the very beginning at the time of recruitment.
4. Companies should build effective partnerships with civil society organisations to implement their community development programmes. They need to learn from the best of the voluntary sector. Companies can help create social enterprises, which can operate in a competitive market environment and still deliver valuable social services to address the needs of the vulnerable sections of society. A successful social enterprise offers a much more sustainable solution than having charities depending on aid.

In this age of globalisation, business enterprises no longer are confined to the traditional boundaries of the nation state²⁰. The rules of corporate governance have also changed. There has also been a range of reactions to this change. This clearly implies that globalisation and liberalisation have provided a great opportunity for corporations to be globally competitive by expanding their production base and market share. On the other hand, the same situation poses a great challenge to the sustainability and viability of such mega-businesses. It is in this context that we need to understand the new trends in CSR - that without the human resource nothing is possible. The society expects many things from the corporate sector. Enterprise is being asked to move beyond the commercial sphere. Different stakeholders place varying demands on organisations. The primary expectation focuses on wealth creation or profit function of the enterprise. The public at large expects business to help protect the physical environment and the health and safety of all those who are exposed to dangerous technologies or substances. Issues such as corporate power and corporate compliance,

corporate activities, corporate disclosures of information will continue to concern an increasing number of people in the community.

1.13 Research Proposal

This thesis proposal is a study of the different CSR practices followed by Industries of Pune District:

- different areas in CSR such as education, health, livelihood, skill development and empowerment of weaker sections of the society and how it impacts on motivating employees and increasing their morale
- various ways of practicing CSR and the different programmes adopted by different companies for the development of employees
- Corporate Social activities support employees' goals for achievement and enables them to retain the enthusiasm at work place

As CSR is a voluntary gesture, most Companies do not have a budgetary provision. Hence I decided to study the budgetary provisions available and its periodic evaluation if provided, i.e., either monthly, quarterly, half yearly or yearly. A happy workforce is more productive and loyal workforce, hence real motivation should come from enlightened self-interest. Employees take immense pride in working for a firm that is known for its well-pursued set of CSR policies and that is how CSR positively impacts employees, their families and society at large.

The subject of CSR caught my attention and interest because of my deep interest in the well-being of the society. Having worked in a Human Resource department of a Public Sector Company I have realised that Companies in India can help improving the society through CSR. I have also seen that the practice of CSR is much debated and criticised and is often merged with development of business ethics. We in India have to put in more efforts for CSR as compared to other nations.

1.14 Definitions of Important Terms²¹

corporate philanthropy An activity beyond what is required of an organisation and can have a significant impact on the communities in which a company operates (Mullen, 1997; Lerner & Fryxell, 1988). Giving to charities in the form of percentage of pre-tax earnings, it provides a concrete measure of the social effort of corporate managers. Corporate philanthropy is likely to enhance the image of companies that have high public visibility (84% of American adults believe that CRM creates a positive company image).

social disclosure Refers to the company's performance in providing information on societal initiatives undertaken by the firm. To the extent that corporations provide data on their societal programs, they are responding to societal needs and expectations regarding social disclosure (Lerner & Fryxell, 1988).

company's environmental record Pro-social positioning of many firms is identified with their pro-environment policies that affect air and water (Mullen, 1997). This increasing concern with environmental issues is explained through a) the influence that consumers' environmental concerns have on product offering, b) the multidimensional character of these issues (Osterhus,

1997).

workforce diversity	Percentage of women and minorities in the board and/or organisation are perceived as aspects of company's humanistic contribution for equity in the workplace (Mullen, 1997).
community involvement	Companies that score best for their community involvement appear to make more charitable contributions, encourage more employee volunteer programs, and have greater local economic impact (tax revenues, jobs, educational programs, and investments.”

1.15 Objectives of the Study

The main objectives of the study are to:

- study the different social responsibility functions performed by Companies of Pune District
- find out how social change brings about change in social responsibility of industries and their effect on work culture
- study how social responsibilities help in building external and internal relationships of the firm
- study the positive effects of running a business in a socially responsible manner
- find out the feasibility of making CSR compulsory
- study the arguments for and against social responsibility

1.16 Hypotheses

1. Any activity of social responsibility carried out by the Company helps in building harmonious relationship with the society and in increasing its reputation in the society.
2. Majority of the Companies are in favour of carrying out CSR activities for their organisation.
3. CSR motivates employees and helps in increasing the morale of employees.
4. CSR activities help in building a strong bond between employer and employee.
5. Companies have begun to realise how important the work life balance is to the productivity and creativity of their employees.
6. CSR activities help in increasing the reputation of the Company.

1.17 Significance / Importance of the Study

CSR practices help organisations establish a positive goodwill in the market, which is beyond doubt the most valuable intangible asset. CSR creates an internal brand among its employees indulging into activities that help society in one way and on the other hand adds to the goodwill of a Company. CSR helps in building a brand image of a Company. A well-organised set of CSR norms result in the maintenance of a healthy work environment in a firm, which in turn boosts employee productivity levels and lowers attrition figures. The most important thing is to provide employees with a sense of security. Maintaining strong employer-employee relation is very crucial. If it is a strong bond employees remain with the employer in all ups and downs of the organisations. It can become a major factor for success or failure of the company.

Chapter 2

Review of Literature and Analysis of Previous Research

2.1 Introduction

The chapter is about discussion the history of CSR and the previous theories, approaches and research concerning the conceptual framework of CSR. This part is then followed by a discussion about the relations between businesses, governments and intergovernmental organisations. Finally, the impact of CSR on employees is examined.

Fortune magazine annually assesses America's most Admired Corporations and does so by evaluating over 300 organisations against eight criteria. One of the eight used is "Community and Environmental Responsibility". Firms such as Merck, Rubbermaid, Procter and Gamble, Wal-Mart, PepsiCo, Coca-Cola and 3M have received consistently high overall ratings²².

The presence of strong social values such as social responsibility has a powerful impact on organisations and their actions. It leads them to use a socio-economic model of decision making in which both social costs and benefits are considered along with the traditional economic and technical values. CSR in the form of corporate philanthropy, or donating to charities, has been practiced since early 1800 at least in the US (Sethi, 1977). It was legitimate in so far that it directly benefited the shareholders, and corporate donations were mostly on the agenda of those companies that could afford it. Today's concept of CSR was developed primarily during the 1960s in the USA with the notion that corporations have responsibilities that go beyond their legal obligations.

Education is the most preferred area of CSR for Indian companies, followed by health and rural development and livelihoods.²³

Economic globalisation presents challenges to protect people's rights (Cassell, 2001). The notion of CSR is part of the 'third way' (Gond & Matten, 2007), where the role of the state is now to provide "steering for the promotion of social development and social justice" (Giddens, 2001: 6). There is increased involvement of the private sector in traditionally statutory provision through privatisation and public/private partnerships (e.g. see Meehan, 2003). Economic policies have created a need for markets and business to self-regulate in order to continue to pursue an international free market economy, but also to ensure

sustainability (of economic, human and other resources, and of the environment). CSR is seen as a solution to these problems of regulation.²⁴

Nick Tolhurst, Manfred Pohl, Dirk Matten and Wayne Visser in their book titled "The A to Z of CSR" state: "CSR means not only taking responsibility but also being held accountable for the economic, environmental and social impacts of the organisation. One way to achieve this is to provide credible information to stakeholders on how the organisation manages this impact and ultimately performs over time."

Different schools of thought on CSR oscillate between two extremes: the free market concept (classical economic theory) (Friedman, 1970) and the socially oriented approach (Freeman, 1984; Wood, 1991; Smith 1994).

Crowther & Aras (2008) believe that every corporation has a CSR policy, which is accounted for in their annual report, giving details of their activities. In addition, even though anyone is able to recognise and differentiate between activities that are socially responsible and activities that are not socially responsible, it is not necessary that each one of us would agree on what is socially responsible and what is not socially responsible. Although we all tend to recognise this, we still do not have a common definition for CSR. Thus, there are different definitions to CSR in the globalised world. A common definition in the words of Mallen Baker, a writer, commentator and strategic advisor on CSR and chief executive of *Business Respect* is - 'CSR is a way of self regulation adopted by companies through which they are able to have a positive impact on the society.'

Enderle & Tavis (1998) define CSR as "the policy and practice of a corporation's social involvement over and beyond its legal obligations for the benefit of the society at large". According to the definition of Angelidis and Ibrahim, (1993), CSR is "corporate social action whose purpose is to satisfy social needs". Lerner and Fryxell (1988) suggest that CSR describes the extent to which organisational outcomes are consistent with societal values and expectations. At its grassroots, being socially responsible has been a concern very much related to the rationale that businesses are more likely to do well in a flourishing society than in one that is falling apart (McIntosh et al., 1998). Over the past decades, both the concept

and the practice have evolved as a reflection of the challenges created from an ever-changing society.

“As time passes many companies are realising the importance of maintaining ethical practice and following the accounting standards. In the recent past, many companies have already come under the scanner and have been exposed for their unethical practices and lack of transparency in their accounting standards. One of the recent examples of a company coming under the ethical scandal is the case of Enron. According to Luo (2005), Epstein and Hanson, (2006) there has been an increased focus on the corporate governance practices due to these disclosures. The policy enforcing bodies have also become stricter and have set more stringent rules for the policies that are being set henceforth. These standards are now enforced keeping in mind the demands for disclosure from all the stakeholders, government, shareholders, and other regulatory bodies. Efforts are being made to strengthen the corporate governance by focusing on the reporting mechanism; audits being conducted regularly and having regulatory bodies to inspect the follow-ups of company’s internal processes, work culture, managing the employees and their grievances, etc. According to the study by Carroll (1999), the term CSR is quite ‘elusive’. Moreover, in the words of Carroll, “the term is a brilliant one; it means something, but not always the same thing, to everybody.”²⁵

Palmer and Hartley (2002) argue that business organisations should act in a socially responsible manner for two self-evident reasons: one philosophic and the other pragmatic. Philosophically, models of a responsible society require organisations to do their part along with the family and other social institutions (the schools, the religious institutions, etc.). Pragmatically, organisations have to take account of the society’s values, otherwise they will be isolated and therefore their long-term survival will be jeopardised.²⁶

2.2 Historical Context Pertaining To CSR

The history of CSR is as old as business is. “However, the recent history goes back to the seventeenth century when excesses of the East India Company were commonly expressed. In 1790s, England witnessed the first large scale consumer boycott over the issue of slave harvested sugar which finally forced importers to

have free-labour sourcing. In India, J.N. Tata in the beginning of 1900 wrote to his sons “to pay back to society” the values which resulted in to several ethical, social and environmental practices that got well integrated into business culture in TATAs.”²⁷

Since Independence in 1947, CSR has been evolving at a rapid pace in India. With the advent of globalisation and market driven economy, India is facing fresh challenges to ensure that the higher rate of economic growth is both inclusive and broad-based. “Since the 1990s’ there has been a tremendous change in the triangular relationship between companies, the state and the society. No longer can firms continue to act as independent entities regardless of the interest of the public. The evolution of the relationship between companies and society has been a slow transformation from a philanthropic co-existence to one where the mutual interest of all stakeholders is gaining paramount importance. Companies are expanding their boundaries from the country of their origin to the evolving markets in the developing countries, which have been sometimes referred to as emerging markets. There is, of course, no universally accepted definition of CSR. It all started with the idea of “giving back”. Towards the end of the 19th century, Europe and America started spawning industrial giants. It was then that parts of the profits were used to help the underprivileged and in turn would make the world a better place.”²⁸

2.3 History of CSR – Indian Scenario

With a population of just over 1.2 billion in 2012, India is the world’s largest democracy. In the past decade, India has witnessed accelerated economic growth, progress on most of the Millennium Development Goals, and has emerged as a global player with the world’s fourth largest economy in purchasing power parity terms. However, poverty continues to remain a major challenge. According to the newly revised official poverty line (World Bank April 2011), 37 percent of India’s population (or about 410 million people) falls below the poverty line, making the country home to one-third of the world’s poor. In addition, although the impressive economic growth has brought significant economic as well as social benefits to the country, disparities in income and human development are on the rise²⁹.

Clearly, developmental issues in India are still not well managed even after 65 years after independence. This is reaffirmed by the fact that the following key social developmental goals featured among the salient objectives of the Tenth Five-Year Plan (2002-2007) of India:

- Reduction in the ratio of poverty;
- Provision of employment for the labour force;
- Reduction of illiteracy and gender gaps;
- Reduction in the growth of population;
- Reducing the infant and maternal mortality rates (Government of India, 2002).

Developmental problems persist as objectives yet to be achieved in the most recent Eleventh Five-Year Plan (2007-2012). The following basic developmental objectives persist:

- Generating more jobs for the educated unemployed;
- Developing minimum standards of elementary education;
- Reducing malnutrition among children;
- preventing anaemia among women and girls;
- Raising the sex ratio;
- Making women and girl child the beneficiaries of government programs; and
- Electricity and roads for villages, telephone for villagers and houses for rural poor (Eleventh Five-Year Plan, Vol. II, 2007)

Thus, developmental challenges such as poverty, malnutrition, poor infrastructure and discrimination incontrovertibly exist in the country even today.

In India, the Tatas, the Birlas, the Bajajs, the Sarabhais, and others, all set up their own trusts, running schools, colleges, hospitals, orphanages and the like. In some ways, the trust and its activities became a corollary to industrialisation.

However, it is also true that Indian Government had initiated many efforts to meet and address these challenges. For example, Government of India (GOI) has identified the problems of poverty and the systemic changes necessary for its eradication. Similarly, the Central Government Health Scheme (CGHS) of the

Ministry of Health and Family Affairs has come up with a comprehensive program for the employees of central government. In addition, the SarvaShikshaAbhiyan (SSA) focuses on the issue of elementary education and girl child education. Ayurveda, Yoga and Naturopathy, Unani, Siddha, and Homeopathy (AYUSH) institutions have been set up all over the country for providing skilled-manpower as paramedics. Sajaldhara project was launched for provision of safe drinking water and sanitation mainly in the rural sector. GOI has started the National Rural Health Mission (2005-2012) to improve the basic health care delivery system, nutrition, sanitation and clean drinking water for the villages. The Pradhan Mantri Gram Sadak Yojana (PMGSY) was launched on December 25, 2000 to provide connectivity to all people staying in remote village with fine quality roads.

Though the efforts on the part of Government of India are indeed praiseworthy, they clearly do not add up. The issues of poverty, malnutrition, illiteracy, unemployment, etc., are still very much core developmental issues. In spite of affluence in certain sectors, poverty is still rampant in the general population; health and healthcare are both woefully inadequate for millions, and basic living environment is abysmally appalling for many.

After more than 65 years of independence, it has become apparent that given the magnitude of population and the gravity of the developmental needs, GOI efforts, though considerable, cannot alone eradicate the developmental problems. Hence, the need of cooperation from other parties arises for the sake of overall and satisfactory level of progress towards development. Under the circumstances, therefore, the UN approach of inclusion of CSR policies in businesses more as a developmental tool has direct relevance for India. CSR research now needs to draw the attention of the Indian business community to actively extend their help to the cause of national and international development.

India has a vibrant and very enterprising business community, some with long family traditions of being in business (Khanna and Palepu, 2000). CSR, as it is known in the western hemisphere, is considered to be more of a nascent activity in the Indian corporate sector than an established trend in general. Still, one can identify visible efforts among Indian businesses as a tradition to take up socially relevant causes, either collectively or individually (such as setting up schools or charitable dispensaries).

The concept of CSR was never new to India; it was built into the traditional fabric of the country from time immemorial. Ancient times, especially the Vedic period, marked the guilds to be working for social development (Mitra, 2007). The guilds represented a network of socio-economic-political-religious institutions, which affected the state machinery. They exercised an advisory role to the king and took part in political and administrative issues of the state as well. A guild had the function to oversee that the revenues of the state were diverted to social work. At times guild members acted as representatives of the government administration. The influence and the power of the guilds were such that they even withstood the destruction of kingdoms. The head of the guild was supposed to know the *Vedas*; the wisdom of the *Vedas* was not thought to be incompatible with the economic prudence (Mitra, 2007). Indu Jain in a study on Indian CSR mentioned about the embedded nature of social responsibility in ancient India.

Kautilya's *Arthashastra* (written in 4th century BC) is an excellent work on economic policy and military strategy. The book stressed the ethics of economics and the duties and obligations of a king to his people. It focused on issues of good governance (such as redistribution of wealth during a famine) and the collective ethics that brings a society together (Deva, 1984). *Arthashastra*'s true spirit could be translated from the individual obligations of a king to his subjects to organisational obligations of organisations (both business and non-business) to a society, and a modern business code of conduct may emerge with similar values of statehood. For instance, Kautilya stressed certain personal values such as being well-organised, resolute, upholding promises and showing gratitude. The book states how a king should also practice self-control and could gain control over his greed and look after the welfare of the society. In this 21st century era of corporate scams and frauds, there may be a lesson in this for the top management in modern corporations to learn about social responsibility. An analogy may be drawn—the 'king' in the *Arthashastra* with absolute power and sovereignty may be seen as comparable to companies in the globalised era having equal power to look after the well-being of the society. Scholars claim that lessons from Kautilya are still relevant for corporate management and governance today (Muniapan and Shaikh, 2007).

“Social responsibility may not have been new to India, but it was in the hands of those in power. Collective decision-making and stakeholder relations were not present, however, everything was voluntary and charity was trickling down from the king. In recent times, Mahatma Gandhi introduced the concept of ‘Trusteeship’ as a practicable norm for Indian business community. He wanted to propagate the idea that businesses were similar to trustees of the wealth of society for its well-being (Mitra, 2007). According to him, ‘Trusteeship’ means levelling of the disparity in wealth in society, a non-violent way to make the capitalists the trustees of the wealth of society and partners in community welfare activities. Thus, though CSR is considered primarily a concept, which is western in origin, India too has had her own visualisation of social responsibility of business.

Similarly, Federation of Indian Chambers of Commerce and Industry (FICCI) proclaims that along with competitiveness and quality of business, business-government-civil society relationship and the effort of business to improve the quality of life of people also must be upheld has a business value. FICCI also claims to have a ‘Resource Conservation & Management Group’ (RC&M) which tries to improve the competitiveness of business for long-term by adopting sustainable strategies with environmental and natural resources. The effort is not a one-sided activity generated purely from the side of business. Mitra (2007) claims that though the GOI earlier may have been sceptical about the role of business in developmental work, the recent trends show that the Government is also showing some interest in encouraging the formulation and implementation of development-oriented CSR policies in the private sector.”

Moreover, it is somewhat understood that the claim by both CII and FICCI is that they should balance the existing developmental realities and the expectation from business with operational constraints.

“In India, most of the corporates do not have a clear policy on social responsibility³⁰. While developed countries like the United Kingdom have separate ministries to look after the issue of CSR, in India, the government does not have a clear policy on the issue. Out of the very few companies who contribute to the social development, the basic intention was not to ensure the good of the nation, rather a business policy to stay away from the tax net.

The market economy has paved the way for enterprise-led development and a new cultural perspective is taking place in Indian business environment that has a strong bearing on social responsibilities.”³¹

There are several bodies now emerging on the Indian scene that focus on issues of CSR. CORE-BSCD India is a unique grouping of corporate organisations that, for instance, are trying collectively and individually to build in social concepts in their operations³². The objectives rest within the principles of CSR because unless the needs of society, both present and future, are served society development would remain a myth.

2.4 Perception and practices of CSR in India

A survey was conducted by ORG-MARG for TERI-Europe in several cities of India in 2001³³. The basic purpose of the survey was to capture perceptions and expectations (related to corporate responsibility) of three sets of stakeholders - general public, workers (skilled, semiskilled and un-skilled) and corporate executives (heads of corporate relation, labour relations, welfare departments and manufacturing departments in Multinational Companies, large and medium sized Indian companies). The poll gathered that people believe that companies should be actively engaged in social matters. A majority of the public feels that companies should be held fully responsible for roles over which they have direct control. These include providing good products and cheaper prices, ensuring that operations are environment friendly, treating employees fairly without any discrimination based on gender, race or religion and applying labour standards globally. More than 60% of the public felt that the companies should also be held responsible for bridging the gap between the rich and the poor, reducing human rights abuses, solving social problems and increasing economic stability.

CSR as business success: CSR is an important aspect of business success – through efficient resource management, environment protection, employment, eco-friendly atmosphere, etc.

“Ashok Khosla, President of Development Alternatives, an Indian NGO, is of the view that sustainability includes sustainable consumption and sustainable production and is thus the responsibility of both procedures and consumers. The

NGOs, citizens and governments must look at sizes, types and locations of companies to explore how CSR can be brought to bear on companies”³⁴

2.5 Role and Importance of CSR

CSR is the responsibility recognised by the companies for acting in socially responsible manner. There is no single universally accepted definition of CSR³⁵, it has generally come to mean business decision making linked to ethical values, legal compliance, and respect for people, community, and environment.

CSR expects a company to go further than required by law to³⁶:

- treat employees fairly and with respect
- operate with integrity and in an ethical manner in all its business dealings with customer, suppliers, lenders, and others
- respect human rights
- sustain the environment for future generations
- be a responsible neighbour in the community and a good 'corporate citizen'

CSR is of growing importance to governments and service providers as they promise to meet challenges of social problems within changing welfare environments³⁷. The modern governments have increasingly resorted to corporate involvement in local services and have encouraged the expansion of occupational welfare³⁸.

2.6 Four Models of CSR

In 2011, Jorge A. Arevalo, Deepa Aravind examined how corporations in India interpret corporate social responsibility (CSR)³⁹. Focusing on four commonly known approaches: the ethical, the statist, the liberal, and the stakeholder approach, they investigated the reported drivers and barriers to implementing CSR practices.

Arevalo and Aravind study found that the CSR approach that is most favoured by Indian firms is the stakeholder approach and that the caring or the moral motive, followed by the strategic or profit motive, are important drivers for Indian firms to

pursue CSR. Further, the results indicate that the most significant obstacles to CSR implementation are those related to lack of resources, followed by those related to the complexity and difficulty of implementing CSR.

Ethical model⁴⁰

The origin of the first ethical model of corporate responsibility lie in the pioneering efforts of 19th century corporate philanthropists such as the Cadbury brothers in England and the Tata family in India. The pressure on Indian industrialists to demonstrate their commitment to social development increased during the independence movement, when Mahatma Gandhi developed the notion of 'trusteeship', whereby the owners of property would voluntarily manage their wealth on behalf of the people.

Gandhi's influence prompted various Indian companies to play active roles in nation building and promoting socio-economic development during the 20th century.

Statist model⁴¹

A second model of CSR emerged in India after independence in 1947, when India adopted the socialist and mixed economy framework, with a large public sector and state-owned companies. The boundaries between the state and society were clearly defined for the state enterprises. Elements of corporate responsibility, especially those relating to community and worker relationships, were enshrined in labour laws and management principles. This state sponsored corporate philosophy still operates in the numerous public sector companies that have survived the wave of privatisation of the early 1990s.

Liberal Model⁴²

Indeed, the worldwide trend towards privatisation and deregulation can be said to be underpinned by a third model of corporate responsibility – that companies are solely responsible to their owners. This approach was encapsulated by the American economist Milton Friedman, who in 1958 challenged the very notion of corporate responsibility for anything other than the economic bottom line.

Many in the corporate world and elsewhere would agree with this concept, arguing that it is sufficient for business to obey the law and generate wealth, which through taxation and private charitable choices can be directed to social ends.

Stakeholder Model⁴³

The rise of globalisation has brought with it a growing consensus that with increasing economic rights, business also has a growing range of social obligations. Citizen campaigns against irresponsible corporate behaviour along with consumer action and increasing shareholder pressure have given rise to the stakeholder model of corporate responsibility. This view is often associated with R. Edward Freeman, whose analysis of the stakeholder approach to strategic management in 1984 brought stake holding into the mainstream of management literature (Freeman, 1984⁴⁴). According to Freeman, 'a stakeholder in an organisation is any group or individual who can affect or is affected by the achievement of the organisation's objectives.'

2.7 Relevance of CSR today

"Over the last twenty years, since 1992 or so, an increasingly large number of business houses have responded positively to the banner of CSR. This has perhaps been partly due to their aspiration to make their operations more ethical. While for the government, the role the businesses can play in the development of society is quite crucial, the activist community might like to take credit for the growing importance of CSR as a clear victory for their efforts in pressurising the activities of companies. To put the same in other words, companies introduced CSR reports and programmes as a response against damage inflicted on their sale and reputation by attacks from activist groups, aided by 24-hour news media in which corporate wrongdoing has been especially highlighted. While on the one hand this makes compelling news, it puts an ethical pressure on the companies to give back at least a part to society in return what they have gained from it. It is therefore, no longer important for companies to just make profit, the way this profit is generated is deeply investigated by the activists. A company must not be seen violating ethics or law in any of the areas like market behaviour, trade policies,

employment relations, sourcing of raw materials, human rights, environmental laws or the activists would put pressure on them through media or the other channels. This analysis however fails to appreciate much of the social contributions businesses have been making since long back.”⁴⁵

More and more companies have begun to incorporate ethics and CSR in their strategic planning and objectives. Increasingly, many large companies have adopted formal environmental policies with the objectives of creating a sustainable business and being environment friendly. For example, a company that uses large quantities of timber as raw material might adopt a policy of re-forestation to replace the trees it has cut down⁴⁶.

It needs no argument to claim that CSR practices adopted by the companies pay them off in managing their image. Since the beginning of the 1990s, companies are changing their business practices under ethical framework⁴⁷.

CSR is becoming an increasingly important component in public affairs programme. That is because of a number of reasons but the primary one is of a need to maintain a good reputation and trust among the stakeholders. The government and the political entities will not want to maintain a relationship with or deal with organisations that do not treat their stakeholders, especially employees, well⁴⁸.

“In the days to come CSR will go on to gain further importance for a number of reasons including the competitive advantage to be garnered by the companies. Even now, companies in Europe and North America are waking up to the strategic possibilities and competitive advantages offered by being an environment friendly company. Customers might be willing to pay more for environment friendliness and for healthy food. Environment friendly and cheaper automobiles, for instance, have attracted public attention. In other words, CSR activities can create value addition. Michael Porter has suggested embedding CSR into corporate and business strategy to create competitive advantage.”⁴⁹

“CSR is the latest buzz word to which increasingly more and more companies are getting attentive. Moreover, the governments are keen that companies take to CSR route, as social welfare is becoming more of public and private sector responsibility. The companies too are realising the hidden costs of failing to meet

the crucial social responsibility that is ethically and morally binding than a legal necessity. It entails going beyond just the legal responsibilities. There are, however, issues of labelling and standardisation associated with CSR. Nonetheless, it is expected that a level playing field will emerge as the number of stakeholders will also go on increasing.⁵⁰ CSR must be seen by the companies as a responsibility not imposed by outside forces but guided by conscience and the best practices of giving back to society, people, communities, and environment what they took from them. What is even more important, companies have begun to realise the criticality of CSR as value addition that might offer them competitive advantage in business⁵¹.

In recent decades, the concept of CSR has turned out to be a vital strategy for companies to survive in a ruthless market environment. In today's market, customer preferences become more unpredictable and complex. Hence adopting CSR strategy is a powerful tool for survival.

“Business Solutions for Global Challenges defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Many companies all over the world are now starting to see the benefit of practicing CSR in their bottom lines. European countries are now seriously engaged in this concept on different levels and even in interpretation of how the concept works.”⁵²

CSR is behaviour by business over and above legal requirements. It being in the long-term interest is voluntarily adopted. Secondly, CSR is intrinsically linked to the concept of sustainable development; businesses need to integrate the economic, social and environmental impact in their operations. Third, CSR is not an optional “add-on” to business core activities – but about the way in which business is managed⁵³.

Today's world has become smaller and markets have become more accessible, thanks to globalisation. Globalisation however, would force many companies, including small and the medium enterprises, to adopt CSR in order to remain competitive in the local as well as international market.

Consumers and communities have become increasingly sensitive to business practices of companies existing in their areas or from where they buy their goods and services. Communities would prefer and are supportive of companies they see as concerned with the general welfare of the people in their business operation than the employment opportunities it generates. Achieving and maintaining industrial peace is also a direct consequence of a good CSR strategy. Another emerging concern nowadays that could easily be addressed through good CSR is the difficulty of companies in retaining highly skilled and competent personnel or luring them to work. In recent years many human resource analysts have noticed that the most competent and skilled workers would want to be associated with companies that have good business practices and reputation. This is the possible explanation why even large corporations, whose reputation of being tax cheaters involved in corruption, products and practices that are harmful to the environment, non-involvement in responding to social issues and concerns have hard time getting good quality, or highly skilled employees⁵⁴.

CSR plays a major role in social development. It is an important tool amongst various other methods and initiatives of social development. In India especially, the divide between the rich and the poor is reaching alarming proportions. Reduced corruption, reversal of vote-bank politics, increase in government accountability and efforts that are more similar are all natural outcomes that evolve out of a good society and CSR plays an important role in achieving this minimum social status for all.

CSR plays an equally important role for corporations, whether IT or others.

In terms of benefits for the company, there are many such as:

- enhanced 'brand image' with regard to trust and reputation
- new customers and development of a strong relationship with consumers
- better ability to attract and motivate talented workforce
- availability of new resources by influencing key stakeholders – such as investors and policy makers

On the other hand, companies that do not incorporate CSR face:

- Unfavourable public opinion and increased reputation risk (which might lead to decreased shareholder value and diminished stock price)
- Increased litigation and related legal costs on various social and environmental issues
- Decreased customer loyalty, loss of customers and/or stakeholder support due to the negative publicity garnered

CSR is an important tool for a developing economy to ensure that the growth is evenly distributed amongst all.

“These days, brand reputation and value are increasingly viewed as one of the company’s most valuable assets. Thus, CSR acts as a tool to build loyalty and trust amongst shareholders, employees and customers. CSR is related to a wide array of company activities, especially in business enterprises that function on multi-national levels in varied social and environmental setups.

CSR and Brand Trust

Branding is used to differentiate one product or service from another using a symbol, name or design (Pride et al., 2006, p.208)⁵⁵. Branding can be used for customers to identify a product or service, making the introduction of new products into the market easier, whilst building brand equity, or the value a company can leverage off the brand. More importantly whilst branding makes it easier for consumers to identify products, it also makes it easier to develop brand loyalty (Pride et al., 2006, p.209). Although brand loyalty will vary depending on the item and consumer, brand trust is a major component to loyalty; consumers have faith in the product or service they are purchasing. Dunn and Davis (2004) state one of the greatest challenges CEOs can address is managing consumer loyalty effectively. Whether trust can be affected by external actions of the company rather than the performance of the product or service is what this study aims to research.

CSR and branding have a number of linkages, specifically through trust, corporate reputation and consumer attribution. Gurhan-Canli and Fries (2009) developed a CSR and brand-related outcomes model. Gurhan-Canli and Fries

(2009) suggest that both consumer characteristics, such as awareness of CSR programmes and personal judgement and company characteristics such as reputation are factors influencing branding outcomes. The branding outcome would include evaluation of the company, brand and product, in which brand trust would be considered. Fit between the CSR activities and the company and brand itself also impacts on the way consumers perceive the CSR activities (Ellen et al., 2000; Yoon et al., 2006).

Delgado-Ballester and Munuera-Aleman (2005) suggest that brand equity can be developed through brand trust. Brand trust must be maintained not only to foster consumer loyalty and brand equity, but to create a sustainable competitive advantage (Delgado-Ballester and Munuera-Aleman, 2005).

Consumer trust is an asset, which companies can use to generate positive outcomes in every consumer relationship or transaction⁵⁶. Coinciding with this is different levels of trust (Pivato, Misani & Tencati, 2008). Harnessing trust in a business-to-consumer relationship influences the attractiveness of a brand or company and possibly increases the positivity towards line extensions. CSR could in turn be used to influence brand trust and positive association.

CSR has become an increasingly important issue in business (Duarte, 2010; De Los Salmones, Crespo & Del Bosque, 2005). The emergence of CSR has led to the investigation of CSR in relation to many other aspects such as community, loyalty and consumer-company fit (Pelozo & Shang, 2011).

Organisations can actively promote CSR aspects of operations in order to enhance positive reputation, combat bad reputation or change consumer attributes towards the brand or company. CSR can also be used as a means for organisations to attract quality employees (Albinger & Freeman, 2000) and differentiate from competitors while building positive reputations (Ellen, Webb & Mohr, 2006).

The purpose of CSR is to promote an image and enhance reputation, but trust helps maintain long-term relationships with the consumer (Delgado-Ballester & Munuera-Aleman, 2001)⁵⁷. CSR can influence corporate reputation positively, but does little to combat negative reputation in the long term (Yoon, Gurhan-Canli &

Schwarz, 2006; Ellen et al., 2006). The reputation an organisation has involves an element of trust of behalf of the consumer

Employees and CSR⁵⁸

Employees were used as a concept in the CSR scale by Turker (2009); the questions surround employee development and work-life balance. By including the view point of employees, Turker's (2009) scale provides a more well-rounded view of CSR with important implications for businesses.

Florea and Florea (2010) suggest workplace policy could reflect CSR motives in companies, with increased efficiency and less tolerance of unethical behaviour. The alteration of workplace policy could enhance the environmental commitment and influence consumer perceptions. This connects employees to environment under the title of CSR. The impact CSR activities will have on employee commitment is important to consider when implementing CSR.

Incorporating employees into the organisational strategy, with CSR efforts, could be an effective way for employees to maintain connection and identification with their firm (Kim, Moonkyu, Lee & Kim, 2010). Kim et al. (2010) states that CSR improved employee-company identification, mainly through CSR participation by employees. Another theme is to investigate is whether employees overall happiness at work and the participation of the company in CSR activities has an association. Walton and Rawlins (2010) suggest transparency of organisation and good corporate leadership in regards to employees can also be used to produce happier employees.

Employee attraction is important along with happiness of employees in regards to organisational activities. Albinger and Freeman (2000) considered the support of employee participation and diversity as a major attraction for potential employees. Similarly, Kim et al. (2010) concluded employee-company identification was highly effected by the way employees perceived outsiders to view their organisation, the more positive the outsiders viewed the organisation, the more the employee identified with it. Sharp and Zaidman (2009) support this view, stating CSR activities not only require money but employee involvement and commitment.

Brammer et al. (2007) conclude that employee perception of CSR can effect commitment to the firm. Brammer et al. (2007) also suggest the effect of CSR activities companies participate in equals that of job satisfaction when it comes to commitment. This is important, especially when altering employee performance in the work place. There is still importance being placed on the communication of CSR practices to both employees and consumers themselves. Turker (2009) suggested that employees consider the participation in CSR by an organisation necessary for a good working environment; this can include career development and training.

Similarly, Greening and Turban (2000) suggest employees are more likely to pursue and accept jobs in firms that are involved in CSR. Albinger and Freeman (2000) support these findings, concluding that firms with a high corporate social performance have a higher attraction for job seekers. Companies participating in CSR attract a quality work force that ultimately helps develop a competitive advantage. Greening and Turban (2000) state potential employees are more likely to view companies participating in CSR activities positively, because of perceived diversity and positive environment within the organisation. Backhaus et al. (2002) expanded on the Greening and Turban (2000) study by concluding that women valued firm CSR activities more important than men and that diversity and community relations both played different, but active parts, in employee ratings of organisations. Greening and Turban (2000) and Backhaus et al. (2002) both considered employee involvement as a significant definer of corporate social performance.

CSR is intimately associated with the principle of sustainable development. It believes that enterprises must make decisions based not just on financial factors (like profits or dividends) but also consider immediate and long-term social and environmental outcomes of their actions. CSR plays a crucial role to control the dangers of unrestrained growth. It helps to satisfy the requirements of the present age band but simultaneously also guarantees that the resources of future generations are not endangered.”⁵⁹

2.8 Advantages of CSR

An IBM research report (2008) states that a growing body of evidence asserts that corporations can do well by doing good. Well-known companies have already proven that they can differentiate their brands and reputations as well as their products and services if they take responsibility for the well-being of the societies and environments in which they operate. These companies are practicing CSR in a manner that generates significant returns to their businesses. IBM's approach is to view a company's current activities and objectives against the CSR Value Curve (see Figure 2), which captures the shift in thinking from CSR as a cost or risk mitigation effort to CSR as a strategic goal that brings in new revenues.⁶⁰

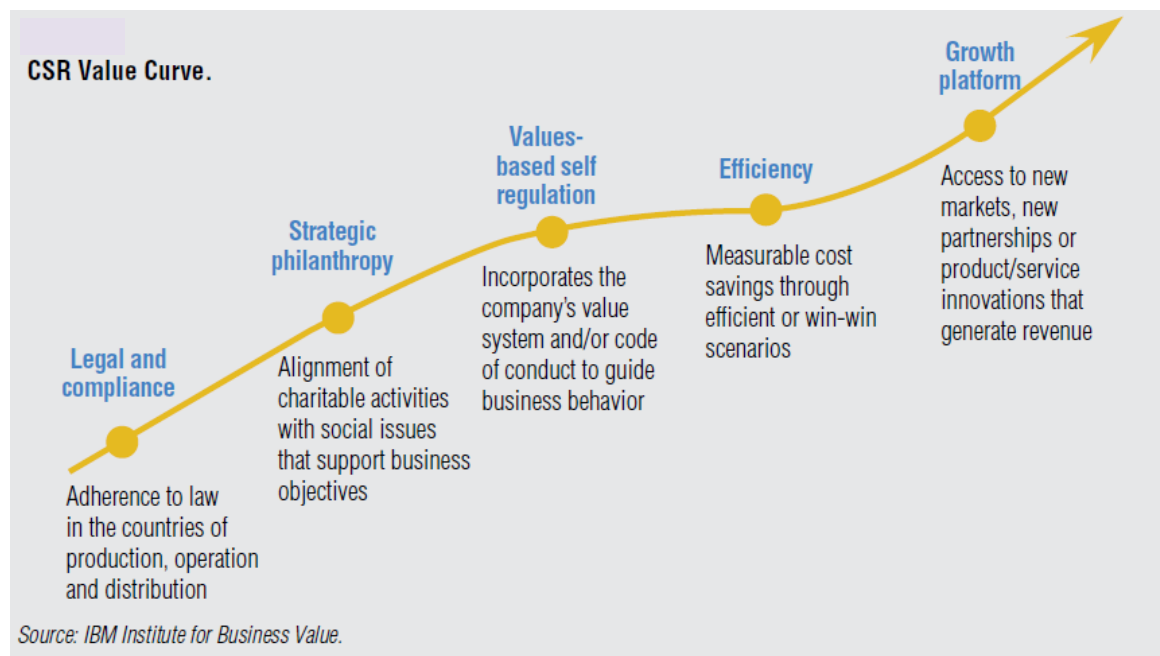


Figure 2: CSR Value Curve _ As companies move from left to right on the value curve, greater returns are realized as CSR becomes more integrated into core business strategy. CSR is not just about doing the right thing. It means behaving responsibly, and dealing with suppliers who do the same. It also offers direct business benefits⁶¹.

Building a reputation as a responsible business sets the firm apart. Companies often favour suppliers who demonstrate responsible policies, as this can have a positive impact on how customers perceive them.

Some customers do not just prefer to deal with responsible companies, but insist on it. The Co-operative Group of the UK, for instance, place a strong emphasis on

its corporate social responsibility and publishes detailed 'warts and all' reports on its performance on a wide range of criteria - from animal welfare to salt levels in its pizzas.

Reducing resource use, waste and emissions does not just help the environment - it saves the firm money too. It is not difficult to cut utility bills and waste disposal costs and these can bring immediate cash benefits.

There are other benefits too:

- A good company reputation makes it easier to recruit employees
- Employees may stay longer, reducing the costs and disruption of recruitment and retraining
- Employees are better motivated and more prolific
- CSR assists in ensuring that you comply with regulatory requirements
- Activities such as involvement with the local community are ideal opportunities to generate positive press coverage
- A good relationship with local authorities helps business grow better
- Understanding the wider impact of business can help the company develop new products and services
- CSR can make the company more competitive and lessens the risk of sudden damage to your reputation (and sales)
- Investors may take notice of this and would be more willing to finance the company

2.9 CSR - A long-term initiative

There has been an increased focus to create a model within the business, which works on a long-term basis. It is imperative that companies share their best practice policies with their stakeholders. However, to get multinationals to obey with these laws is not an easy job. In India especially, the focus has largely been

on charity but that is not CSR. CSR programmes entail a consistent blend of economic, legal, ethical and humanitarian principles⁶².

2.10 Corporate Social Responsibilities Practices followed in India

CSR is essentially an ethical concept revolving around the governments as well as private organisations (Sharma and Talwar, 2005). This actually motivates organisations to think broadly about their obligations towards the society in which they operate rather than just maximising shareholders' value or profits. Micro and macro approaches of CSR are quite prevalent in India too. Two large and famous business groups, Tata Group and Reliance Industries Ltd, which account for a sizable chunk of the total business activity in India, follow diverse approaches towards CSR. The Tata Group follows micro approach and strengthens its campaign about social responsibility of the business through pro-CSR initiatives. J R D Tata, who has been instrumental in conducting the first social audit in India, remarked, "While profit motive, no doubt, provides the main spark for any economic activity, any enterprise which is not motivated by the consideration of urgent services to the community becomes outmoded soon and cannot fulfil its real role in the modern society. Inspired by the pro-CSR initiatives of the Tata Group, many public and private sector companies have started contributing generously to promote social objectives. Reliance management propounds a belief that business objectives are only economic and that the firms must concentrate on producing and delivering quality goods and services at reasonable prices.

If they succeed in doing so, they may be considered to have provided the best service towards the society rather than indulging in the so-called social issues. Dhirubhai Ambani, the former Chairman of the Reliance Group, declared: "As an industrialist, my job is to produce goods to satisfy the demand. Let us be clear about it. Every one has to do his job. My commitment is to produce at the cheapest price and the best quality. If you dabble in everything then you make a mess of things. If we cannot take care of our shareholders and employees and start worrying about the world, then that is hypocrisy." However, the followers of Reliance Group philosophy are few, and many firms have changed their mind-set.

Along with economic responsibilities, they have started accepting the social goals and contributing towards social welfare programs, which happen to be a long-cherished tradition in India, barring a few believers in the macro approach.

India has the world's richest tradition of CSR, which mainly focuses on philanthropic activities and community development for national growth. Known as charity earlier, CSR has changed its conception and shifted its nature through different stages of development.

While growing with the pace of industrialisation, the first stage of CSR in India was characterised by cultural and religious values, family customs, and traditions and community donations. In other words, it was essentially charity and philanthropy. During the period 1914-1960, while the country was fighting for independence, the Gandhian theory of 'Trusteeship' influenced business operations to unite and amplify the social development and reforms process (Chahoud et al., 2007). Indian Industrialists participated in nation-building programs by establishing institutes of scientific and technical learning, known as 'Temples of Modern India', and supported the country to be independent through indigenous manufacturing and the creation of occupations (Gupta, 2007). Under the paradigm of 'mixed economy' during the period 1960-1980, with growth of PSUs and copious legislations on labour and environmental standards, India pushed strict legal and public regulations on private sector business activities (Chahoud et al., 2007).

However, public sector, which was viewed as the prime driver of growth, witnessed very limited growth. In the 1980s, the growing influence of multinational companies in India propagated CSR to emerging numbers of new channels of production, labour and marketing worldwide. Thus, Indian firms have embraced some of the universal CSR thoughts, but with their own features rooted in Indian culture. The models of CSR indicated in Table 2 existed in the Indian scenario concurrently where business firms followed all four approaches. However, the liberal approach has lost its sheen in the modern times, when firms have adopted multi-stakeholder approach proactively, and implemented the micro approach of CSR⁶³.

Model	Focus	Champions
Ethical	Voluntary commitment of companies to public welfare	M K Gandhi
Statist	State ownership and legal requirements determine corporate responsibility	Jawaharlal Nehru
Liberal	Corporate responsibility limited to private owners (Share holder)	Milton Friedman and Theodore Levitt
Stakeholders	Companies respond to the needs to stake holders – consumers, employees, communities etc.	R. Edward Freeman, Robert Ackerman and Archie B Carroll
Source: Adapted from “Altered Images: The 2001 State of CSR Poll”, TERI, Europe		

Table 2: Important CSR Models

“In the early 90s, when the term CSR became a part of corporate India’s lexicon, most Indian companies looked at it as a new term for an old practice – making donations to good causes or support communities around their factories. However, knowledge institutions like Teri (The Energy and Resources Institute) held that CSR is multi-layered and there are activities beyond the normal that could be pursued by companies. That advocated CSR as an integral business principle. The Teri initiative showed how Public-Private-People partnership easily supports rural schemes of the government.”

A number of foundations set up by leading Indian firms, including Infosys, Wipro, Tata, TVS, and Dr. Reddy's Laboratory, have taken a keen interest in corporate activism to improve healthcare, education, and living conditions, and reduce poverty. These foundations support numerous government primary schools; and have developed processes and methodologies for effective change. They support hundreds of non-governmental organisations; and have built orphanages, hospitals, and schools⁶⁴.

CSR is about tradition and culture. Firms can institutionalise voluntarism among employees through appropriate incentives and recognition. Internal performance evaluation of employees could recognise community work. Community work can take many forms: teaching in government schools, supporting NGOs financially, empowering women, cleaning parks, planting trees, volunteering in orphanages, protecting the abused. Many corporations in the U.S. allow employees to write

about their community service as part of their annual evaluation report. Even if companies do not reward community activities, at least, the idea that the company cares will have a positive impact⁶⁵.

Further, corporate spending outside large cities can help spread wealth. Large corporations can exploit hundreds of historical places in rural towns and villages for corporate training, conferences, and getaways. Of course, innovative ways are needed to create decent hotels, restaurants, and basic amenities outside major cities. Government has championed building hotels to promote tourism; however, the initiatives are riddled with inefficiencies, poor service, and wasted resources. Private entities with support from several corporations can collectively build facilities on a time-sharing basis that will help invigorate economic activity. It is necessary to create jobs and economic activity in rural communities to uplift the masses. Unless wealthy corporations and individuals spend on goods and services that touch the masses (like artisans' products), economic prosperity for most of the population will remain a dream⁶⁶.

Generally, companies allocate a budget for the community development programmes. It largely depends on the 'profit' of the company. Charity Aid Foundation has been promoting this as 'Give as You Earn' and as a result companies such as PricewaterhouseCoopers and GlaxoSmithKline in India have provided opportunities to their employees to support their chosen charitable causes.

Even much before the issue became a global concern, India was aware of CSR, due to the efforts of organisations such as the Tata Group. (Around 66 per cent of Tata Sons, the holding group of the Tata Group is today owned by a trust)⁶⁷.

Companies like ITC have made farmer development a vital part of their business strategy, and made major efforts to improve the living standards of rural communities. Hindustan Unilever Limited is using micro enterprises to strategically augment the penetration of consumer products in rural markets. IT companies like TCS and Wipro have developed software to help teachers and children in schools across India to further the cause of education. The adult literacy software has been a significant factor in reducing illiteracy in remote

communities. Banks and insurance companies are targeting migrant labourers and street vendors to help them through micro-credits and related schemes⁶⁸.

In June 2008, a survey was carried out by TNS India (a research organisation), and the Times Foundation, with the aim of providing an understanding of the role of corporations in CSR. The findings revealed that over 90 per cent of all major Indian organisations surveyed were involved in CSR initiatives. In fact, the private sector was more involved in CSR activities than the public and government sectors. The leading areas that corporations were involved in were livelihood promotion, education, health, environment, and women's empowerment. Most of CSR ventures were done as internal projects while a small proportion was as direct financial support to voluntary organisations or communities⁶⁹.

In a survey carried out by the Asian Governance Association, which ranks the top 10 Asian countries on corporate governance parameters, India has consistently ranked among the top three along with Singapore and Hong Kong, over the eight years since 2003.⁷⁰

In another study undertaken by automotive research company, TNS Automotive, India has been ranked second in global CSR. State-owned Bharat Petroleum and Maruti Udyog were ranked as the best companies in India. Bharat Petroleum and Maruti Udyog led with 134 points each, followed by Tata Motors (133) and Hero Honda (131). The study was based on a public goodwill index and India received 119 points in the index against a global average of 100. Thailand was at the top slot with 124 points⁷¹.

Subhabrata Ghosh and Pabitra Kumar Ghosh, at a Conference on Inclusive & Sustainable Growth Role of Industry, Government and Society Conference Proceedings: 2011 stated that several foundations run by corporate houses planned to devise a common strategy to ensure transparency in their social and community development operations, such as tracking spending in and progress of such projects in their annual reports⁷².

The effort is significant because it brings together a wide range of Indian companies to share ideas on innovating sustainable programmes. Among them are Multi Commodity Exchange of India Ltd, Anil Dhirubhai Ambani Group and media company Bennett, Coleman and Co. Ltd.⁷³

Audit firm KPMG was to partner with them to offer guidance on evaluating CSR or CSR programmes- a trend companies are slowly embracing as India's expanding economy contrasts sharply with growing local protests over land for future industrial projects⁷⁴.

The network alliance stems from the first sustainability summit that was organised by the Associated Chambers of Commerce and Industry of India.

CSR could prove to be a valuable asset in an age of mergers and acquisitions, especially as it helps companies spread their brand name. The new network will also serve as a common ground to lobby with the government for tax exemptions and safeguard other interests in the future⁷⁵.

Indian companies have made little progress in reporting development projects. Only 48 companies have so far given their commitment to support the United Nations Global Compact, a charter for improving the global business environment through standards, such as labour rights and fighting corruption. Addressing business leaders in May 2010, Prime Minister Manmohan Singh said, "CSR must not be defined by tax planning strategies alone. Rather, it should be defined within the framework of a corporate philosophy, which factors the needs of the community and the regions in which a corporate entity functions."⁷⁶

Some say companies have an inherent "mental block" in reporting development programmes. A KPMG study among 27 Indian companies showed that a mere 8% mentioned their social expenditures in their annual reports, and only 25% filed CSR reports at all. However, a quarter of them are also signatories of the Global Reporting Initiative, a 10-year-old movement started by an NGO called Coalition for Environmentally Responsible Economies (CERES) and the United Nations Environment Programme. This encourages companies to make voluntary disclosures and lays down framework on improving reporting principles⁷⁷.

"Most companies tend to give to charities than make long-term development commitments. When a company voluntarily opens up for self-evaluation, it creates value for shareholders when competing with other companies," said Parul Soni, associate director of KPMG's Aid and Development Services⁷⁸.

"An estimated 100 corporate foundations and 25 foreign firms are involved in CSR activities in India, but statistics on input and output are elusive⁷⁹.

Companies, too, continue to rely on different models to earmark its social expenditure, making it difficult to measure the overall impact.”⁸⁰

For instance, the Steel Authority of India Ltd (SAIL), the country's largest steel company, spent Rs100 crore on CSR last year; according to SAIL spokesperson N.K. Singhal. Yet others, such as Tata Steel Ltd, which runs 850-bed hospital and rural projects in 800 villages around Jamshedpur, spends an average of Rs150 crore as part of its annual revenue expenditure⁸¹.

Pharmaceuticals Company Jubilant Organosys Ltd runs an anti-tuberculosis programme with the government of Uttar Pradesh. Apart from schools and hospitals run by trusts and societies, the government, too, is exploring to widen the scope of public-private partnerships to build and maintain schools and hospitals in return for a fixed annuity payment⁸².

In India, CSR has evolved to encompass employees, customers, stakeholders and sustainable development or corporate citizenship. The spectrum of CSR includes a number of areas as human rights, safety at work, consumer protection, climate protection and caring for the environment, and sustainable management of natural resources. From the perspective of employees, CSR activities include providing health and safety measures, preserving employee rights and discouraging discrimination at workplace. This helps in fostering a healthy environment within the company. Companies are taking initiatives for developing infrastructure in rural areas, e.g., In 2008, TATA Motors provided desks, benches, chairs, tables cupboards, electrical fittings and educational and sports material to various primary schools in Singur. The company has also planned similar programmes to upgrade school infrastructure and is also planning to set up a computer laboratory in one of the high schools in Ruidaspara, Berabari. Similarly, TVS Electronics was involved in CSR during the Tsunami 2011 to provide relief measures to the victims. They have also participated with the government to improve sanitation in a village called Tiruvidenthai. Such initiatives will help in improving the conditions of rural people. Infosys Foundation of Infosys Technologies Ltd., GE Foundation of the General Electric Company are exemplary instances of the philanthropic commitment of the corporate sector in India. Irrespective of the profits they make, these foundations are aiming at uplifting of the poor and enhancing the standard of life in the rural sector⁸³.

“Hindustan Unilever Ltd., is another company that has remained in the top three most respected companies and has topped the chart four times, the maximum number of times yet for any company. “ If you have respect, value will follow,” said the then Chairman M.S. Banga, reflecting the view from the very top.”⁸⁴ The first name that comes to any Indian on the subject of CSR is that of the Tata Group.

There has been a long history of CSR in India and the Tatas have been the role model on this path. Mr Ratan Tata, addressing colleagues at the Business Excellence convention of 2006, said, "Excellence is not something that we can buy. It is not something that we can acquire overnight. It is a long process. It takes commitment.... This is not a world of just taking awards. It is a long, twisted, difficult road, filled with obstacles. Let us all keep excellence and operations through excellence as being our guidelines as we move into the future and continue to believe in what we are doing, so that we can continue to lead and never to follow."

The Tata Business Excellence Model integrates social responsibility into the framework of corporate management wherein social responsibility is encapsulated as Key Business Process. In fact, all social service departments in Tata companies have annual programmes and budgets and all this is aligned to the MD's Balanced Scorecard⁸⁵. “The MD's Balanced Scorecard serves as a framework within which the top management commitments are cascaded down to the level of Dy. Managing Director, Vice Presidents, Divisional Heads and Departmental Heads. The Balanced Scorecard, prepared at each level, is implemented by concerned agencies and reviewed under Tata Business Excellence Model by Senior Management. MD's Balanced Scorecard in line with the strategic goals and objectives of the organisation delineates the targets and measures for each of the strategic objectives⁶⁰.” CSR programmes at the Tata Group of companies extend across a wide spectrum including rural development, community development and social welfare, family initiatives, tribal development and water management.

“About 7000 villages around Jamshedpur and Orissa benefit from development programmes run by the Tata Steel Rural Development Society (TSRDS). Programmes of TSRDS cover issues like education, irrigation, afforestation, adult literacy, vocational training, handicrafts and rehabilitation of the handicapped

persons. The Community Development and Social Welfare Department (CDSW) at Tata Steel carries out medical and health programmes, blood donation drives, mass screening of Tuberculosis patients immunisation camps and drug de-addiction. In 1999, Tata Steel embarked on an AIDS awareness programme, which has now become an integral part of all training programmes. Routine activities like immunisation programmes, sterilisation operations and mother and child health care programmes are conducted through 9 family welfare centres, 9 child clinics and 6 community-based clinics. In fact, Tata Steel's Centre for Family Initiatives (CFI) was successful in influencing 59 per cent of Jamshedpur's eligible couples practicing family planning, compared to the national figure of 35 per cent. A commitment to the welfare of the community has long been central to the value system of companies in the Tata Group. To build upon this heritage the Tata Council for Community Initiatives (TCCI) has created the Tata Guidelines on Community Development, an effort of over three years from the field evolved into a framework of best practices."⁸⁶

The Birla Group of Companies are also among the pioneers in the field of Corporate Social Responsibility in India. As part of the Aditya Vikram Birla Group's Social Reach, the Birla Group runs as many as 15 hospitals in India; includes Adult education and rehabilitates handicapped persons. In 2009, more than 100,000 patients were examined under the Group's medical programmes. Over 15,000 children along with 2,000 pregnant women have been immunised, over 500 cataract patients operated, 2000 TB patients provided medical care, 100 leprosy-afflicted attended to, free of cost⁸⁷. It also provides Vocational Training, having provided training to over 3000 women and having distributed over 1400 tool kits in a variety of areas like electrical, auto repair, electronic equipment maintenance and repair and tailoring. It has adopted several villages under its Village Infrastructure Development programme and has provided extensive training to over 10,000 villagers in its Carpet Weaving Centre⁸⁸."

Among corporates who have displayed deep commitment to CSR over the years is Mahindra & Mahindra. The late Mr. K. C. Mahindra, for promoting education among Indians at all levels, established the K. C. Mahindra Education Trust in 1953. Every year the Trust offers up to 30-40 interest-free loan scholarships to post-graduate students going abroad for higher studies. The Mahindra Search for

Talent Scholarships is a scheme established in 34 schools in India to enthuse and reward students who have achieved excellence in their academic pursuits. “The Mahindra All India Talent Scholarships are awarded every year from all over India to over 300 students from lower income group families with good scholastic record pursuing job-oriented diploma courses in various polytechnics.”⁸⁹

Similar commitment to CSR has been displayed by several corporates in India. The list, which at best can be far from complete, includes Arvind Mills, Escorts, Dabur, Bajaj, Godrej, Hero Honda, DCM Sriram, Ashok Leyland, Ballarpur Industries, Eicher, Kinetic Group, Kirloskar, Infosys, Reliance, Ranbaxy, Wipro, each of which has been deeply committed to their communities engaging in programmes encompassing education, health, education, rural development.⁹⁰

Beyond the private sector, corporate players in India’s public sector too have been actively involved in CSR initiatives. Most public sector units in the heavy engineering industry have not only set up a township around the plant, but also established a school, a hospital and several other civic facilities for its employees and those that live in that area⁹¹.

Most Public Sector Enterprises develop their CSR policies in accordance with the Department of Public Enterprise (DPE) guidelines. The comprehensive guidelines on CSR from DPE have certainly been instrumental in developing consensus on moving CSR away from a ‘discretionary’ responsibility to a ‘strategic’ business function.⁹²

Manifold benefits of CSR

CSR offers manifold benefits both internally and externally to the companies involved in various projects. Externally, it creates a positive image amongst the people for its company and earns a special respect amongst its peers. It creates short-term employment opportunities by taking various projects like construction of parks, schools, etc. Working with keeping in view, the interests of local community bring a wide range of business benefits. For example, for many businesses, local customers are an important source of sales. By improving the reputation, one may find it easier to recruit employees and retain them. Businesses have a wider impact on the environment also. Plantation and

cultivation activities taken up by Intel India are a step towards the same. Recycling used products also acts as a step towards minimising wastes.

Internally, CSR cultivates a sense of loyalty and trust amongst the employees in the organisational ethics. It improves operational efficiency of the company and is often accompanied by improvement in quality and productivity. More importantly, it serves as a soothing diversion from the routine workplace practices and gives a feeling of satisfaction and a meaning to their lives. Employees feel more motivated and thus, are more productive. Apart from this, CSR helps to ensure that the organisation complies with regulatory requirements⁹³.

Even though companies are taking serious efforts for the sustained development, some critics still are questioning the concept of CSR. There are people who claim that CSR camouflages some ulterior motives while others consider it as a myth. Is CSR really a stalking horse for an anti-corporate agenda? The reality is that CSR is not a tactic for brand building; however, it creates an internal brand among its employees. Indulging into activities that help society in one way or the other only adds to the goodwill of a company.⁹⁴

“The Society for Educational Welfare and Economic Development (SEED) was formed in late 2006 to help Corporates and Public Sector Units that are not directly involved with the uplift of rural populations to implement CSR in a wholesome manner. The motive was to help the underprivileged at the grass root level and develop rural infrastructure. In India, SEED undertakes community intervention projects for industries involved in mining, oil and gas and other sectors. SEED in a short span of time has branched across fields like CSR, financial inclusion, infrastructure, skill development, and resettlement.”

2.11 CSR Initiatives Undertaken by select Indian Corporates

Airports Authority of India (AAI)

The thrust of Airports Authority of India Sports Control Board (AAISCB) is⁹⁵:

- To promote young and promising talent in sports
- Promoting Olympic Sports in the country

- Developing Sports as a Welfare Measure for its employees
- Promotion of Cultural Activities amongst employees and their families

The AAI has a Sports Talent Search Scheme under which it provides financial assistance to outstanding unemployed sportspersons under the age of 30.

Kalaynmayee, the extended arm of AAI is a congregation of all the woman employees & wives of other employees aptly supported by the families of AAI work force⁹⁶. The main aim of the Association is to extend a meaningful hand to the AAI management in planning & execution of welfare activities -social, cultural or education - to ensure that the desired degree of peace, tranquillity, camaraderie & spirit de-corpse is maintained. The responsibility shouldered by the Association offers an opportunity to the work force of the parent body to render unflinching dedication / devotion to their core business, for any shortcomings / lapses have far-reaching & global implications.

Oil and Natural Gas Corporation (ONGC)

ONGC takes a proactive approach towards socioeconomic development by identifying projects at the plant level by involving the district administration, local representatives and recognised voluntary organisations. Priority is given to areas around the projects with the following themes: Education, Healthcare and Family Welfare, Community Development.⁹⁷

The mission of ONGC states that the company would have an "abiding commitment to health, safety, and environment to enrich quality of community life."⁹⁸ Moreover, this mission was reflected in its CSR activities. CSR at ONGC began as a philanthropic activity where the company contributed to several socio-economic developmental programs like building schools and hospitals, developing agriculture and cottage industry, building infrastructure facilities, etc., around its areas of operation on an ad hoc basis.

The CSR initiatives of ONGC during 2010-11 were marked by continued commitment to several large-scale projects as well as initiation of new projects identified under the CSR focus areas. Some of the key CSR Projects launched and continuing during the year are⁹⁹:

- Community mobilisation, in-school intervention, adult education with special focus on female literacy, vocational training to community youth, health and sanitation, utilisation of effluent water in three villages in Bokaro, Jharkhand
- To support the endeavour of the Archaeological Survey of India for conservation and development of four Heritage Ahom monuments at Sivasagar, Assam
- Recognising the national need for appropriate skills in youth from otherwise deprived section of the society, ONGC has taken projects to impart skill-based training to select youth in the north-eastern state of Assam
- Community based health services for destitute aged persons in ONGC's operational area all over the country through Mobile Medicare Units
- Financial assistance to provide hostel facilities to tribal children in Gujarat
- Setting up of an energy efficient and environmental friendly green cremation system in association with local municipal bodies at the work centres of ONGC
- Setting up of computer centres in Uttarakhand, Assam, Andhra Pradesh, Pondicherry, and Gujarat to impart employment oriented vocational training to unemployed youth

Infosys Limited

The IT industry, led by market bellwether Infosys, has always stayed ahead of the CSR curve, much before it became such a buzzword¹⁰⁰.

Established in 1996, the Infosys Foundation has been the company's philanthropic arm with the objective of creating opportunities and working toward a more equitable society. The Infosys Foundation has made effective strides in healthcare, education, social rehabilitation, and the arts. The company contributes up to one percent of its profit to the foundation each year.

Over the years, Infosys has tried to cultivate a sustainable approach to conducting business. Its conversations with stakeholders recognise the reality that a company must shoulder a larger responsibility that extends beyond its core business goals.

The company contributes up to one percent of its profit to the foundation each year.

Focus Areas are Healthcare, Social Rehabilitation, Learning and Education, Art and Culture.”

Hero Motocorp Ltd

Hero Motocorp (earlier known as Hero Honda Motors) takes considerable pride in its stakeholder relationships especially in ones developed at the grassroots. The company believes it has managed to bring an economically and socially backward region in Dharuhera, Haryana into the national economic mainstream.

Some initiatives taken include:

- Setting up of Integrated Rural Development Centre on Delhi Jaipur
- Highway. Setting up of Raman Munjal Vidya Mandir – a modern senior secondary school, Raman Munjal Memorial Hospital, Vocational Training Centre Adult Literacy Programs, Marriages of underprivileged girls”¹⁰¹

Nike

CSR, as we now know it, sprung out of the apparel industry’s use of sweatshop and child labour. There are two pivotal events that changed the expectations of business to evaluate the social and environmental impact of its supply chain: the exposure of Nike’s business model and Kathie Lee Gifford’s clothing line¹⁰².

“The Nike product has become synonymous with slave wages, forced overtime, and arbitrary abuse,” Nike’s Chairman and CEO Knight said at a 1998 press conference at the National Press Club, as quoted in a *New York Times* article. It was at this conference that the company announced that it would implement a more rigorous social auditing regime and extend US operating rules and processes to its overseas contractors.

“We believe that these are practices which the conscientious, good companies will follow in the 21st century,” Knight said according to the *Times*. “These moves do more than just set industry standards. They reflect who we are as a company.”

This was one of the watershed moments in CSR. For once, a major public company with a household-name brand took responsibility for its supply chain. No longer could companies get away with simply shrugging off the practices of its suppliers as “out of their control.” As one of the most visible brands in the marketplace, Nike joined a chorus of other companies, including Levi Strauss that adopted this expanded view of its responsibilities to producers and consumers. Nike is now considered a top corporate citizen, according to *Corporate Responsibility Magazine*.

Nike suffered the consumer boycott of its products in the mid 90s. It has eventually realised their mistakes from attacks from NGOs and today Nike has emerged as one of the most progressive global corporations as it has improved its CSR practices¹⁰³.

Hindustan Unilever Limited (HUL)

HUL is very committed to social and inclusive development of the community. Some of the major projects taken by HUL include:

Project Shakti, which aims to empower underprivileged rural women, targets small villages with population of less than 2000 people or less. It provides income-generating opportunities, health and hygiene education through the Shakti Vani program and creating access to relevant information through the iShakti community portal.

Yashodham: Rebuilding Lives – HUL (then HLL) reconstructed a village in the Bhachau taluka of Gujarat’s Kachchh district. The village, which was named Yahsodham, was dedicated to its 1100 residents in December 2002. The residents belong to Nani Chirai village, which was completely wrecked by the devastating earthquake of January 2001¹⁰⁴.

Zensar Technologies

“Zensar implements its social responsibility through a foundation called the Zensar Foundation. An internal team called ZensarCares Team does the implementation. It has trustees from Zensar as well as from other companies. Zensar’s CSR focus areas have been prioritised considering the socioeconomic conditions in India.

It has adopted a community close to its Offshore Centre in Kharadi, Pune.

Educational projects in the community from Ambedkar Nagar (Chandan Nagar) to a Municipal School in Chandan Nagar to many private schools in Pune¹⁰⁵.”

Microsoft

Microsoft has an enduring commitment to working to fulfil our public responsibilities and to serving the needs of people in communities worldwide. Fundamental to this commitment is the role it serves as a responsible global corporate citizen.

As the company has grown, this commitment has extended far beyond our own products and services and has been amplified many times over through its network of partners, including governments, non-profits and other organisations¹⁰⁶.

In 2011, Microsoft gave US\$ 949 million in cash and in-kind, reaching 111 countries.¹⁰⁷

CSR at Isha Foundation

“The humanitarian efforts of Isha Foundation have spanned a gamut of Social Interventions that have been carried out largely by the resources and philanthropic efforts of its own dedicated 2 lakhs volunteers all over the world. Though what is achieved is something phenomenal, it is only a miniscule of what needs to be done in the World today.

While retaining its primary focus on spiritual and Inner Well-being of all people, the launching of a commercial enterprise whose proceeds would be dedicated to fund social action fulfils Sadhguru's vision and ideal of expanding the reach and horizons of its humanitarian action.

“The proceeds of Isha Business Pvt. Ltd. will fund the much needed areas of Rural Education, Health, Child Welfare and Women empowerment under the framework of its project Action for Rural Rejuvenation sustainability of the CSR programmes. Isha Foundation and Times Group, India jointly carried out community development programmes in rural areas. It is referred as "**Action for Rural Rejuvenation**".¹⁰⁸

2.12 Sustainability of CSR Programmes

1. **Care:** Commitment, Ability, Resourcefulness and Empathy.
2. **Creating demand:** CSR can be much more than charity.
3. An innovative way to contribute socially is for firms to spend in towns and villages and to buy products from millions of artisans who are at the bottom of the Economic Pyramid. Much has been discussed about the Fortune at the Bottom of the Pyramid (Author: C.K. Prahalad).
4. **Cost-benefit analysis:** In addition to economic costs and benefits, human and social costs and benefits of an activity shall be analysed in determining whether to proceed with it.
5. **Public-Private Partnership** with well-defined controls and processes for the best use of resources for social change.
6. Forced, persuaded and voluntarily interested. Make the CSR programme to sustain in the long run.
7. Reliable means of communication: In order to establish a smooth liaison and understanding between business and community, there must be a reliable means of communication
8. Trained, Educated and committed men and women will take CSR programmes to great heights.
9. **Public Meetings:** Public meetings serve a very useful purpose in as much as they appraise the community of **what a company has done, what it proposes to do and whether its objectives have been accomplished.**
10. **Social Audit:** This is an important tool by which factual assessment of the work done and of the social performance of business is done.¹⁰⁹

2.13 World Scenario

One bit of evidence that organisations are increasingly concerned about social responsibility is provided by the criteria used to publicly judge their overall performance.

“In November, 2003 the Global Compact Society (GCS) was formed and registered in New Delhi as an all India forum for organisations participating in the

UN Global Compact. During 2004-05 period, 42 Indian organisations from public and private sector companies, professional bodies and institutions have joined the Society as founding members and a Governing Committee has been established.

The main objective of the Global Compact Society is to provide a forum for Indian companies and organisations to exchange experiences, network and work together on activities related to CSR and the Global Compact. The GCS undertakes a number of activities to create awareness and to assist GC participants in India to internalise the UN Global Compact ten principles. The GCS also facilitates projects/activities among participants and conducts training sessions to ensure participants fulfil the Global Compact's annual "Communication on Progress" (COP) requirement."¹¹⁰

2.14 Recent Developments in CSR in India

The Government of India on 5th October 2012 approved changes to the Companies Bill, 2011, introducing a provision to compel all companies to spend on activities related to corporate social responsibility (CSR). A company not doing so or spending less than the required amount would have to explain why¹¹¹. In addition, companies should give preference to local areas while spending on CSR activities¹¹². The revised Companies Bill is expected to be introduced in the 2012 winter session of Parliament. Clause 135 of THE COMPANIES BILL, 2011 states¹¹³:

(1) Every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during any financial year shall constitute a Corporate Social Responsibility. Committee of the Board consisting of three or more directors, out of which at least one director shall be an independent director.

(2) The Board's report under sub-section (3) of section 134 shall disclose the composition of the Corporate Social Responsibility Committee.

(3) The Corporate Social Responsibility Committee shall,—

- a. formulate and recommend to the Board, a Corporate Social Responsibility
- b. Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII;
- c. recommend the amount of expenditure to be incurred on the activities referred to in clause (a); and
- d. Monitor the Corporate Social Responsibility Policy of the company from time to time.

(4) The Board of every company referred to in sub-section (1) shall,—

- a. after taking into account the recommendations made by the Corporate Social Responsibility Committee, approve the Corporate Social Responsibility Policy for the company and disclose contents of such Policy in its report and also place it on the company's website, if any, in such manner as may be prescribed; and
- b. ensure that the activities as are included in Corporate Social Responsibility Policy of the company are undertaken by the company.

(5) The Board of every company referred to in sub-section (1), shall make every endeavour to ensure that the company spends, in every financial year, at least two per cent of the average net profits of the company made during the three immediately preceding financial years, in pursuance of its Corporate Social Responsibility Policy:

Provided that if the company fails to spend such amount, the Board shall, in its report made under clause (o) of sub-section (3) of section 134, specify the reasons for not spending the amount.

2.15 Social Status of Companies Practicing CSR

“The market economy has proved to be an essential condition for meeting the needs of most people. Valuable lessons have been learned along the way. Most of these are done at great social costs. Societies and individual business enterprises have learned that it matters how profits are made and how wealth is

distributed. The most important factor is whether the business can be sustained. Business enterprises today are expected to meet standards of responsible business conduct that go beyond what had been expected traditionally. A responsible business can contribute to a successful evolution to a market economy by improving its business performance by helping build social capital in its economy and by working with leaders in business, government and civil society.

Success for any business is ultimately measured in profits and losses and the socially responsible business generates the capital and revenues required to operate and stay in business over the long haul. Improved business performance, profits and economic progress comes to those who effectively and efficiently foster and meet the reasonable expectations of their primary stakeholders – customers, employees, suppliers, investors and the environment as well as the owners and managers.”¹¹⁴

There is much support for the idea that the discipline of responsible business conduct contributes to improving business performance and expanding opportunities for growth. Principal benefits coming to an enterprise that implements a business ethics programme are:

- Enhanced reputation and goodwill
- Reduced risks
- Reduced costs
- Protection from unethical employees and agents
- Enhanced performance, productivity, and competitive position
- Expanded access to capital, credit and foreign investment
- Increased profits and sustained long-term growth
- Improved international respect”¹¹⁵

“Business is a part of the overall larger environment. The employees and customers need to understand the ‘give and take’ relationship between themselves and the society at large. A company needs to provide quality goods

and services at competitive prices in order to give beneficial good returns to its shareholders. It will also help them to remain competitive in the market place. This ultimately depends on its employees. Hence, it is imperative that the company is able to attract and retain committed employees and motivate them to perform. This results into sustained growth of the company as the employees contribute whole-heartedly. Social responsibility is an integral part of the wealth creation process which if managed properly will increase the value of wealth creation to society and will also make business sense.”¹¹⁶

2.16 Advantages for Companies practicing CSR

CSR offers many advantages and can help in achieving different goals of the organisation.

- Help in building positive corporate image – as a socially responsible organisation
- Improved employee involvement thus contributing to improved employee loyalty
- Help in attracting right talent
- Regular appearance in media enhance brand recall
- At individual level, these initiatives help in leadership and character building among employees and at the company level, social recognition. They help in creating value system for the organisation.

One of the reasons for CSR initiatives undertaken by Corporate is to be a good corporate citizen. Such initiatives essentially help companies to strengthen their relationship with local communities, build a good public image and thus improve the brand value of companies over competitors. For certain companies, the compliance with the legislation is the driving factor.

To sum up, the three major advantages of CSR are:

1. To have social license to operate business
2. To mitigate reputation and operational risks
3. To ensure higher sales volume

Poor practices can be expensive. Of course, a company does not have to be dedicated to CSR to seek to improve workplace safety, be transparent or build a good brand the company that pays no attention to CSR is not necessarily going to have lower costs and be more profitable than one that does. In other words, while the bottom-line benefits of CSR may be hard to quantify, the reverse is also true: the lack of CSR does not guarantee higher profits for a company, all other things being equal. “Companies that pollute often have tremendous inefficiencies in manufacturing. Companies that lack CSR may gain some short-term advantages over those that have it, but over time, it is not clear that they remain competitive.”¹¹⁷

CSR has much broader implications for India as a whole. It reduces dependency on the Government for social change. Most Governmental programmes quickly become embroiled in political manipulation, corruption, communal overtones and bitter infighting. Social reforms driven by the community will bring people together, turn the attention of the masses to tasks that benefit society and reinforce peace and harmony¹¹⁸.

“CSR can be used in the field of Business Management as an analytical tool to facilitate different business practices from both an ethical angle and a utilitarian perspective. Good business is also about establishing customer-friendly images in a manner that highlights values such as reliability, trustworthiness, quality, economy and durability. These values evolve over time and are underpinned by a sustained relationship of confidence. Brand equity and positioning so generally depend upon the successful merchandising of products and their images.”¹¹⁹

Chapter 3

Research Methodology

3.1 Introduction

Research methodology involves the learning of the various techniques that can be used in the conduct of research and in the conduct of tests, experiments, surveys and critical studies. Research methodology paves the way for research methods to be conducted properly. Research methodology is the beginning whereas research methods are the end of any scientific or non-scientific research.

Research methods refer to techniques and procedures used to obtain and analyse data. This therefore includes questionnaires, observation and interviews as well as both quantitative (statistical) and qualitative (non-statistical) analysis¹²⁰.

3.2 Meaning of Research

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The Advanced Learner's Dictionary of Current English lays down the meaning of research as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge".¹²¹ Redman and Mory define research as a "systematised effort to gain new knowledge."¹²² Some people consider research as a movement, a movement from the known to the unknown. It is actually a voyage of discovery. We all possess the vital instinct of inquisitiveness for, when the unknown confronts us, we wonder and our inquisitiveness makes us probe and attain full and fuller understanding of the unknown. This inquisitiveness is the mother of all knowledge and the method, which the researcher employs for obtaining the knowledge of whatever the unknown, can be termed as research.

Research is an academic activity and as such, the term should be used in a technical sense. According to Clifford Woody, research comprises defining and redefining problems, formulating Hypothesis or suggested solutions; collecting, organising and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the Formulating hypothesis. D. Slesinger and M. Stephenson in the Encyclopaedia of

Social Sciences define research as “the manipulation of things, concepts or symbols for the purpose of generalising to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art.”¹²³ Research is, thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. In short, the search for knowledge through objective and systematic method of finding solution to a problem is research. The systematic approach concerning generalisation and the formulation of a theory is also research. As such, the term ‘research’ refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analysing the facts and reaching certain conclusions either in the form of solutions(s) towards the concerned problem or in certain generalisations for some theoretical formulation.

3.3 Types of Research¹²⁴

The basic types of research are as follows:

Descriptive vs. Analytical

Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. In social science and business research, we quite often use the term *Ex post facto research* for descriptive research studies. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening. Most *ex post facto research* projects are used for descriptive studies in which the researcher seeks to measure such items as, for example, frequency of shopping, preferences of people, or similar data. *Ex post facto studies* also include attempts by researchers to discover causes even when they cannot control the variables. The methods of research utilised in descriptive research are survey methods of all kinds, including comparative and correlational methods. In *analytical research*, on the other hand, the researcher has to use facts or information already available, and analyse these to make a critical evaluation of the material.

Applied vs. Fundamental

Research can either be applied (or action) research or fundamental (to basic or pure) research. *Applied research* aims at finding a solution for an immediate problem facing a society or an industrial/business organisation, whereas *fundamental research* is mainly concerned with generalisations and with the formulation of a theory.

Quantitative vs. Qualitative

Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Qualitative research, on the other hand, is concerned with qualitative phenomenon, i.e., phenomena relating to or involving quality or kind. ^{“125}

Conceptual vs. Empirical

Conceptual research is that related to some abstract idea(s) or theory. It is generally used by philosophers and thinkers to develop new concepts or to reinterpret existing ones. On the other hand, empirical research relies on experience or observation alone, often without due regard for system and theory. It is data based research, coming up with conclusions, which are capable of being verified, by observation or experiment.

Some Other Types of Research

All other types of research are variations of one or more of the above stated approaches, based on either the purpose of research, or the time required to accomplish research, on the environment in which research is done, or based on some other similar factor. Form the point of view of time, we can think of research either as *one-time research* or *longitudinal research*. In the former case, the research is confined to a single time-period, whereas in the latter case the research is carried on over several time-periods. Research can be *field-setting research* or *laboratory research* or *simulation research*, depending upon the environment in which it is to be carried out. Research can as well be understood as *clinical* or *diagnostic research*. Such research follows case-study methods or in-depth approaches to reach the basic causal relations. Such studies usually go

deep into the causes of things or events that interest us, using very small samples and deep probing data gathering devices. The research may be *exploratory* or it may be formalised. The objective of exploratory research is the development of hypotheses rather than their testing, whereas formalised research studies are those with substantial structure and with specific hypotheses to be tested. *Historical research* is that which utilises historical sources like documents, remains, etc. to study events or ideas of the past, including the philosophy of persons and groups at any remote point of time. Research can also be classified as *conclusion-oriented* and decision-oriented. While doing conclusion oriented research, a researcher is free to pick up a problem, redesign the enquiry as he proceeds and is prepared to conceptualise as he wishes. Decision-oriented research is always for the need of a decision maker and the researcher in this case is not free to embark upon research according to his own inclination. Operations research is an example of decision-oriented research since it is a scientific method of providing executive departments with a quantitative basis for decisions regarding operations under their control.

Research Approaches

The above description of the types of research brings to light the fact that there are two basic approaches to research, viz., quantitative approach and the qualitative approach. The former involves the generation of data in quantitative form, which can be subjected to rigorous quantitative analysis in a formal and rigid fashion.

Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behaviour. Research in such a situation is a function of researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form, which are not subjected to rigorous quantitative analysis. Generally, the techniques of focus group interviews, projective techniques and depth interviews are used.

I have used the Qualitative approach to research for my thesis, using descriptive research methods. The idea behind this type of research is to study frequencies, averages, and other statistical calculations.

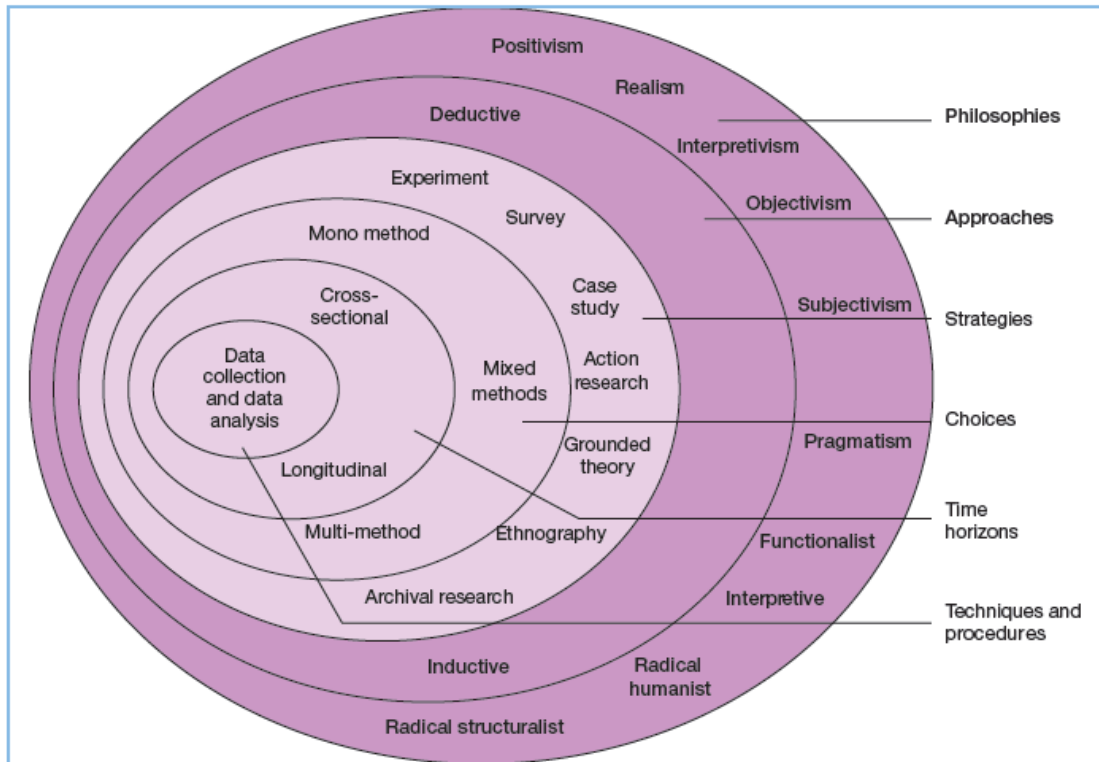


Figure 3 - The research 'onion'¹²⁶

My research Philosophy

CSR is dependent upon the perspective of the individuals or groups affected. My contention is that this suggests a likely approach of interpretivist/social constructivism/interactionism (Mertens, 1998¹²⁷). I note that the individuals or groups affected by the CSR activities are also situated in historical and cultural contexts, which impact on how they perceive the CSR actions of industries in Pune District and their value to them.

My Research Approach

There are two main research approaches: deduction and induction. With deduction, a theory and hypotheses are developed and a research strategy designed to test the hypothesis. With induction, data are collected and a theory developed as a result of the data analysis. I have applied the deductive approach.

The Research Approach

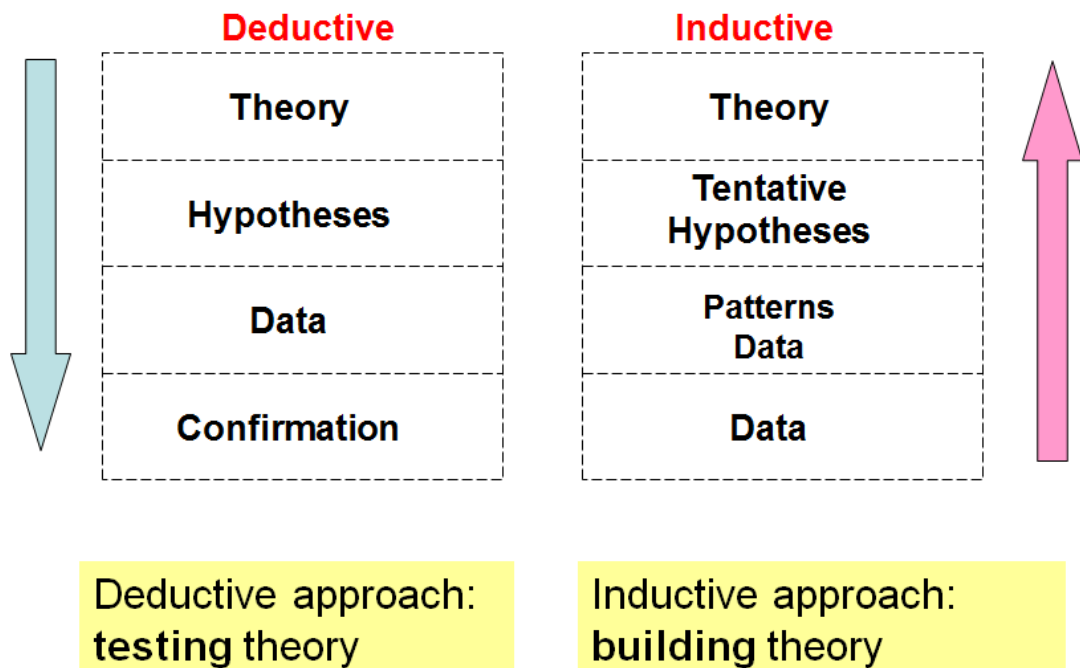


Figure 4 – The two approaches to research¹²⁸

My Research Strategy

I have used Survey strategy for my thesis. The **survey** strategy is usually associated with the deductive approach. It is a popular and common strategy in business and management research and is most frequently used to answer who, what, where, how much and how many questions. It therefore tends to be used for exploratory and descriptive research. Surveys are popular as they allow the collection of a large amount of data from a sizeable population in a highly economical way. Often obtained by using a questionnaire administered to a sample, these data are standardised, allowing easy comparison. In addition, the survey strategy is perceived as authoritative by people in general and is both comparatively easy to explain and to understand.

The survey strategy has allowed me to collect quantitative data, which I have analysed quantitatively using descriptive and inferential statistics. The data collected using a survey strategy can help suggest possible reasons for particular relationships between variables and to produce models of these relationships. Using a survey strategy should give more control over the research process and,

when sampling is used, it is possible to generate findings that are representative of the whole population at a lower cost than collecting the data for the whole population. I spent time ensuring that my sample is representative, designed and piloted my data collection instrument and have tried to ensure a good response rate. Analysing the results, even with readily available analysis software, can be time consuming.

The data collected by the survey strategy is unlikely to be as wide-ranging as those collected by other research strategies¹²⁹. For example, there is a limit to the number of questions that any questionnaire can contain if the goodwill of the respondent is not to be presumed on too much. Despite this, perhaps the biggest drawback with using a questionnaire as part of a survey strategy is the capacity to do it badly!

The questionnaire, however, is not the only data collection technique that belongs to the survey strategy. Structured observation, of the type most frequently associated with organisation and methods (O&M) research, and structured interviews, where standardised questions are asked of all interviewees often fall into this strategy.

My main method of data collection is the 'Survey' method.

- The survey method is usually associated with the deductive approach – surveys are “experiments”.
- It allows the collection of a large amount of data from a sizeable population in a highly economical way.
- It is often conducted on questionnaire to answer those 'What' and 'How' questions. Its data are standardised and so allow easy comparison.
- It gives you more control over the research process; however, it takes time to design and pilot a good questionnaire.

My Research Choice

The way in which I choose to combine quantitative and qualitative techniques and procedures determines my *research choice*. I give below the choices available for my thesis.

If you choose to use a mono method, you will combine either a single quantitative data collection technique, such as questionnaires, with quantitative data analysis procedures; or a single qualitative data collection technique, such as in-depth interviews, with qualitative data analysis procedures (Figure 5). In contrast, if you choose to combine data collection techniques and procedures using some form of multiple methods design, there are four different possibilities. The term **multi-method** refers to those combinations where more than one data collection technique is used with associated analysis techniques, but this is restricted within either a quantitative or a qualitative worldview (Tashakkori and Teddlie, 2003). Thus, you might choose to collect quantitative data using, for example, both questionnaires and structured observation analysing these data using statistical (quantitative) procedures, a **multi-method quantitative study**. Alternatively, you might choose to collect qualitative data using, for example, in-depth interviews and diary accounts and analyse these data using non-numerical (qualitative) procedures, a **multi-method qualitative study**. Therefore, if you adopted multi-methods you would not mix quantitative and qualitative techniques and procedures.

‘Mixed methods’ is the general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design (Figure 5). It is subdivided into two types. **Mixed method research** uses quantitative and qualitative data collection techniques and analysis procedures either at the same time (*parallel*) or one after the other (*sequential*) but does not combine them.

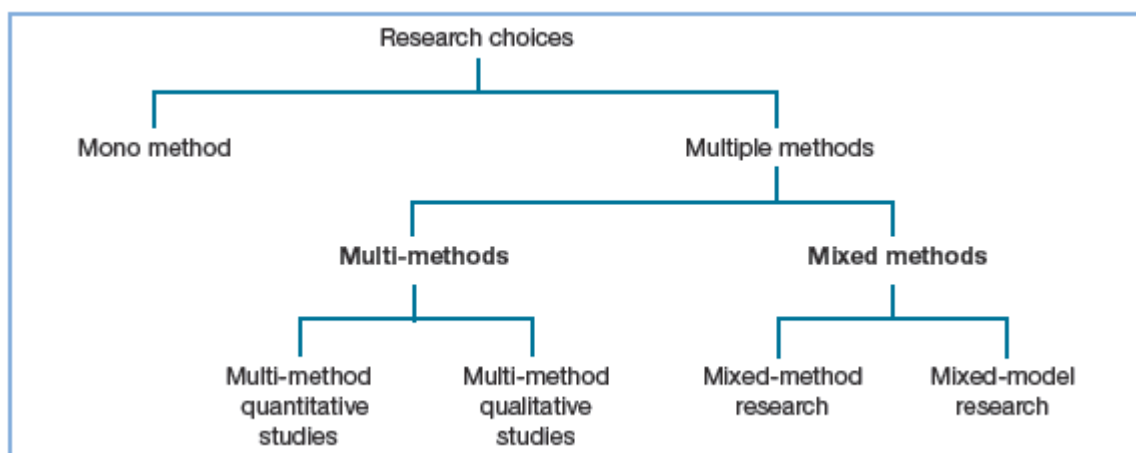


Figure 5 – Research Choices¹³⁰

This means that, although mixed method research uses both quantitative and qualitative worldviews at the research methods stage, quantitative data are analysed quantitatively and qualitative data are analysed qualitatively. In addition, often either quantitative or qualitative techniques or procedures predominate. In contrast, **mixed model research** combines quantitative and qualitative data collection techniques and analysis procedures as well as combining quantitative and qualitative approaches at other phases of the research such as research question generation. This means that you may take quantitative data and **qualitise** it that is, convert it into narrative that can be analysed qualitatively. Alternatively, you may **quantitise** your qualitative data, converting it into numerical codes so that it can be analysed statistically.

Tashakkori and Teddlie (2003) argue that multiple methods are useful if they provide better opportunities for you to answer your research questions and where they allow you to better evaluate the extent to which your research findings can be trusted and inferences made from them. There are two major advantages to choosing to use multiple methods in the same research project. First, different methods can be used for different purposes in a study. You may wish to employ, for example, interviews at an exploratory stage, in order to get a feel for the key issues before using a questionnaire to collect descriptive or explanatory data. This would give you confidence that you were addressing the most important issues.

I have used **mixed model research** and have **quantitised** my qualitative data from questionnaire responses, converting it into numerical codes so that it can be analysed statistically, using a five point Likert scale survey.

My Research Time Horizon

My research is a snapshot taken during March 2009 to December 2010, when I conducted a questionnaire survey. A snapshot time horizon is called cross-sectional study because my research project is necessarily time constrained. Cross-sectional studies often employ the survey strategy, like I have done for my research.

3.4 Credibility of My Research Findings

Every research design faces the issue of the credibility of research findings and my research is no exception to this. I have paid attention to two particular emphases on research design: reliability and validity.

Reliability

Reliability refers to the extent to which my data collection techniques or analysis procedures will yield consistent findings. It can be assessed by posing the following three questions (Easterby-Smith *et al.*, 2002:53 in Saunders *et al.*¹³¹):

1. Will the measures yield the same results on other occasions?
2. Will other observers reach similar observations?
3. Is there transparency in how sense was made from the raw data?

Validity

Validity is concerned with whether the findings are really about what they appear to be about. Is the relationship between two variables a causal relationship?

A concern one may have in the design of research is the extent to which one's research results are **generaliseable**: that is, whether the findings may be equally applicable to other research settings, such as other organisations. This may be a particular worry if one is conducting case study research in one organisation, or a small number of organisations. It may also be important if the organisation is markedly 'different' in some way.

Identification of the research population

This is similar to the point made about generalisability above. My research's intention is to be able to generalise the conclusions across the whole population (All employees in Industries in Pune District).

Data collection

It is logical to assume that the way I have collected my data is going to yield valid data.

Data interpretation

It is here that there is probably the greatest danger of logic leaps and false assumptions. I am using a theoretical framework against which I will analyse my data. I am working deductively (from theory to data), which framework has given rise to the hypothesis that I am testing in my research.

Sample selection

Whatever the research question(s) and objectives the researcher will need to consider whether there is need to use sampling¹³². Occasionally it may be possible to collect and analyse data from every possible case or group member; this is termed a **census**. However, for many research questions and objectives, it will be impossible for me either to collect or to analyse all the data available to me owing to restrictions of time, money and often access. *Sampling* techniques provide a range of methods that enable the researcher to reduce the amount of data needed to collect by considering only data from a subgroup rather than all possible **cases** or *elements* (Figure 6). Some research questions will require sample data to generalise about all the cases from which the **sample** has been selected.

In adopting a case study strategy using one large organisation and collecting data using unstructured interviews, one will still need to select the case study (sample) organisation and a group (sample) of employees and managers to interview. Techniques for selecting samples will, therefore still be important.

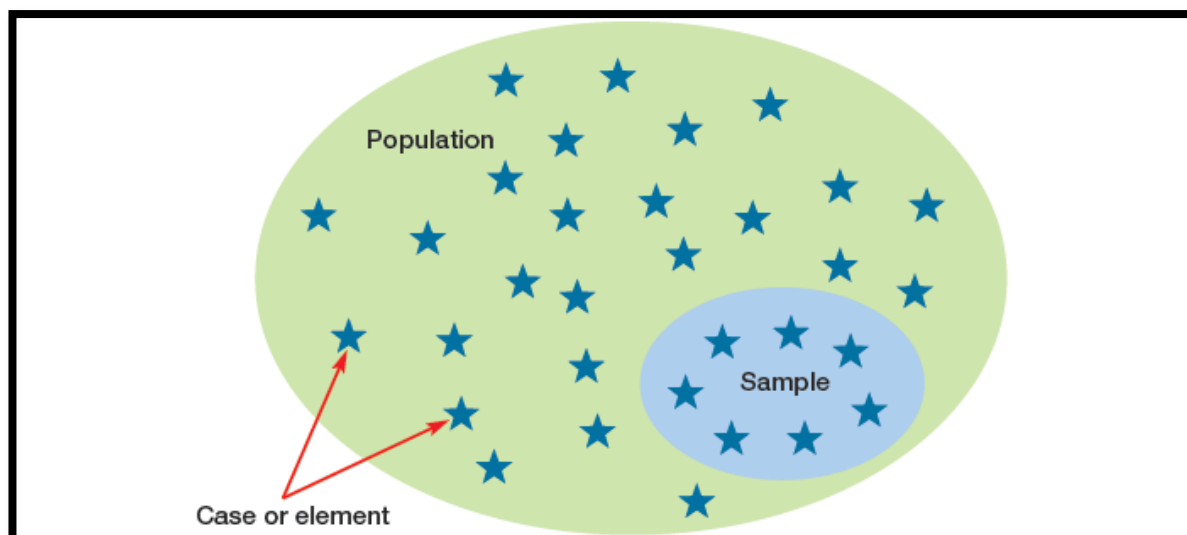


Figure 6 - Population, sample and individual cases¹³³

The full set of cases from which a sample is taken is called the **population**. In sampling, the term ‘population’ is not used in its normal sense, as the full set of cases need not necessarily be people.

I have used sampling method in my research because:

- it was impracticable for me to survey the entire population;
- my budget constraints prevented me from surveying the entire population;
- my time constraints prevented me from surveying the entire population;

My sample consists of four categories of respondents in the category of CSR Officer/ Human Resource Officer, Middle Manager, Lower Level Manager and Other Employee. The sample spread is shown in the table 3 below.

CSR / HR Officer	41
Middle Level Management	41
Lower Level Management	74
Other employee	98
Total number of responses	254

Table 3: Category wise sample spread for the research

Study Area: Study area is confined to Pune District.

Sampling techniques

Two types of sampling techniques were available to me:

- probability or representative sampling;
- non-probability or judgemental sampling

Figure 7 highlights the two techniques. With **probability samples** the chance, or probability, of each case being selected from the population is known and is usually equal for all cases. This means that it is possible to answer research questions (hypotheses) and to achieve objectives that require one to estimate statistically the characteristics of the population from the sample. Consequently, probability sampling is often associated with survey and experimental research strategies.

For **non-probability samples**, the probability of each case being selected from the total population is not known and it is impossible to answer research questions or to address objectives that require one to make statistical inferences about the characteristics of the population. The researcher may still be able to generalise from non-probability samples about the population, but not on statistical grounds.

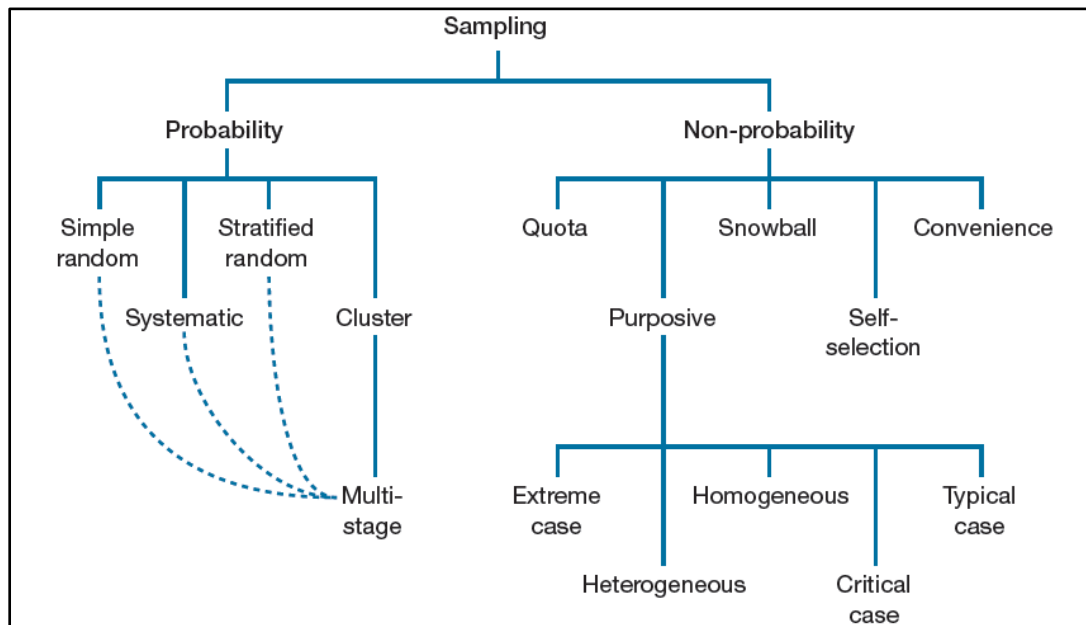


Figure 7 - Sampling techniques¹³⁴

I have used **non-probability** sampling for my research. I could not use the probability sampling because I did not have a sampling frame (a complete list of all the cases in the population from which I could draw a sample) and would not be appropriate to answering my hypotheses because my population consists of different classes of employees – Senior/Middle/Lower managers and other employees.

A range of non-probability sampling techniques was available to me to answer my hypotheses and address the objectives of my research (Figure 6). I chose quota sampling as the most appropriate sampling method for my research, which, like probability samples, tries to represent the total population. Quotas ensure that the sample accurately reflects relevant sub-groups in target population, which has a number of strata. Quota sampling has similar requirements for sample size as probabilistic sampling techniques. Quota sampling is based on the premise that my sample will represent the population as the variability in my sample for various quota variables is the same as that in the population. Quota sampling is therefore a type of stratified sample in which selection of cases within strata is entirely non-random (Barnett, 1991 in Saunders et al 2008).

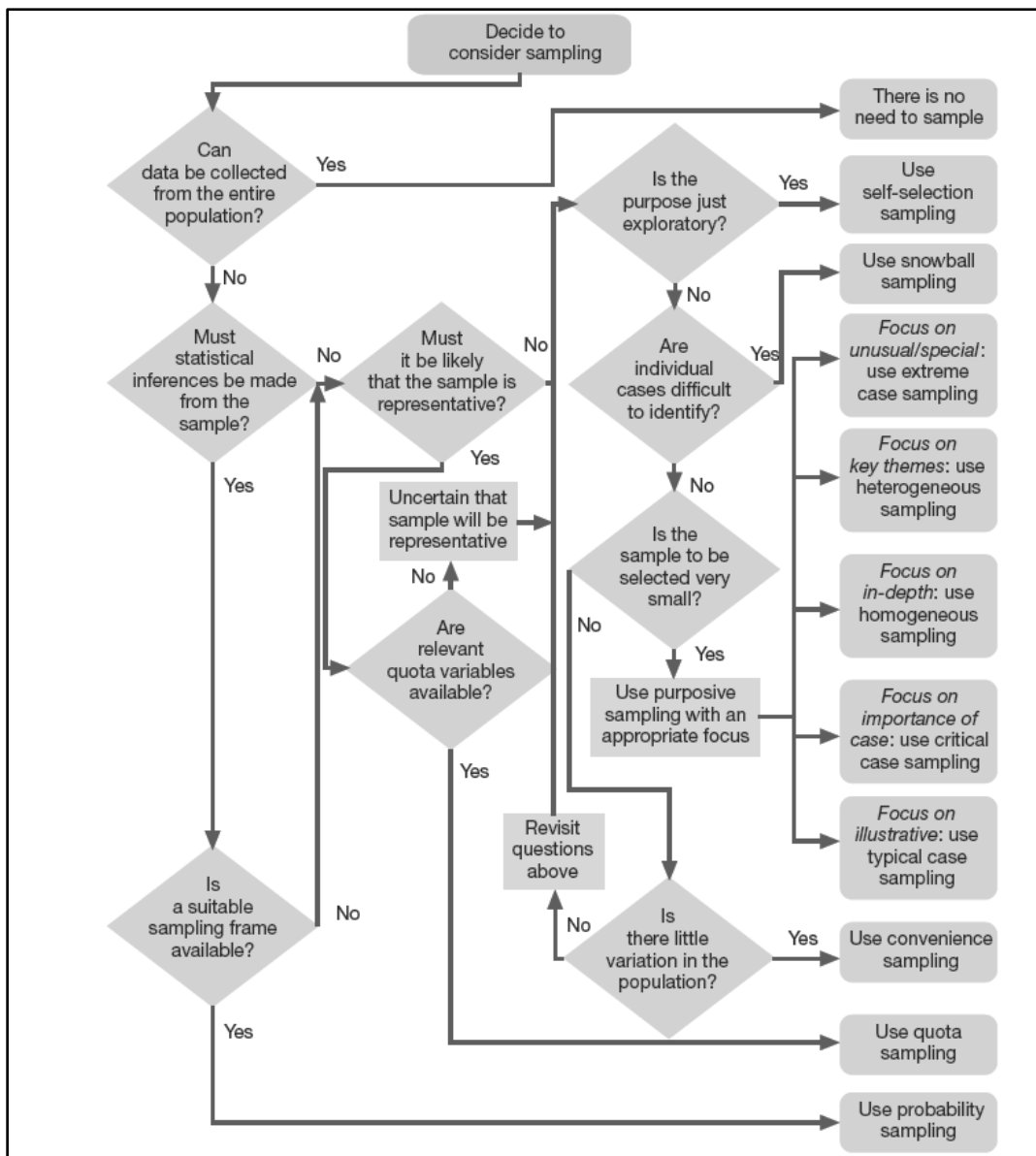


Figure 8 - Selecting a non-probability sampling technique¹³⁵

Quota sampling is appropriate for my research because the likelihood of sample being representative is high, though dependent on selection of quota variables. Quota sampling has a number of advantages over the probabilistic techniques. In particular, it is less costly and can be set up very quickly. Quota sampling is normally used for large populations. Decisions on sample size are governed by the need to have sufficient responses in each quota to enable subsequent statistical analyses to be undertaken. I ensured that each subgroup had sufficient number of respondents to enable meaningful statistical analyses. Once the data was collected from my sample, I disaggregated my findings into 4 subgroups – Senior/Middle/Lower managers and other employees.

Secondary Data

When considering how to answer my hypotheses, I considered initially the possibility of reanalysing data that have already been collected for some other purpose - **secondary data**.

Secondary data include both quantitative and qualitative data, and they are used principally in both descriptive and explanatory research. There are three main subgroups of secondary data: documentary data, survey-based data, and those compiled from multiple sources – Figure 9.

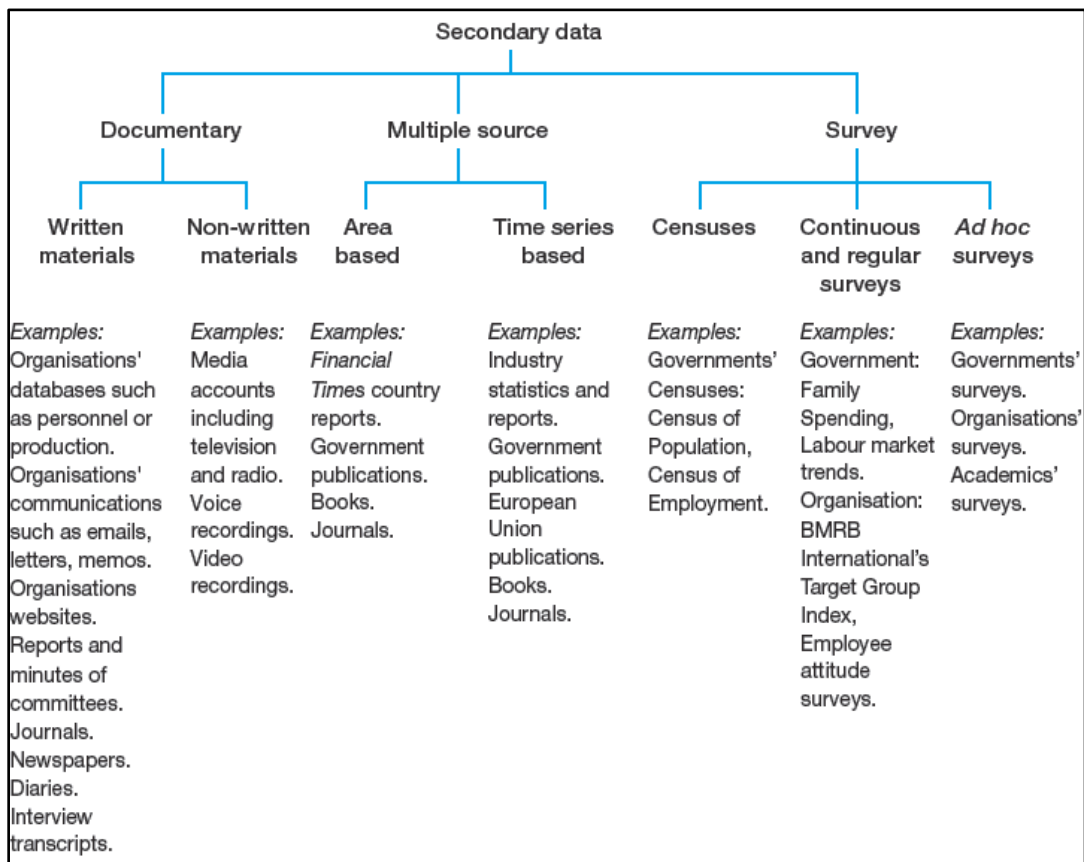


Figure 9 – Types of secondary data¹³⁶

I have mainly used Documentary secondary data in my research. Written documents included books, journal and magazine articles and newspapers. The documentary sources I have used are:

I relied heavily on the library at Sinhgad Institute of Management and the library at Tilak Maharashtra University. Various Research Papers were also referred, mostly from Institutes from Pune region as the area of research being Pune. The task has been both fruitful and interesting. The research journals and various

business magazines available in the library were a major source of secondary research. The CRISIL and EBSCO Database facilities available helped to download a number of related topics and research papers for reference. I have also used the Proquest database for referring to various research papers on the said subject.

A large number of Books, Journals, Periodicals, were referred to from the libraries of the following Universities / Institutes.

- Tilak Maharashtra University
- Sinhgad Institute of Management
- Sinhgad Institute of Business Administration & Research
- Maratha Chamber of Commerce and Industries (MCCI)
- Pune Chapter of Commerce
- Jaykar Library, Pune University

Advantages and disadvantages of secondary data

For many research questions and objectives, the main advantage of using secondary data is the enormous saving in resources, in particular one's time and money (Ghuri and Grønhaug, 2005 in Saunders et al 2007¹³⁷). The secondary data has provided my research comparative and contextual data, allowing me to place my own findings within a more general context or, alternatively, triangulate my findings.

The main disadvantage of secondary data is that it may have been collected for a specific purpose that differs from my research objectives.¹³⁸

In my research, I have ensured that the secondary data is valid and will enable me to answer my hypotheses and to meet my objectives; the benefits associated with their use will be greater than the costs; allowed access to the relevant secondary data.

Primary data using questionnaire

In my research, I have used questionnaire within my survey strategy. Questionnaire is a general term that includes all techniques of data collection in

which each person is asked to respond to the same set of questions in a pre-determined order (deVaus, 2002 in Saunders et al 2007¹³⁹). The questionnaire is one of the most widely used data collection techniques within the survey strategy. Because each person (*respondent*) is asked to respond to the same set of questions, it provides an efficient way of collecting responses from a large sample prior to quantitative analysis. I have endeavoured to ensure that I have designed the questionnaire such that it has collected the precise data that I required to answer my research hypotheses and achieve my objectives.

The design of my questionnaire would affect the response rate and the reliability and validity of the data I collect. I have endeavoured to ensure that response rates, validity and reliability were maximised by:

- careful design of individual questions;
- clear layout of the questionnaire form;
- lucid explanation of the purpose of the questionnaire;
- pilot testing;
- carefully planned and executed administration¹⁴⁰

Questionnaire

Questionnaires can be used for descriptive or explanatory research. Descriptive research, such as that undertaken using attitude and opinion questionnaires and questionnaires of organisational practices, will enable one to identify and describe the variability in different phenomena. I have used self-administered questionnaires that were, in the main, completed by the respondents. I have ensured clear wording of questions using terms that are likely to be familiar to, and understood by, respondents can improve the validity of the questionnaire.

I have used closed questions, sometimes referred to as closed-ended questions (Dillman, 2000) or forced-choice questions (deVaus, 2002), providing a number of alternative answers from which the respondent is instructed to choose¹⁴¹. Closed questions are usually quicker and easier to answer, as they require minimal writing. Responses are also easier to compare, as they have been predetermined.

There are six types of closed question¹⁴²:

1. *list*, where the respondent is offered a list of items, any of which may be selected;
2. *category*, where only one response can be selected from a given set of categories;
3. *ranking*, where the respondent is asked to place something in order;
4. *rating*, in which a rating device is used to record responses;
5. *quantity*, to which the response is a number giving the amount;
6. *grid*, where responses to two or more questions can be recorded using the same matrix

I have used **rating questions** in my research. Rating questions are often used to collect opinion data. Rating questions most frequently use the **Likert-style rating scale** in which the respondent is asked how strongly she or he agrees or disagrees with a statement or series of statements, usually on a four-, five-, and six- or seven-point rating scale. I have used a five-point rating scale in my research. I have used a series of statements, and have kept the same order of response categories to avoid confusing respondents (Dillman, 2000 in Saunders et al: 372).

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Because I have used self-administered questionnaire format, I have endeavoured to make it simple to encourage the respondent to fill it in and to return it, while not appearing too long.

Research findings on the extent to which the length of the questionnaire will affect the response rate are mixed (deVaus, 2002)¹⁴³. There is a widespread view that longer questionnaires will reduce response rates relative to shorter questionnaires (Edwards *et al.*, 2002). However, a very short questionnaire may suggest that the research is insignificant and hence not worth bothering with. Conversely, the intended respondent might just throw a questionnaire that takes over two hours to

complete away. In general, it is found that a length of between four and eight A4 pages has been acceptable for within-organisation self-administered questionnaires. My questionnaire is eight A4 pages. I have used 12-point 'Times New Roman' fonts, making it very easy to read.

I am grateful to the Central Placement Cell at Sinhgad Institute as with their support I could have access to the Placement Data of Companies viz. the contact details (phone numbers and email IDs). I was able to get a list of companies with their phone numbers and contact emails. In majority of companies, where the Corporate Social Responsibility department does not exist, the Corporate Social Responsibility activities are handled by the Human Resource Department. Hence, majority of the employees contacted were from the Human Resource department. I found the response to my request overwhelmingly positive. I was able to speak to many HR Managers, HR employees and employees from various departments personally and to get their opinion to their approach first hand. The instrument, however, being predominantly close-ended, required relatively less time to answer. The Respondents were eager to give their opinion and viewpoint, as well as encouraging in their attitude for which I am extremely grateful.

3.5 Explaining the purpose of the questionnaire

The covering letter

Most self-administered questionnaires are accompanied by a **covering letter**, which explains the purpose of the survey¹⁴⁴. This is the first part of the questionnaire that a respondent should look at. Unfortunately, some of the sample will ignore it, while others use it to decide whether to answer the accompanying questionnaire. Research by Dillman (2000) [in Saunders et al 2007] and others has shown that the messages contained in a self-administered questionnaire's covering letter will affect the response rate. For some research projects, one may also send a letter prior to administering the questionnaire. The respondent will use this to decide whether to grant me access. Consequently, it is often the only opportunity the researcher has to convince the respondent to participate in the research.

Closing the questionnaire

At the end of the questionnaire the researcher needs to explain clearly what she wants the respondent to do with their completed questionnaire. It is usual to start this section by thanking her/him for completing the questionnaire and by providing a contact name and telephone number for any queries she/he may have. The researcher should then give details of the date by which the questionnaire should be returned and how and where to return it.

Pilot testing and assessing validity

Prior to using the questionnaire to collect data, it should be pilot tested. The purpose of the **pilot test** is to refine the questionnaire so that respondents will have no problems in answering the questions and there will be no problems in recording the data¹⁴⁵. In addition, it will enable the researcher to obtain some assessment of the questions' validity and the likely reliability of the data that will be collected. Preliminary analysis using the pilot test data can be undertaken to ensure that the data collected will enable the investigative questions to be answered.

As well as allowing suggestions to be made on the structure of the questionnaire, this will help establish content validity and enable the researcher to make necessary amendments prior to pilot testing with a group as similar as possible to the final population in the sample. For any research project there is a temptation to skip the pilot testing. Saunders et al endorse Bell's (2005:147) advice¹⁴⁶, 'however pressed for time you are, do your best to give the questionnaire a trial run', as, without a trial run, one has no way of knowing whether the questionnaire will succeed.

The questionnaire for my research was pre-tested to check question design, clarity of instructions and the time taken to complete. Pre-testing is designed to improve the reliability and validity of the data collected and the final response rate (Roberts 1999). According to Zikmund (2000, p. 257)¹⁴⁷ two pre-test procedures can be used: screening the questionnaire with other research professionals; and to have a trial run.

Three pre-test procedures were utilised in developing the questionnaire. First, the Guide of this thesis, Principal Dr C P Rodrigues, initially reviewed several drafts of the questionnaire resulting in a number of changes to the design of the instrument, specifically wording and sequencing but not the focus of the questions. Second, the questionnaire was given to five postgraduate students at Vidya Bhavan College of Commerce who commented on the design and clarity of the instrument as well as the time taken to complete the survey.

This pre-test sample was chosen as the researcher had access to these students through the thesis Guide, Principal Dr C P Rodrigues. The five participants were sent the questionnaire with an accompanying covering letter and were asked to complete and return the questionnaire.

Appropriate changes were made to the questionnaire to improve the reliability and validity of responses.

The field research was conducted in Pune region from March 2009 to December 2010 by canvassing one set of Questionnaire to target different industries of Pune region. The field research called for contacts with company employees at different levels. The employees were contacted on phone for appointment and apprised about the subject under study. With prior appointment, the employees were visited at their place of work and handed over the questionnaire. I had to visit the company nearly 2 to 3 times for handing the questionnaire and collecting the same. Wherever the employees could not be contacted personally, I have received the questionnaire duly filled in by emails.

I found the response to my request overwhelmingly positive. I was able to speak to many HR Managers, HR employees and employees from various departments personally and to get their opinion to their approach first hand. The instrument, however, being predominantly close-ended, required relatively less time to answer. The Respondents were eager to give their opinion and viewpoint, as well as encouraging in their attitude for which I am extremely grateful.

3.6 Data Collection

The data for the fulfilment of the objectives of this study was collected from primary as well as secondary resources.

3.7 Statistical Tools used for Data Analysis

The Data was analysed with the help of Microsoft Windows, Microsoft Excel 2007 Software, and Statistical Package for Social Sciences (SPSS) and the Chi-Testing.

3.8 Limitations of the Method of Collection

With prior anticipation, an advance action plan was prepared to avoid a few problems before primary investigation. However, a number of problems were still encountered while collecting or generating data. This section briefly describes how they have been dealt with.

- a) The questionnaire was distributed to employees who, after explaining to them the purpose, showed interest and co-operated
- b) Before handing the questionnaire to them, the employees were thoroughly informed about the nature, requirement, purpose and importance of the study
- c) Before visiting the companies, prior appointment was taken
- d) The respondents were assured about the confidentiality of the response provided by them
- e) Numerous follow ups and phone calls for appointment had to be taken in their busy schedule
- f) Many a times it was difficult to get an appointment, even after getting appointment, and on personal visit to the Company, the officials could not be contacted due to their busy schedule. Many had to be convinced about the confidentiality and that the data was collected purely for academic purpose

Chapter 4

Data Analysis

4.1 Introduction

This chapter focuses on analysis of ranked descriptive data the researcher collected using Corporate Social Responsibility survey questionnaire that was distributed to staff of 300 companies in Pune Region. This analysis of ranked descriptive data is necessary to bring out the result of the research work. The rating or scale questions used in the survey, where a respondent rated how strongly she or he agreed with a statement, collect ranked (ordinal) data. These data simply count the number of occurrences in each category of the employees surveyed. One questionnaire was distributed to each of the 300 companies selected in Pune Region. This is important to understand the response rates of the various categories of employees. Various categories of employees responded and 254 employees returned fully completed or partially completed questionnaires. The table 4 below details the numbers.

Number of questionnaires distributed	300
Number of fully completed or partially completed questionnaires returned	254
Overall Response rate	84.67%
Employee categories and number of questionnaires returned	
CSR / HR Officer	41
Middle Level Management	41
Lower Level Management	74
Other employee	98
Total number of responses	254

Table 4: Response rate and number of questionnaires returned by various category employees

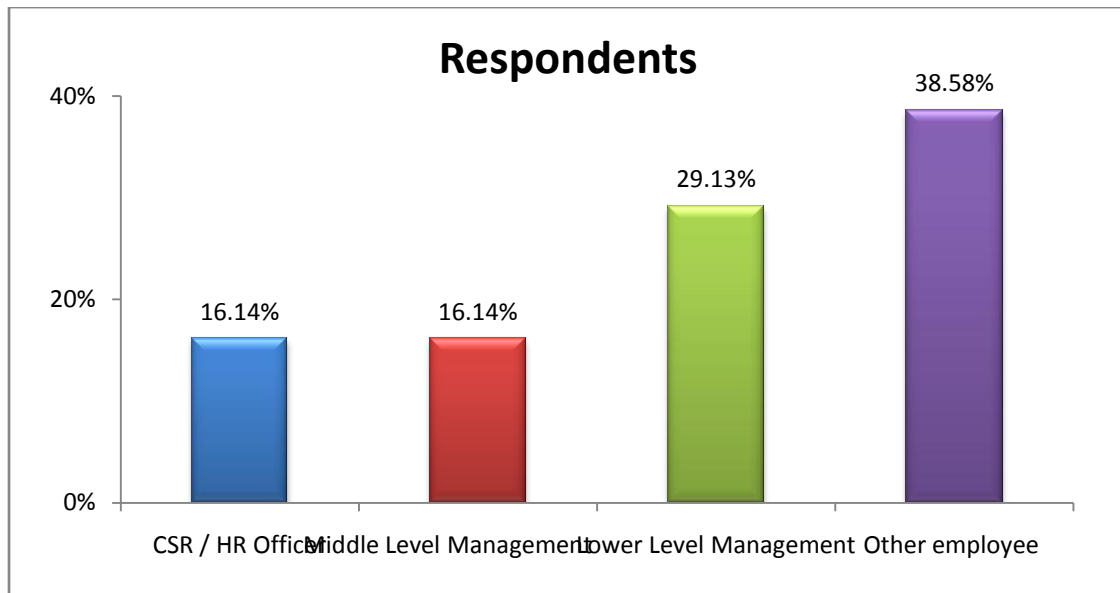


Chart 1: Respondent percentages

4.2 The basis for analysis

The analysis has used only **valid** per cents. “**Valid percent**” expresses the number responding as a percent *of those who responded*. For any given question on this survey, some people have not responded. This has varied from a small handful 4.88% for CSR_HR Officer Category to 14.63% for Middle Manager category. Valid percent, excludes all the people who are “missing” because they did not answer a specific question.

Data analysis has used SPSS, Microsoft Excel 2010 and online ‘Z’ Score to ‘P’ Value Calculator¹⁴⁸ by easycalculation.com. This has enabled a detailed analysis of the raw data from the 254 questionnaires for each of the 5 categories critical in spreadsheets. Thus, 1270 observations have been analysed, giving a very rich analysis.

The researcher has tabulated data in percentages and expressed graphically to show distribution of responses by various categories of employees.

The analysis process is known as *significance* or *hypothesis testing*, because, the researcher is comparing the data collected with what would theoretically expect to happen. *Significance testing* can help rule out the possibility that the result could be due to random variation in the sample. The researcher has used non-

parametric tests of statistical significance tests because the categorical data are not normally distributed.

The researcher has consolidated SPSS, Excel and other software outputs into descriptive statistics tables, Chi-Square test frequency tables that include Chi-Square statistics in order to get a well-defined picture of the responses in a single table.

Chi-Square Test

The Chi-Square Test is generally used to evaluate differences between experimental or observed data and expected or hypothetical data. As a “goodness of fit” test, it tells us how well a set of observations fits the outcome predicted by the hypothesis being tested. It tells us whether there is a statistically significant difference between what we observed and what we expected.

‘N’ is the frequency of occurrence.

Chi-Square test values

If Chi-Square test value > Chi-Square critical value, then there is a statistically significant difference between the observed and expected values.

If Chi-Square test value < Chi-Square critical value, then there is no statistically significant difference between the observed and expected values.

The researcher has also computed Skewness and Kurtosis of the responses at the overall and category levels.

In analysing the data collected using questionnaire, the researcher used descriptive sample percentage tables and chi – square statistical tools which is used in testing two random samples – observed (o) and expected (e).

Chi – square is:

$$X^2 = \sum \frac{(o - e)^2}{e}$$

Where X^2 = Chi – square

o = Observed frequency

e = Expected frequency

Σ = Summation of the frequency.

The Degree of Freedom = Df = (N - 1) (k - 1)

Where Df = Degree of freedom

N = Number of Rows

k = Number of Column.

In the analysis of data for current research, number of column is 2. Therefore, the effective Df = N-1

For this research, degrees of freedom used are 1, 2, 3 and 4. Level of significance to be used is 95%, that is Probability = 0.05. Therefore, the table to determine critical Chi-Square values is:

Degree of freedom	Probability
Df	P = 0.05
1	3.84
2	5.99
3	7.82
4	9.49

Table 5: Critical Chi-Square values for Degrees of freedom and Probability of 0.05

The Chi-squared test compares the observed results with the expected results. If expected and observed values are equal, then chi-squared value will be equal to zero. If chi-squared is equal to zero or very small, then the expected and observed values are close. Calculating the chi-squared value has allowed the researcher to determine if there is a statistical significance between the observed and expected values. The researcher is looking for significant differences between the actual frequencies in a table (N_O) and those that would be expected by random chance (N_E).

If the computed value for Chi Square equals or exceeds the value indicated in the table for the given level of alpha and degrees of freedom, then the researcher can assume that the observed relationship between the two variables exists (at the specified level of probability of error, or alpha), and reject the null hypotheses. This gives support to the research hypotheses.

The researcher has also used confidence interval to interpret results. A confidence interval reveals, how precisely a population parameter can be estimated (accuracy of estimation). Wider intervals permit less accurate estimations than smaller intervals. If the confidence interval does not overlap zero, the effect is said to be statistically significant

The researcher has computed P-Value, which is the right-tailed probability of the Chi-squared distribution, using computed Chi-Square values and corresponding degrees of freedom, with the help of MS Excel software.

Underlying all statistical tests is *null hypothesis*. When comparing two or more groups, the null hypothesis states that there is no difference in population parameters among the groups being compared¹⁴⁹. Null hypothesis is consistent with the notion that the observed difference is simply the result of random variation in the data.

In the case of this research, the computed Chi-Square values are compared with critical Chi-square values for $\alpha = 0.05$ obtained from a set of statistical tables for a given degree of freedom – Chi-Square distribution table for the purpose of this research. When the test computed Chi-square value is less than the critical Chi-square value, then $\alpha \Rightarrow 0.05$, the null hypothesis is accepted.

When the test computed Chi-square value is greater than the critical Chi-square value, then $\alpha < 0.05$, the null hypothesis is rejected and the difference declared statistically significant.

In this data analysis chapter, Right-Tailed Hypothesis Test is used. This is a Hypothesis Test where the rejection region is located to the extreme right of the distribution, shown in the figure below. A right-tailed test is conducted when the alternative hypothesis (H_A) contains the condition $H_A > \text{computed chi-square is greater than critical chi-square value for } \alpha = 0.05$.

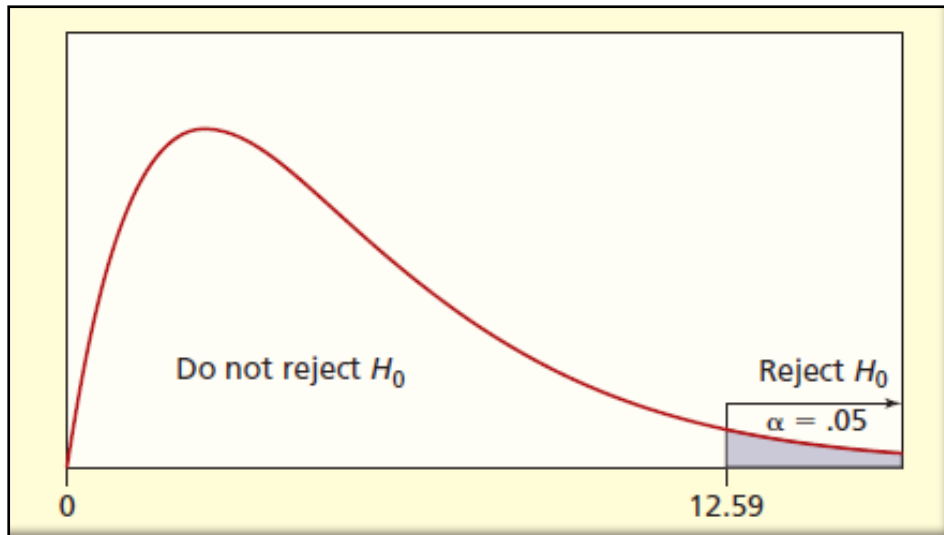
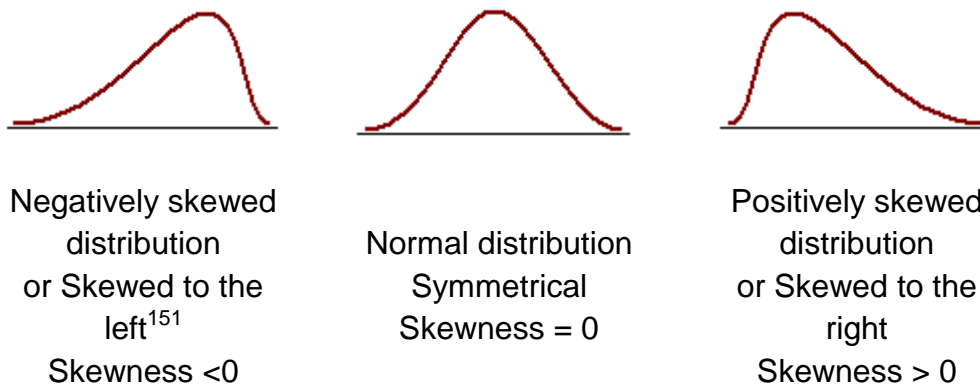


Figure 10: The extreme right tailed area is the rejection zone for null hypothesis¹⁵⁰

Skewness values

Skewness is indicator used in distribution analysis as a sign of asymmetry and deviation from a normal distribution.

- Skewness > 0 - Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed*, *right-tailed*, or *skewed to the right*.
- Skewness < 0 - Left skewed distribution - most values are concentrated on the right of the mean, with extreme values to the left. The left tail is longer; the mass of the distribution is concentrated on the right of the figure. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*. For all the categories in this research, majority of the questions have Skewness < 0 . Moreover, because most values are concentrated to the right of the mean, the researcher's objective of positive responses to the questions by a majority of respondents is fulfilled.
- Skewness $= 0$ - mean = median, the distribution is symmetrical around the mean.



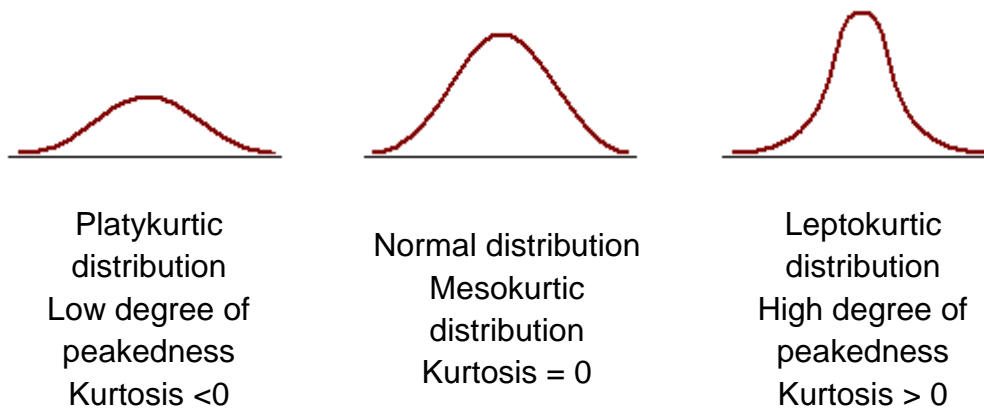
The survey questionnaire has used 5-1 Likert scale for majority of questions, with 'Strongly Agree' = '5' and 'Agree' = '4'. In this research, left skewed distribution will mean that respondents have opted for 'Strongly Agree' = '5' and 'Agree' = '4' more frequently. The researcher's is looking for responses ranked '5' and '4' for the majority of responses and ideally for all the responses.

Kurtosis values

Kurtosis is an indicator used in distribution analysis as a sign of flattening or "peakedness" of a distribution.

- Kurtosis > 3 - Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean and thicker tails. This means high probability for extreme values. Positive excess kurtosis indicates flatness (long, fat tails)
- Kurtosis < 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness
- Kurtosis = 3 - Mesokurtic distribution - normal distribution for example

The coefficient of Kurtosis is a measure for the degree of peakedness/flatness in the variable distribution.



Kurtosis scores for questions at all the category levels indicate Leptokurtic and Platykurtic distributions of data.

Rich questionnaire design

The design of the survey questionnaire has enabled the researcher to analyse responses by individual categories of employees, giving a vivid view of the thinking, perceptions and views of Senior Managers, Middle managers, Lower Level Managers and other employees of the companies surveyed.

21 respondents have stated that their companies do not carry out Corporate Social Responsibility. Yet, they have responded to other questions, indicating their awareness of CSR and business benefits that derive from practising CSR.

4.3 Analysis of responses

This section analyses responses for each question and for all the 5 categories in each question. The analysis percentage based and based on non-parametric tests usually associated with descriptive statistics – Chi-Square, degrees of freedom, P value for right tailed probability, Skewness, Kurtosis, Confidence Interval amongst the main test statistic.

Q.1. Your Company carries out Corporate Social Responsibility (CSR)

Overall 91.7% respondents agree that their company carries out Corporate Social Responsibility. Responses at the category levels vary, with CSR Officer/HR Officer category giving a higher than the overall response rate. Other categories responses are in excess of 89%.

Q1: Your Company carries out Corporate Social Responsibility (CSR).		
	Yes	No
All respondents	91.73%	8.27%
CSR Officer/HR Officer	95.12%	4.88%
Middle Manager	90.24%	9.76%
Lower Level manager	89.19%	10.81%
Other Employee	92.86%	7.14%

Table 6: Q1 Your Company carries out Corporate Social Responsibility (CSR).

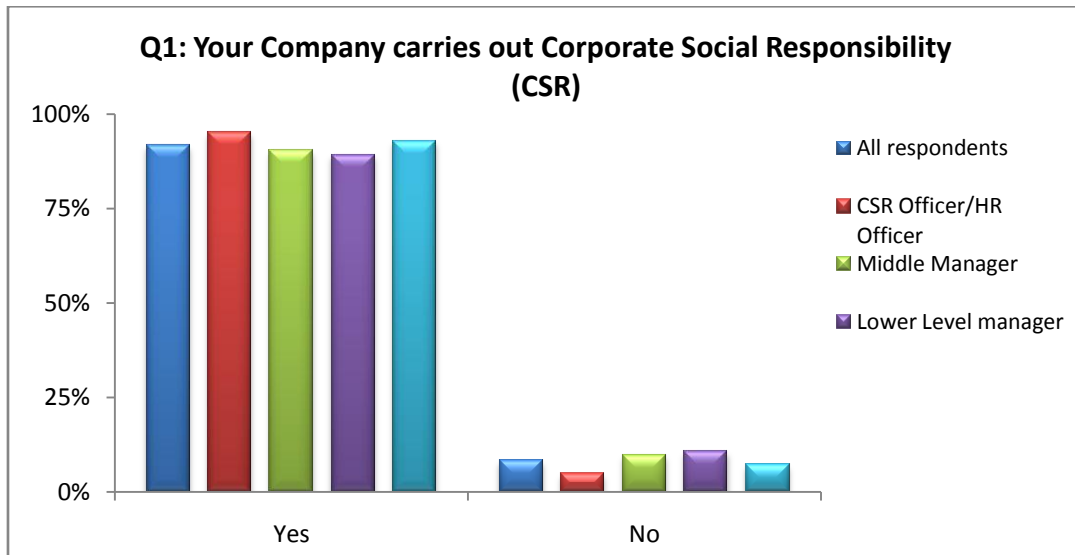


Chart 2: Q1 Your Company carries out Corporate Social Responsibility (CSR)

Descriptive Statistics for Q1

The question statement is significant at 95% confidence level for all the categories.

Skewness is negative for all categories. The left tail is longer; the mass of the distribution for Question 1 is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories are in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values, 2 in case of this question.

Q1: Your Company carries out Corporate Social Responsibility (CSR).					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Yes	233	39	37	66	91
No	21	2	4	8	7
Mode	2	2	2	2	2
Average	1.92	1.95	1.90	1.89	1.93
Std Error of mean	0.017	0.034	0.047	0.036	0.026
Variance	0.076	0.048	0.090	0.098	0.067
Std Deviation	0.28	0.22	0.30	0.31	0.26
Confidence Interval at 95%	0.03	0.07	0.09	0.07	0.05
Upper Limit	1.95	2.02	1.99	1.96	1.98
Lower Limit	1.88	1.88	1.81	1.82	1.88
Minimum	1	1	1	1	1
Maximum	2	2	2	2	2
Range	1	1	1	1	1
1st Quartile	2	2	2	2	2
3rd Quartile	2	2	2	2	2
Interquartile range	0	0	0	0	0
Skewness	-3.049	-4.350	-2.817	-2.577	-3.380
Kurtosis	7.353	17.791	6.236	4.767	9.621
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 1: Q1 Your Company carries out Corporate Social Responsibility (CSR)

Frequencies, Chi-Square, 'Z' and 'P' for Q1

Q1: Your Company carries out Corporate Social Responsibility

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Yes	233	127	106	11236	88.47			
No	21	127	-106	11236	88.47			
Total	254				176.94	1	0.500	0.000

Frequencies, Chi-Square, 'Z' and 'P' 1: Q1

x² computed value is greater than critical value 3.841 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	39	20.5	18.5	342.25	16.70			
No	2	20.5	-18.5	342.25	16.70			
Total	41			Chi-Square	33.39	1	0.081	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 2: Q1

x² computed value is greater than critical value 3.841 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	37	20.5	16.5	272.25	13.28			
No	4	20.5	-16.5	272.25	13.28			
Total	41			Chi-Square	26.56	1	0.500	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 3: Q1

x² computed value is greater than critical value 3.841 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	66	37	29	841	22.73			
No	8	37	-29	841	22.73			
Total	74			Chi-Square	45.46	1	0.500	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 4: Q1

x² computed value is greater than critical value 3.841 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	91	49	42	1764	36.00			
No	7	49	-42	1764	36.00			
Total	98			Chi-Square	72.00	1	0.500	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 5: Q1

x² computed value is greater than critical value 3.841 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q.2: CSR is necessary.

Almost 89% of All Respondents agree that CSR is necessary - 31.5% strongly agree. At category level, response rates are in excess of 86%. About 11% of All Respondents felt that CSR was not necessary.

Q2: CSR is necessary.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	31.50%	57.48%	10.63%	0.39%	0.00%	88.98%
CSR Officer/HR Officer	29.27%	63.41%	7.32%	0.00%	0.00%	92.68%
Middle Manager	24.39%	68.29%	7.32%	0.00%	0.00%	92.68%
Lower Level manager	29.73%	56.76%	13.51%	0.00%	0.00%	86.49%
Other Employee	36.73%	51.02%	11.22%	1.02%	0.00%	87.76%

Table 7: Q2 CSR is necessary

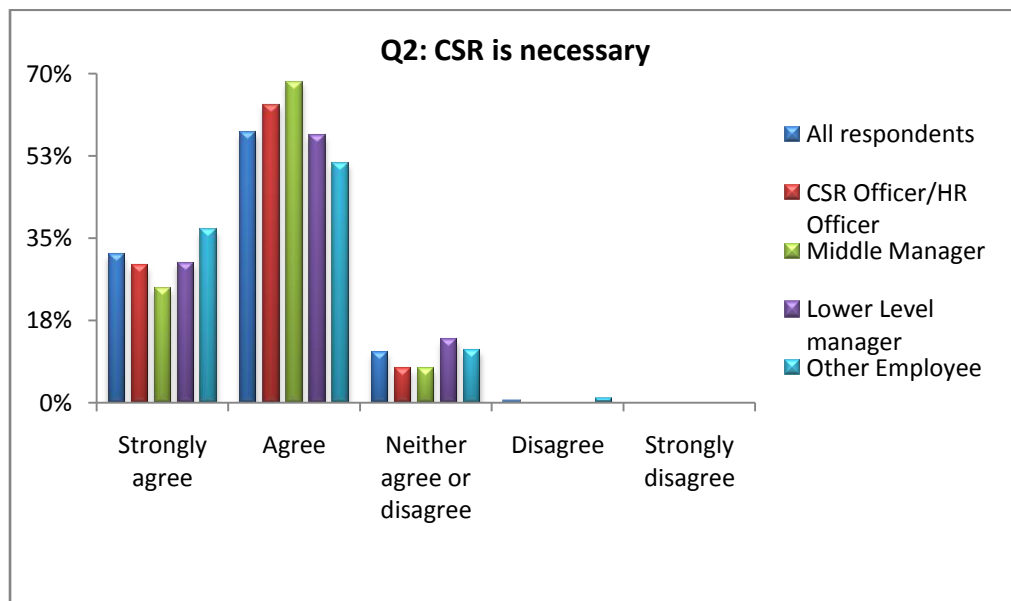


Chart 3: Q2 CSR is necessary

Descriptive Statistics for Q2

The question statement is significant at 95% confidence level for all the categories.

Skewness is negative for all categories, except for Middle Managers. The left tail is longer; the mass of the distribution for Question 2 is concentrated on the right of the means of all categories except Middle Managers for whom the mass of the

distribution for Question 2 is concentrated on the left of the mean. It has relatively few low values.

Kurtosis values for all categories in Question 2 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q2: CSR is necessary					
	All Respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	80	12	10	22	36
Agree	146	26	28	42	50
Neither Agree or Disagree	27	3	3	10	11
Disagree	1	0	0	0	1
Strongly Disagree	0	0	0	0	0
Mode	4	4	4	4	4
Average	4.20	4.22	4.17	4.16	4.23
Std Error of mean	0.040	0.089	0.085	0.075	0.069
Variance	0.398	0.326	0.295	0.412	0.470
Std Deviation	0.63	0.57	0.54	0.64	0.69
Confidence Interval at 95%	0.08	0.17	0.17	0.15	0.14
Upper Limit	4.28	4.39	4.34	4.31	4.37
Lower Limit	4.12	4.04	4.00	4.02	4.10
Minimum	2	3	3	3	2
Maximum	5	5	5	5	5
Range	3	2	2	2	3
1st Quartile	4	4	4	4	4
3rd Quartile	5	5	4	5	5
Interquartile range	1	1	0	1	1
Skewness	-0.281	-0.002	0.123	-0.157	-0.535
Kurtosis	-0.166	-0.184	0.226	-0.573	0.031
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 2: Q2 CSR is necessary

Frequencies, Chi-Square, 'Z' and 'P' for Q2

Q2: CSR is necessary

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	80	63.5	16.5	272.25	4.29			
Agree	146	63.5	82.5	6806.25	107.19			
Neither agree or disagree	27	63.5	-36.5	1332.25	20.98			
Disagree	1	63.5	-62.5	3906.25	61.52			
Total	254			Chi-Square	193.97	3	0.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 6: Q2

x² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	13.67	-1.67	2.78	0.20			
Agree	26	13.67	12.33	152.11	11.13			
Neither agree or disagree	3	13.67	-10.67	113.78	8.33			
Total	41			Chi-Square	19.66	2	0.007	0.0001

Frequencies, Chi-Square, 'Z' and 'P' 7: Q2

x² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	13.67	-1.67	2.78	0.20			
Agree	26	13.67	12.33	152.11	11.13			
Neither agree or disagree	3	13.67	-10.67	113.78	8.33			
Total	41			Chi-Square	19.66	2	0.022	0.0001

Frequencies, Chi-Square, 'Z' and 'P' 8: Q2

x² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	22	24.67	-2.67	7.11	0.29			
Agree	42	24.67	17.33	300.44	12.18			
Neither agree or disagree	10	24.67	-14.67	215.11	8.72			
Total	74			Chi-Square	21.19	3	0.015	0.0001

Frequencies, Chi-Square, 'Z' and 'P' 9: Q2

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	36	24.5	11.5	132.25	5.40			
Agree	50	24.5	25.5	650.25	26.54			
Neither agree or disagree	11	24.5	-13.5	182.25	7.44			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	61.92	3	0.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 10: Q2

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q3: CSR activities help in building strong bond between employer – employee.

Overall 89.3 % of All Respondents agreed that CSR helps in building strong bond between employer and employee. At category level, over 86% respondents agree. Only 0.4% disagrees whereas the remaining 10.2% neither disagree nor agree.

Q3: CSR activities help in building strong bond between employer–employee.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	28.35%	61.02%	10.24%	0.39%	0.00%	89.37%
CSR Officer/HR Officer	17.07%	78.05%	4.88%	0.00%	0.00%	95.12%
Middle Manager	24.39%	65.85%	9.76%	0.00%	0.00%	90.24%
Lower Level manager	28.38%	58.11%	13.51%	0.00%	0.00%	86.49%
Other Employee	34.69%	54.08%	10.20%	1.02%	0.00%	88.78%

Table 8: Q3 CSR activities help in building strong bond between employer–employee

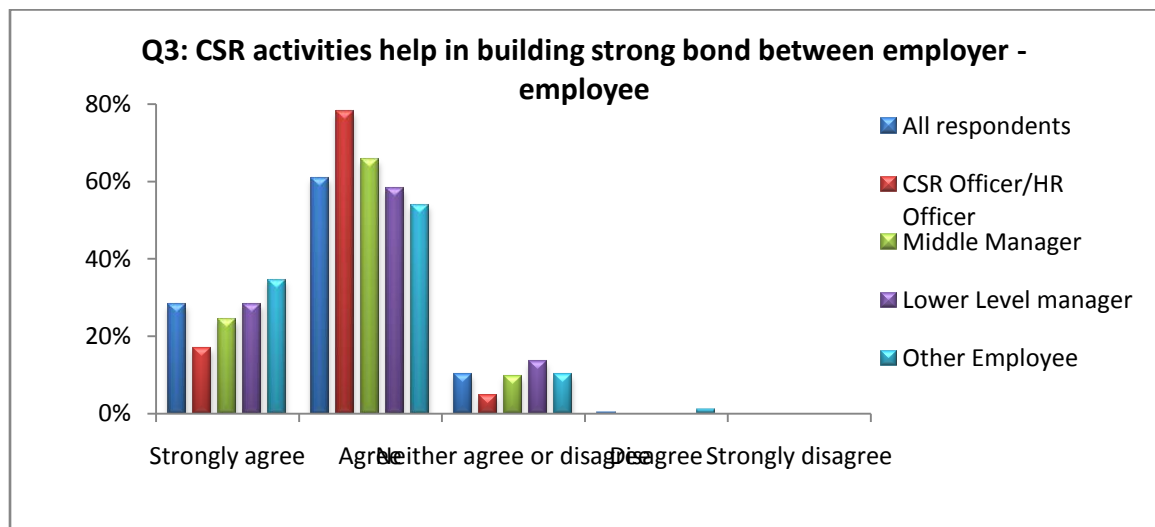


Chart 4: Q3 CSR activities help in building strong bond between employer–employee

Descriptive Statistics for Q3

The question statement is significant at 95% confidence level for all the categories.

Skewness values for CSR Officers/HR Officers and Middle Managers in question 3 are greater than zero. This is right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values (5 in this question).

Skewness values for the remaining categories are less than zero. The left tail is longer; the mass of the distribution for Question3 is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 3 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q3: CSR activities help in building strong bond between employer–employee.					
	All Respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	72	7	10	21	34
Agree	155	32	27	43	53
Neither Agree or Disagree	26	2	4	10	10
Disagree	1	0	0	0	1
Strongly Disagree	0	0	0	0	0
Mode	4	4	4	4	4
Average	4.17	4.12	4.15	4.15	4.22
Std Error of mean	0.038	0.072	0.089	0.074	0.067
Variance	0.373	0.210	0.328	0.402	0.444
Std Deviation	0.61	0.46	0.57	0.63	0.67
Confidence Interval at 95%	0.08	0.14	0.18	0.14	0.13
Upper Limit	4.25	4.26	4.32	4.29	4.36
Lower Limit	4.10	3.98	3.97	4.00	4.09
Minimum	2	3	3	3	2
Maximum	5	5	5	5	5
Range	3	2	2	2	3
1st Quartile	4	4	4	4	4
3rd Quartile	5	4	4	5	5
Interquartile range	1	0	0	1	1
Skewness	-0.216	0.508	0.015	-0.129	-0.502
Kurtosis	0.028	1.605	0.062	-0.511	0.211
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 3: Q3 CSR activities help in building strong bond between employer–employee

Frequencies, Chi-Square, 'Z' and 'P' for Q3

Q3: CSR activities help in building strong bond between employer-employee

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	72	63.5	8.5	72.25	1.14			
Agree	155	63.5	91.5	8372.25	131.85			
Neither agree or disagree	26	63.5	-37.5	1406.25	22.15			
Disagree	1	63.5	-62.5	3906.25	61.52			
Total	254			Chi-Square	216.65	3	0.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 11: Q3

x² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	10	13.67	-3.67	13.44	0.98			
Agree	27	13.67	13.33	177.78	13.01			
Neither agree or disagree	4	13.67	-9.67	93.44	6.84			
Total	41			Chi-Square	20.83	2	0.044	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 12: Q3

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	10	13.67	-3.67	13.44	0.98			
Agree	27	13.67	13.33	177.78	13.01			
Neither agree or disagree	4	13.67	-9.67	93.44	6.84			
Total	41			Chi-Square	20.83	2	0.051	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 13: Q3

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	21	24.67	-3.67	13.44	0.55			
Agree	43	24.67	18.33	336.11	13.63			
Neither agree or disagree	10	24.67	-14.67	215.11	8.72			
Total	74			Chi-Square	22.89	3	0.022	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 14: Q3

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	34	24.5	9.5	90.25	3.68			
Agree	53	24.5	28.5	812.25	33.15			
Neither agree or disagree	10	24.5	-14.5	210.25	8.58			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	67.96	3	0.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 15: Q3

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q.4: The same bond extends to your family members as well.

In all 84.2% of All Respondents agree that CSR helps in strengthening the bond between the family members as well. Lower level managers are least optimistic, though over 81% agree with the question. 2.8% of the Respondents disagree whereas the remaining 13.0% neither agree nor disagree.

Q4: The same bond extends to your family members as well.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	24.41%	59.84%	12.99%	2.76%	0.00%	84.25%
CSR Officer/HR Officer	17.07%	70.73%	9.76%	2.44%	0.00%	87.80%
Middle Manager	29.27%	60.98%	7.32%	2.44%	0.00%	90.24%
Lower Level manager	22.97%	58.11%	16.22%	2.70%	0.00%	81.08%
Other Employee	26.53%	56.12%	14.29%	3.06%	0.00%	82.65%

Table 9: Q4 The same bond extends to your family members as well

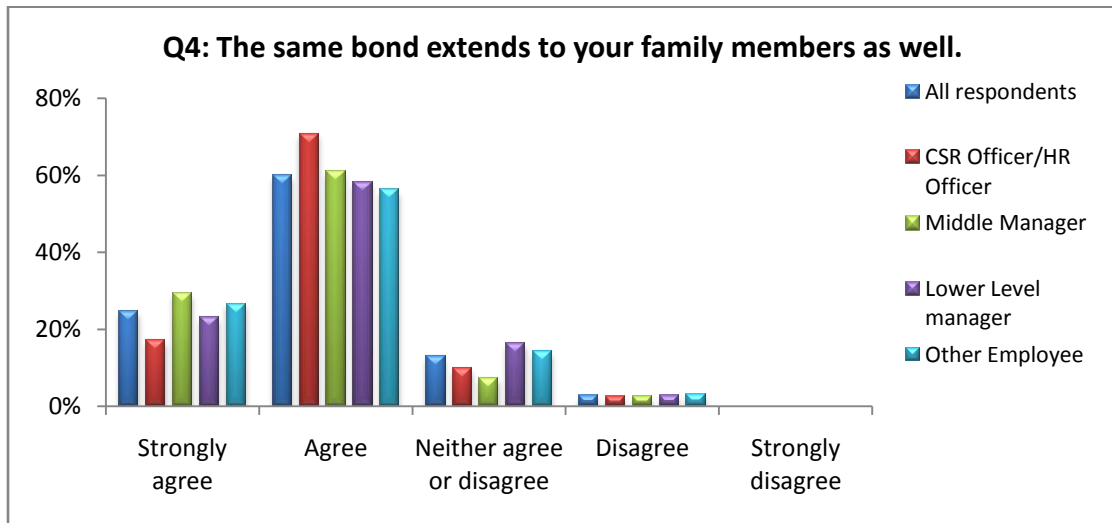


Chart 5: Q4 The same bond extends to your family members as well

Descriptive Statistics for Q4

Q4: The same bond extends to your family members as well.					
	All Respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	62	7	12	21	26
Agree	152	29	25	43	55
Neither Agree or Disagree	33	4	3	10	14
Disagree	7	1	1	0	3
Strongly Disagree	0	0	0	0	0
Mode	4	4	4	4	4
Average	4.06	4.02	4.17	4.01	4.06
Std Error of mean	0.044	0.096	0.104	0.083	0.074
Variance	0.483	0.374	0.445	0.507	0.532
Std Deviation	0.69	0.61	0.67	0.71	0.73
Confidence Interval at 95%	0.09	0.19	0.20	0.16	0.14
Upper Limit	4.14	4.21	4.37	4.18	4.21
Lower Limit	3.97	3.84	3.97	3.85	3.92
Minimum	2	2	2	2	2
Maximum	5	5	5	5	5
Range	3	3	3	3	3
1st Quartile	4	4	4	4	4
3rd Quartile	4	4	5	4	5
Interquartile range	0	0	1	0	1
Skewness	-0.578	-0.699	-0.737	-0.488	-0.583
Kurtosis	0.716	2.469	1.678	0.443	0.470
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 4: Q4 The same bond extends to your family members as well.

The question statement is significant at 95% confidence level for all the categories.

Skewness is negative for all categories. The left tail is longer; the mass of the distribution for Question 4 is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 4 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' Q4

Q4: The same bond extends to your family members as well

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	62	63.5	-1.5	2.25	0.04			
Agree	152	63.5	88.5	7832.25	123.34			
Neither agree or disagree	33	63.5	-30.5	930.25	14.65			
Disagree	7	63.5	-56.5	3192.25	50.27			
Total	254		Chi-Square		188.30	3	0.088	0.000

Frequencies, Chi-Square, 'Z' and 'P' 16: Q4

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	7	10.25	-3.25	10.5625	1.03			
Agree	29	10.25	18.75	351.5625	34.30			
Neither agree or disagree	4	10.25	-6.25	39.0625	3.81			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41		Chi-Square		47.49	3	0.399	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 17: Q4

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	10.25	1.75	3.0625	0.30			
Agree	25	10.25	14.75	217.5625	21.23			
Neither agree or disagree	3	10.25	-7.25	52.5625	5.13			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41		Chi-Square		35.00	3	0.051	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 18: Q4

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	21	24.67	-3.67	13.44	0.55			
Agree	43	24.67	18.33	336.11	13.63			
Neither agree or disagree	10	24.67	-14.67	215.11	8.72			
Total	74			Chi-Square	22.89	2	0.435	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 19: Q4

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	26	24.5	1.5	2.25	0.09			
Agree	55	24.5	30.5	930.25	37.97			
Neither agree or disagree	14	24.5	-10.5	110.25	4.50			
Disagree	3	24.5	-21.5	462.25	18.87			
Total	98			Chi-Square	61.43	3	0.203	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 20: Q4

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q5: Your Company formally records work-related incidents, injuries and illnesses on an annual basis

Overall, 72% of All Respondents agree that their company formally records work related incidents, injuries and illnesses on an annual basis. Other Employees are least enthusiastic, though over 69% are in agreement with the question. 21.26% of the Respondents neither agree nor disagree whereas the remaining 6.3% disagree. The responses imply that a substantial majority of respondents are in agreement with the question.

Q5: Your Company formally records work-related incidents, injuries and illnesses on an annual basis						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	13.39%	59.06%	21.26%	5.51%	0.79%	72.44%
CSR Officer/HR Officer	9.76%	70.73%	12.20%	7.32%	0.00%	80.49%
Middle Manager	14.63%	58.54%	19.51%	7.32%	0.00%	73.17%
Lower Level manager	13.51%	58.11%	18.92%	8.11%	1.35%	71.62%
Other Employee	14.29%	55.10%	27.55%	2.04%	1.02%	69.39%

Table 10: Q5 Your Company formally records work-related incidents, injuries and illnesses on an annual basis.

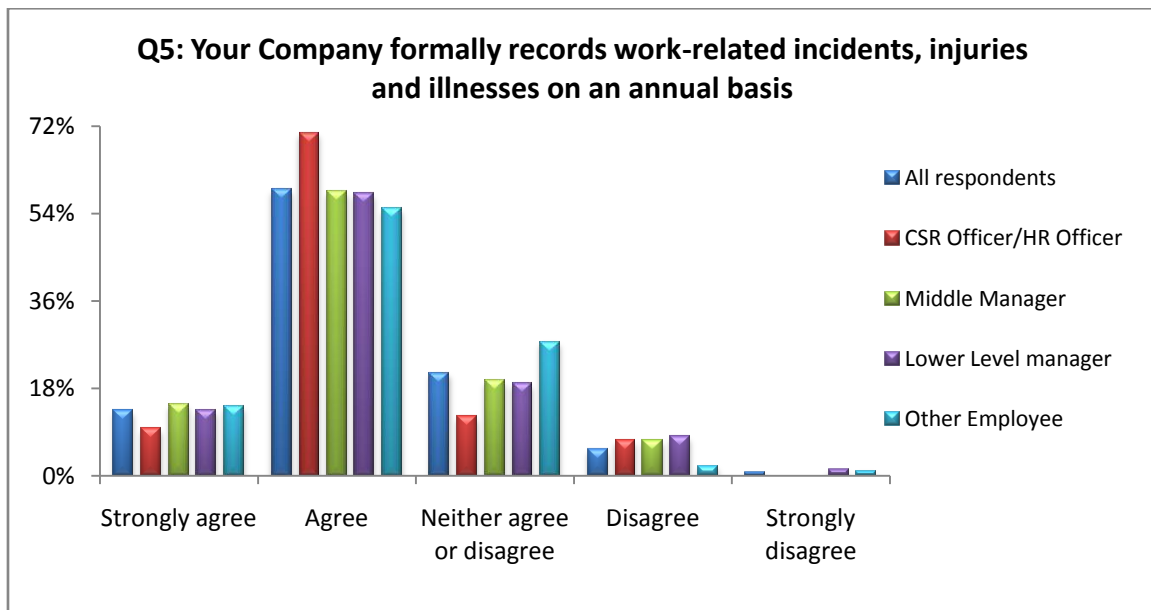


Chart 6: Q5 Your Company formally records work-related incidents, injuries and illnesses on an annual basis.

Descriptive Statistics for Q5

The question statement is significant at 95% confidence level for all the categories.

Skewness is negative for all categories. The left tail is longer; the mass of the distribution for Question 5 is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 5 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q5: Your Company formally records work-related incidents, injuries and illnesses on an annual basis.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	34	4	6	10	14
Agree	150	29	24	43	54
Neither Agree or Disagree	54	5	8	14	27
Disagree	14	3	3	6	2
Strongly Disagree	2	0	0	1	1
Mode	4	4	4	4	4
Average	3.79	3.83	3.80	3.74	3.80
Std Error of mean	0.048	0.110	0.122	0.098	0.075
Variance	0.595	0.495	0.611	0.714	0.556
Std Deviation	0.77	0.70	0.78	0.84	0.75
Confidence Interval at 95%	0.09	0.22	0.24	0.19	0.15
Upper Limit	3.88	4.04	4.04	3.94	3.94
Lower Limit	3.69	3.61	3.57	3.55	3.65
Minimum	1	2	2	1	1
Maximum	5	5	5	5	5
Range	4	3	3	4	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.760	-1.105	-0.627	-0.877	-0.563
Kurtosis	1.060	1.915	0.455	0.999	1.245
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 5: Q5 Your Company formally records work-related incidents, injuries and illnesses on an annual basis.

Frequencies, Chi-Square, 'Z' and 'P' for Q5

Q5: Your Company formally records work-related incidents, injuries and illnesses on an annual basis

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Strongly agree	34	50.8	-16.8	282.24	5.56			
Agree	150	50.8	99.2	9840.64	193.71			
Neither agree or disagree	54	50.8	3.2	10.24	0.20			
Disagree	14	50.8	-36.8	1354.24	26.66			
Strongly disagree	2	50.8	-48.8	2381.44	46.88			
Total	254			Chi-Square	273.01	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 21: Q5

X^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	4	10.25	-6.25	39.0625	3.81			
Agree	29	10.25	18.75	351.5625	34.30			
Neither agree or disagree	5	10.25	-5.25	27.5625	2.69			
Disagree	3	10.25	-7.25	52.5625	5.13			
Total	41			Chi-Square	45.93	3	0.940	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 22: Q5

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	6	10.25	-4.25	18.0625	1.76			
Agree	24	10.25	13.75	189.0625	18.45			
Neither agree or disagree	8	10.25	-2.25	5.0625	0.49			
Disagree	3	10.25	-7.25	52.5625	5.13			
Total	41			Chi-Square	25.83	3	0.945	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 23: Q5

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	10	14.8	-4.8	23.04	1.56			
Agree	43	14.8	28.2	795.24	53.73			
Neither agree or disagree	14	14.8	-0.8	0.64	0.04			
Disagree	6	14.8	-8.8	77.44	5.23			
Strongly disagree	1	14.8	-13.8	190.44	12.87			
Total	74			Chi-Square	73.43	4	0.996	0.000

Frequencies, Chi-Square, 'Z' and 'P' 24: Q5

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	14	19.6	-5.6	31.36	1.60			
Agree	54	19.6	34.4	1183.36	60.38			
Neither agree or disagree	27	19.6	7.4	54.76	2.79			
Disagree	2	19.6	-17.6	309.76	15.80			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98			Chi-Square	98.22	4	0.997	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 25: Q5

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q6i: Their employee programmes are targeted at: Skills Training and Development

Over 74% of All Respondents agree that there are employee programmes targeted at the skills training and development of employees. Over 90% of CSR Officer/HR Officers are very enthusiastic, while just over 70% Lower Level managers agree. Nevertheless, a substantial majority is in agreement with the question.

Q6i: Their employee programmes are targeted at: Skills Training and Development						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	18.11%	56.30%	20.08%	4.72%	0.79%	74.41%
CSR Officer/HR Officer	14.63%	75.61%	7.32%	2.44%	0.00%	90.24%
Middle Manager	14.63%	58.54%	19.51%	4.88%	2.44%	73.17%
Lower Level manager	18.92%	51.35%	18.92%	10.81%	0.00%	70.27%
Other Employee	20.41%	51.02%	26.53%	1.02%	1.02%	71.43%

Table 11: Q6i Their employee programs are targeted at: Skills Training and Development

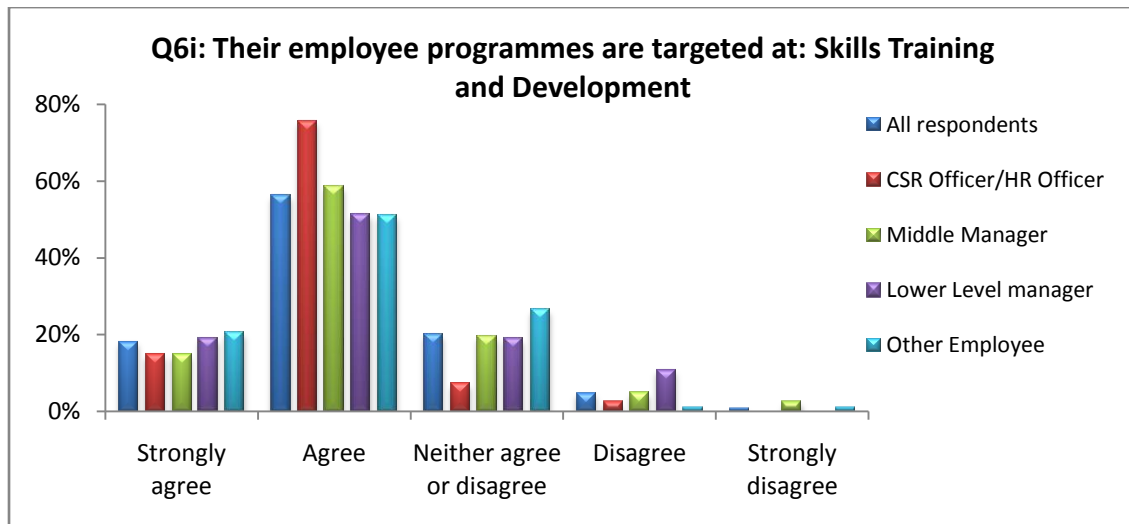


Chart 7: Q6i Employee programmes are targeted at: Skills Training and Development

Descriptive Statistics for Q6i

The question statement is significant at 95% confidence level for all the responses.

Skewness is negative for all categories. The left tail is longer; the mass of the distribution for Question 6i is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 6i are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q6i: Their employee programmes are targeted at: Skills Training and Development					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	46	6	6	14	20
Agree	143	31	24	38	50
Neither Agree or Disagree	51	3	8	14	26
Disagree	12	1	2	8	1
Strongly Disagree	2	0	1	0	1
Mode	4	4	4	4	4
Average	3.86	4.02	3.78	3.78	3.89
Std Error of mean	0.050	0.089	0.133	0.102	0.078
Variance	0.625	0.324	0.726	0.775	0.596
Std Deviation	0.79	0.57	0.85	0.88	0.77
Confidence Interval at 95%	0.10	0.17	0.26	0.20	0.15
Upper Limit	3.96	4.20	4.04	3.98	4.04
Lower Limit	3.76	3.85	3.52	3.58	3.73
Minimum	1	2	1	2	1
Maximum	5	5	5	5	5
Range	4	3	4	3	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.717	-0.846	-1.082	-0.549	-0.490
Kurtosis	0.939	3.810	2.067	-0.227	0.894
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 6: Q6i Employee programmes are targeted at: Skills Training and Development

Frequencies, Chi-Square, 'Z' and 'P' for Q6i

Q6i: Employee programmes are targeted at: Skills Training and Development

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Strongly agree	46	50.8	-4.8	23.04	0.45			
Agree	143	50.8	92.2	8500.84	167.34			
Neither agree or disagree	51	50.8	0.2	0.04	0.00			
Disagree	12	50.8	-38.8	1505.44	29.63			
Strongly disagree	2	50.8	-48.8	2381.44	46.88			
Total	254			Chi-Square	244.31	4	0.997	0.000

Frequencies, Chi-Square, 'Z' and 'P' 26: Q6i

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	6	10.25	-4.25	18.0625	1.76			
Agree	31	10.25	20.75	430.5625	42.01			
Neither agree or disagree	3	10.25	-7.25	52.5625	5.13			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	57.24	3	0.392	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 27: Q6i

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	6	8.2	-2.2	4.84	0.59			
Agree	24	8.2	15.8	249.64	30.44			
Neither agree or disagree	8	8.2	-0.2	0.04	0.00			
Disagree	2	8.2	-6.2	38.44	4.69			
Strongly disagree	1	8.2	-7.2	51.84	6.32			
Total	41			Chi-Square	42.05	4	0.951	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 28: Q6i

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	14	18.5	-4.5	20.25	1.09			
Agree	38	18.5	19.5	380.25	20.55			
Neither agree or disagree	14	18.5	-4.5	20.25	1.09			
Disagree	8	18.5	-10.5	110.25	5.96			
Total	74			Chi-Square	28.70	3	0.983	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 29: Q6i

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	20	19.6	0.4	0.16	0.01			
Agree	50	19.6	30.4	924.16	47.15			
Neither agree or disagree	26	19.6	6.4	40.96	2.09			
Disagree	1	19.6	-18.6	345.96	17.65			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98			Chi-Square	84.55	4	0.925	0.000

Frequencies, Chi-Square, 'Z' and 'P' 30: Q6i

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q6ii: Their employee programmes are targeted at: Management Training

Over 73% of All Respondents agree that there are programmes targeted at Management Training. Over 87% of CSR Officer/HR Officer agree while less than 68% of Middle Managers and Lower Level managers are in agreement. 29.7% of Middle Managers neither agree nor disagree. However, there is still high percent of agreement with the question.

Q6ii: Their employee programmes are targeted at: Management Training						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	20.87%	52.36%	21.65%	4.72%	0.39%	73.23%
CSR Officer/HR Officer	17.07%	70.73%	9.76%	2.44%	0.00%	87.80%
Middle Manager	21.95%	43.90%	29.27%	4.88%	0.00%	65.85%
Lower Level manager	20.27%	47.30%	22.97%	9.46%	0.00%	67.57%
Other Employee	22.45%	52.04%	22.45%	2.04%	1.02%	74.49%

Table 12: Q6ii - Their employee programs are targeted at: ii. Management Training

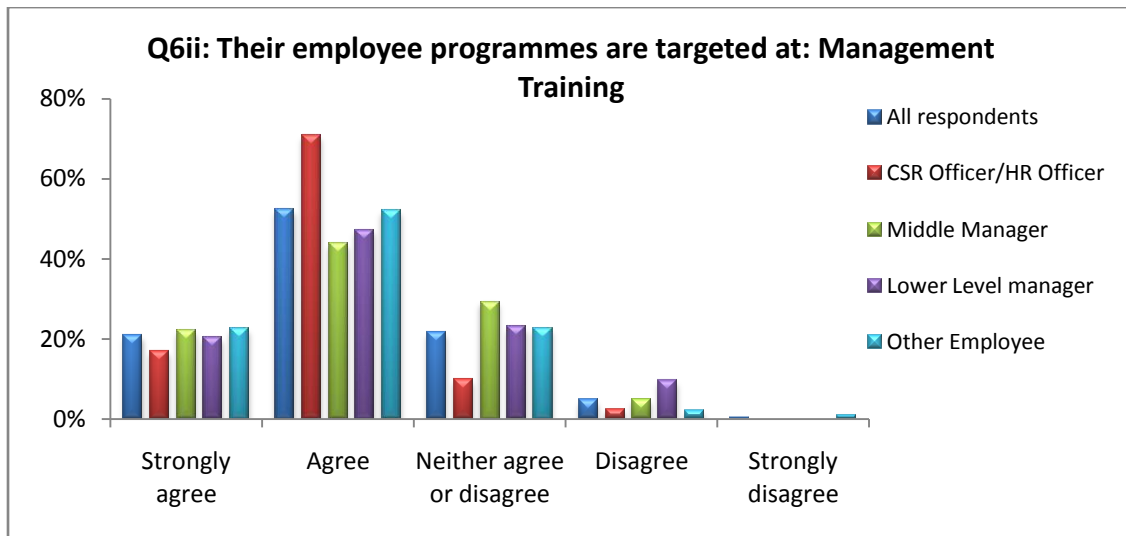


Chart 8: Q6ii Employee programmes are targeted at: Management Training

Descriptive Statistics for Q6ii

The question statement is significant at 95% confidence level for all the categories.

Skewness is negative for all categories. The left tail is longer; the mass of the distribution for Question 6ii is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 6ii are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q6ii: Their employee programmes are targeted at: Management Training					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	53	7	9	15	22
Agree	133	29	18	35	51
Neither Agree or Disagree	55	4	12	17	22
Disagree	12	1	2	7	2
Strongly Disagree	1	0	0	0	1
Mode	4	4	4	4	4
Average	3.89	4.02	3.83	3.78	3.93
Std Error of mean	0.050	0.096	0.130	0.102	0.080
Variance	0.639	0.374	0.695	0.775	0.624
Std Deviation	0.80	0.61	0.83	0.88	0.79
Confidence Interval at 95%	0.10	0.19	0.26	0.20	0.16
Upper Limit	3.98	4.21	4.08	3.98	4.08
Lower Limit	3.79	3.84	3.57	3.58	3.77
Minimum	1	2	2	2	1
Maximum	5	5	5	5	5
Range	4	3	3	3	4
1st Quartile	3	4	3	3	3.25
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	0.75
Skewness	-0.540	-0.699	-0.207	-0.425	-0.641
Kurtosis	0.301	2.469	-0.534	-0.396	1.037
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 7: Q6ii Employee programmes are targeted at: Management Training

Frequencies, Chi-Square, 'Z' and 'P' for Q6ii

Q6ii: Employee programmes are targeted at: Management Training

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	53	50.8	2.2	4.84	0.10			
Agree	133	50.8	82.2	6756.84	133.01			
Neither agree or disagree	55	50.8	4.2	17.64	0.35			
Disagree	12	50.8	-38.8	1505.44	29.63			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	211.91	4	0.989	0.000

Frequencies, Chi-Square, 'Z' and 'P' 31: Q6ii

X^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	7	10.25	-3.25	10.5625	1.03			
Agree	29	10.25	18.75	351.5625	34.30			
Neither agree or disagree	4	10.25	-6.25	39.0625	3.81			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	47.49	3	0.399	0.000

Frequencies, Chi-Square, 'Z' and 'P' 32: Q6ii

x^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone), it can be concluded that, at 'CSR_HR Officer' level, 'Employee programmes are targeted at: Management Training'.

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	9	10.25	-1.25	1.5625	0.15			
Agree	18	10.25	7.75	60.0625	5.86			
Neither agree or disagree	12	10.25	1.75	3.0625	0.30			
Disagree	2	10.25	-8.25	68.0625	6.64			
Total	41			Chi-Square	12.95	3	0.905	0.0047

Frequencies, Chi-Square, 'Z' and 'P' 33: Q6ii

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	15	18.5	-3.5	12.25	0.66			
Agree	35	18.5	16.5	272.25	14.72			
Neither agree or disagree	17	18.5	-1.5	2.25	0.12			
Disagree	7	18.5	-11.5	132.25	7.15			
Total	74			Chi-Square	22.65	3	0.983	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 34: Q6ii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone.

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	22	19.6	2.4	5.76	0.29			
Agree	51	19.6	31.4	985.96	50.30			
Neither agree or disagree	22	19.6	2.4	5.76	0.29			
Disagree	2	19.6	-17.6	309.76	15.80			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98		Chi-Square		84.35	4	0.815	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 35: Q6ii

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone.

Q6iii: Their employee programmes are targeted at: Succession Planning

Over 69% of All Respondents agree that there are programmes targeted at Succession Planning. Against this figure, over 80% CSR Officer/HR Officer agree whilst Lower Level Managers are least enthusiastic. Just over 24% of All Respondents, and over 24% Middle managers and Lower Level managers, neither agrees nor disagrees.

Q6iii: Their employee programmes are targeted at: Succession Planning						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	8.27%	61.42%	24.80%	5.12%	0.39%	69.69%
CSR Officer/HR Officer	2.44%	78.05%	17.07%	2.44%	0.00%	80.49%
Middle Manager	9.76%	60.98%	24.39%	4.88%	0.00%	70.73%
Lower Level manager	10.81%	52.70%	25.68%	10.81%	0.00%	63.51%
Other Employee	8.16%	61.22%	27.55%	2.04%	1.02%	69.39%

Table 13: Q6iii - Employee programmes are targeted at: Succession Planning

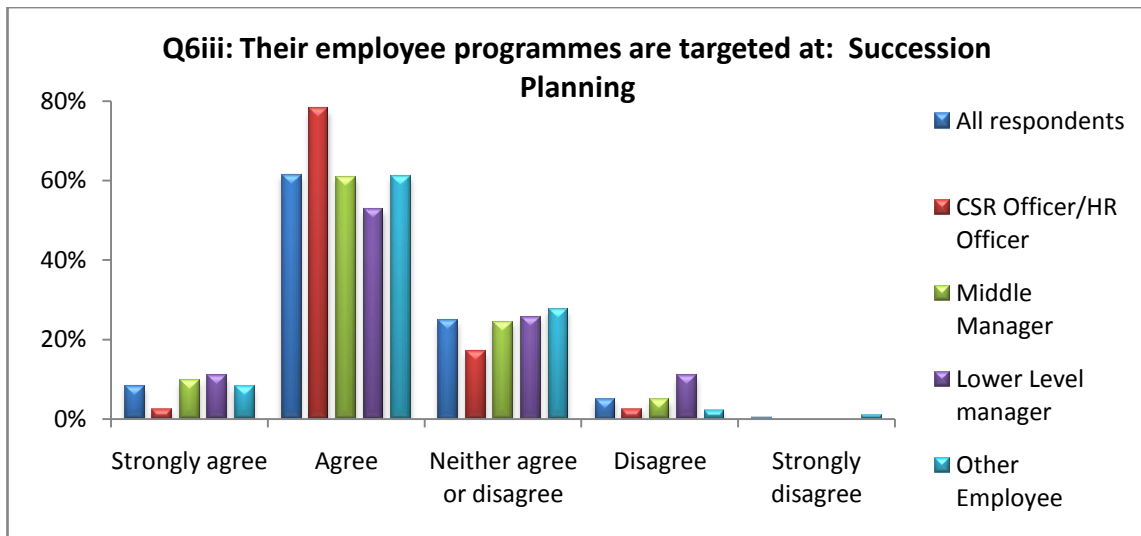


Chart 9: Q6iii Employee programmes are targeted at: Succession Planning

Descriptive Statistics for Q6iii

The question statement is significant at 95% confidence level for all the categories.

Skewness is negative for all categories. The left tail is longer; the mass of the distribution for Question 6iii is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for CSR Officer/HR Officer for Question 6iii are in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values. Kurtosis values for the remaining categories in Question 6iii are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

6iii: Their employee programmes are targeted at: Succession Planning					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	21	1	4	8	8
Agree	156	32	25	39	60
Neither Agree or Disagree	63	7	10	19	27
Disagree	13	1	2	8	2
Strongly Disagree	1	0	0	0	1
Mode	4	4	4	4	4
Average	3.72	3.80	3.76	3.64	3.73
Std Error of mean	0.044	0.080	0.109	0.095	0.069
Variance	0.495	0.261	0.489	0.673	0.465
Std Deviation	0.70	0.51	0.70	0.82	0.68
Confidence Interval at 95%	0.09	0.16	0.21	0.19	0.14
Upper Limit	3.81	3.96	3.97	3.82	3.87
Lower Limit	3.63	3.65	3.54	3.45	3.60
Minimum	1	2	2	2	1
Maximum	5	5	5	5	5
Range	4	3	3	3	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.716	-1.495	-0.545	-0.449	-0.806
Kurtosis	0.982	3.430	0.643	-0.216	2.115
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 8: Q6iii Employee programmes are targeted at: Succession Planning

Frequencies, Chi-Square, 'Z' and 'P' Q6iii

Q6iii: Employee programmes are targeted at: Succession Planning

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	21	50.8	-29.8	888.04	17.48			
Agree	156	50.8	105.2	11067.04	217.86			
Neither agree or disagree	63	50.8	12.2	148.84	2.93			
Disagree	13	50.8	-37.8	1428.84	28.13			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	315.21	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 36: Q6iii

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	1	10.25	-9.25	85.5625	8.35			
Agree	32	10.25	21.75	473.0625	46.15			
Neither agree or disagree	7	10.25	-3.25	10.5625	1.03			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	63.88	3	0.993	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 37: Q6iii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	10.25	-6.25	39.0625	3.81			
Agree	25	10.25	14.75	217.5625	21.23			
Neither agree or disagree	10	10.25	-0.25	0.0625	0.01			
Disagree	2	10.25	-8.25	68.0625	6.64			
Total	41			Chi-Square	31.68	3	0.987	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 38: Q6iii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	8	18.5	-10.5	110.25	5.96			
Agree	39	18.5	20.5	420.25	22.72			
Neither agree or disagree	19	18.5	0.5	0.25	0.01			
Disagree	8	18.5	-10.5	110.25	5.96			
Total	74			Chi-Square	34.65	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 39: Q6iii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	8	19.6	-11.6	134.56	6.87			
Agree	60	19.6	40.4	1632.16	83.27			
Neither agree or disagree	27	19.6	7.4	54.76	2.79			
Disagree	2	19.6	-17.6	309.76	15.80			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98			Chi-Square	126.39	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 40: Q6iii

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q6iv: Their employee programmes are targeted at: Work-life Balance

Over 66% of All Respondents agreed that there are programmes targeted at maintaining the Work-life balance of employees. Whilst over 80% CSR Officer/HR Officer agree, fewer than 67% of other categories agree. A substantial minority amongst the other 3 categories could not draw any result and hence they neither agreed nor disagreed. However, majority for all category is in agreement with the question.

Q6iv: Their employee programmes are targeted at: Work-life Balance						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	9.84%	56.30%	29.92%	3.15%	0.79%	66.14%
CSR Officer/HR Officer	9.76%	70.73%	17.07%	2.44%	0.00%	80.49%
Middle Manager	2.44%	58.54%	34.15%	2.44%	2.44%	60.98%
Lower Level manager	12.16%	48.65%	33.78%	5.41%	0.00%	60.81%
Other Employee	11.22%	55.10%	30.61%	2.04%	1.02%	66.33%

Table 14: Q6iv Employee programmes are targeted at: Work-life Balance

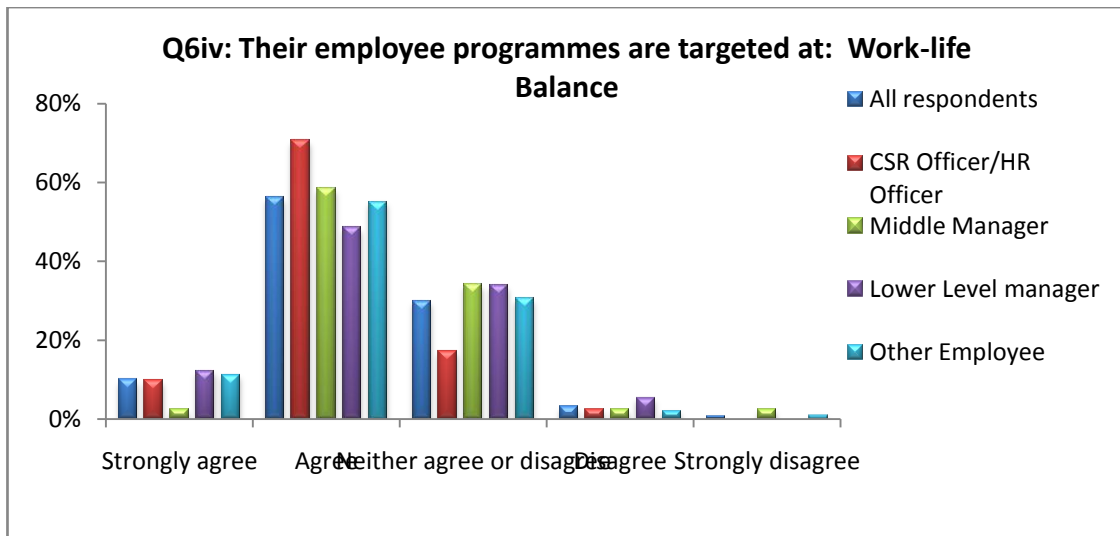


Chart 10: Q6iv Employee programmes are targeted at: Work-life Balance

Descriptive Statistics for Q6iv

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 6iv is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for Middle Managers are in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 6iv are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q6iv: Their employee programmes are targeted at: Work-life Balance					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	25	4	1	9	11
Agree	143	29	24	36	54
Neither Agree or Disagree	76	7	14	25	30
Disagree	8	1	1	4	2
Strongly Disagree	2	0	1	0	1
Mode	4	4	4	4	4
Average	3.71	3.88	3.56	3.68	3.73
Std Error of mean	0.045	0.094	0.111	0.088	0.073
Variance	0.514	0.360	0.502	0.578	0.527
Std Deviation	0.72	0.60	0.71	0.76	0.73
Confidence Interval at 95%	0.09	0.18	0.22	0.17	0.14
Upper Limit	3.80	4.06	3.78	3.85	3.88
Lower Limit	3.62	3.69	3.34	3.50	3.59
Minimum	1	2	1	2	1
Maximum	5	5	5	5	5
Range	4	3	4	3	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.550	-0.689	-1.333	-0.141	-0.537
Kurtosis	1.046	1.911	3.150	-0.244	1.301
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 9: Q6iv Employee programmes are targeted at: Work-life Balance

Frequencies, Chi-Square, 'Z' and 'P' for Q6iv

Q6iv: Employee programmes are targeted at: Work-life Balance

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	25	50.8	-25.8	665.64	13.10			
Agree	143	50.8	92.2	8500.84	167.34			
Neither agree or disagree	76	50.8	25.2	635.04	12.50			
Disagree	8	50.8	-42.8	1831.84	36.06			
Strongly disagree	2	50.8	-48.8	2381.44	46.88			
Total	254			Chi-Square	275.88	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 41: Q6iv

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	10.25	-6.25	39.0625	3.81			
Agree	29	10.25	18.75	351.5625	34.30			
Neither agree or disagree	7	10.25	-3.25	10.5625	1.03			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	47.49	3	0.904	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 42: Q6iv

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	10.25	-6.25	39.0625	3.81			
Agree	29	10.25	18.75	351.5625	34.30			
Neither agree or disagree	7	10.25	-3.25	10.5625	1.03			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	47.49	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 43: Q6iv

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P		
Strongly agree	9	18.5	-9.5	90.25	4.88					
Agree	36	18.5	17.5	306.25	16.55					
Neither agree or disagree	25	18.5	6.5	42.25	2.28					
Disagree	4	18.5	-14.5	210.25	11.36					
Total	74					Chi-Square	35.08	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 44: Q6iv

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P		
Strongly agree	11	19.6	-8.6	73.96	3.77					
Agree	54	19.6	34.4	1183.36	60.38					
Neither agree or disagree	30	19.6	10.4	108.16	5.52					
Disagree	2	19.6	-17.6	309.76	15.80					
Strongly disagree	1	19.6	-18.6	345.96	17.65					
Total	98					Chi-Square	103.12	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 45: Q6iv

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q6v: Their employee programmes are targeted at: Ethics Training

Over 70% of All Respondents agree that their company has programmes focussed on Ethics Training. Middle Managers and Lower Level Managers are not so enthusiastic, though a majority of them is in agreement with the question. Over 31% and 33% respectively of Middle Managers and Lower Level Managers neither agree nor disagree.

Q6v: Their employee programmes are targeted at: Ethics Training						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	17.32%	53.15%	27.17%	2.36%	0.00%	70.47%
CSR Officer/HR Officer	19.51%	68.29%	9.76%	2.44%	0.00%	87.80%
Middle Manager	7.32%	58.54%	31.71%	2.44%	0.00%	65.85%
Lower Level manager	21.62%	40.54%	33.78%	4.05%	0.00%	62.16%
Other Employee	17.35%	54.08%	27.55%	1.02%	0.00%	71.43%

Table 15: Q6v Employee programmes are targeted at: Ethics Training

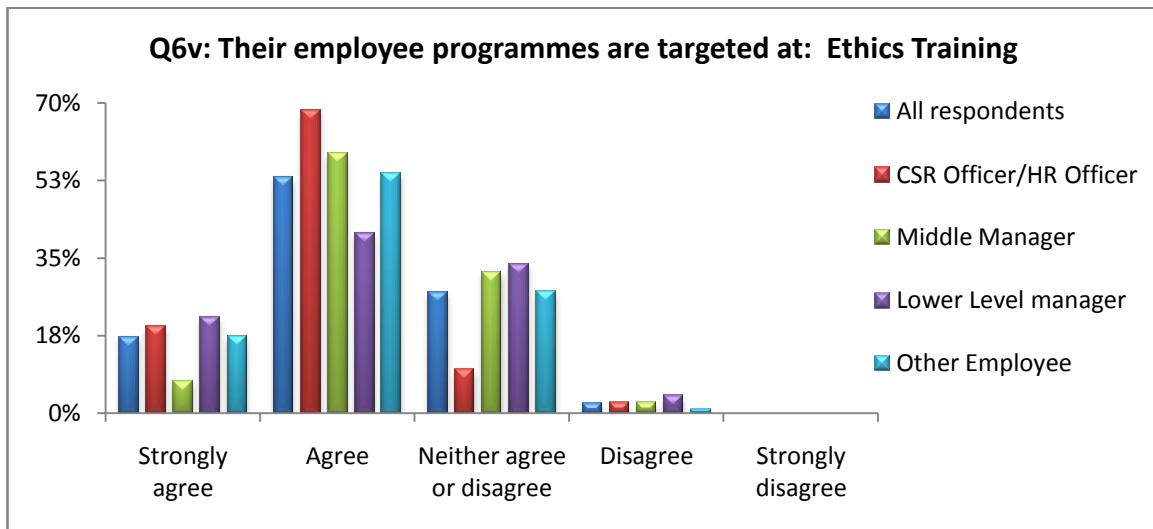


Chart 11: Q6v Employee programmes are targeted at: Ethics Training

Descriptive Statistics for Q6v

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 6v is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 6v are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q6v: Their employee programmes are targeted at: Ethics Training					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	44	8	3	16	17
Agree	135	28	24	30	53
Neither Agree or Disagree	69	4	13	25	27
Disagree	6	1	1	3	1
Strongly Disagree	0	0	0	0	0
Mode	4	4	4	4	4
Average	3.85	4.05	3.71	3.80	3.88
Std Error of mean	0.045	0.098	0.100	0.096	0.070
Variance	0.520	0.398	0.412	0.684	0.480
Std Deviation	0.72	0.63	0.64	0.83	0.69
Confidence Interval at 95%	0.09	0.19	0.20	0.19	0.14
Upper Limit	3.94	4.24	3.90	3.99	4.01
Lower Limit	3.77	3.86	3.51	3.61	3.74
Minimum	2	2	2	2	2
Maximum	5	5	5	5	5
Range	3	3	3	3	3
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.156	-0.664	-0.248	-0.050	-0.023
Kurtosis	-0.290	2.093	0.232	-0.748	-0.453
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 10: Q6v Employee programmes are targeted at: Ethics Training

Frequencies, Chi-Square, 'Z' and 'P' for Q6v

Q6v: Employee programmes are targeted at: Ethics Training

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	44	63.5	-19.5	380.25	5.99			
Agree	135	63.5	71.5	5112.25	80.51			
Neither agree or disagree	69	63.5	5.5	30.25	0.48			
Disagree	6	63.5	-57.5	3306.25	52.07			
Total	254			Chi-Square	139.04	3	0.999	0.000

Frequencies, Chi-Square, 'Z' and 'P' 46: Q6v

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone.

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	8	10.25	-2.25	5.0625	0.49			
Agree	28	10.25	17.75	315.0625	30.74			
Neither agree or disagree	4	10.25	-6.25	39.0625	3.81			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	43.39	3	0.310	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 47: Q6v

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone.

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	3	10.25	-7.25	52.5625	5.13			
Agree	24	10.25	13.75	189.0625	18.45			
Neither agree or disagree	13	10.25	2.75	7.5625	0.74			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	32.66	3	0.998	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 48: Q6v

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone.

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	16	18.5	-2.5	6.25	0.34			
Agree	30	18.5	11.5	132.25	7.15			
Neither agree or disagree	25	18.5	6.5	42.25	2.28			
Disagree	3	18.5	-15.5	240.25	12.99			
Total	74			Chi-Square	22.76	3	0.982	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 49: Q6v

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone.

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	17	24.5	-7.5	56.25	2.30			
Agree	53	24.5	28.5	812.25	33.15			
Neither agree or disagree	27	24.5	2.5	6.25	0.26			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	58.24	3	0.960	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 50: Q6v

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q7i: There are programmes targeted at assessing the: Impact of Human Resource policy

Over 70% of All Respondents agree that there are programmes targeted at assessing the impact of Human Resource policy. Whilst over 80% CSR Officer/HR Officer agree, over 36% Middle Managers have chosen to neither agree or disagree with the question. Poor response from Middle Managers notwithstanding, the over all response at every category implies majority agreement with the question.

Q7i: There are programmes targeted at assessing the: Impact of Human Resource policy						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	11.81%	58.27%	26.77%	1.18%	1.97%	70.08%
CSR Officer/HR Officer	4.88%	75.61%	17.07%	2.44%	0.00%	80.49%
Middle Manager	7.32%	53.66%	36.59%	0.00%	2.44%	60.98%
Lower Level manager	10.81%	59.46%	21.62%	6.76%	1.35%	70.27%
Other Employee	8.16%	66.33%	22.45%	1.02%	2.04%	74.49%

Table 16: Q7i: There are programmes targeted at assessing the: Impact of Human Resource policy

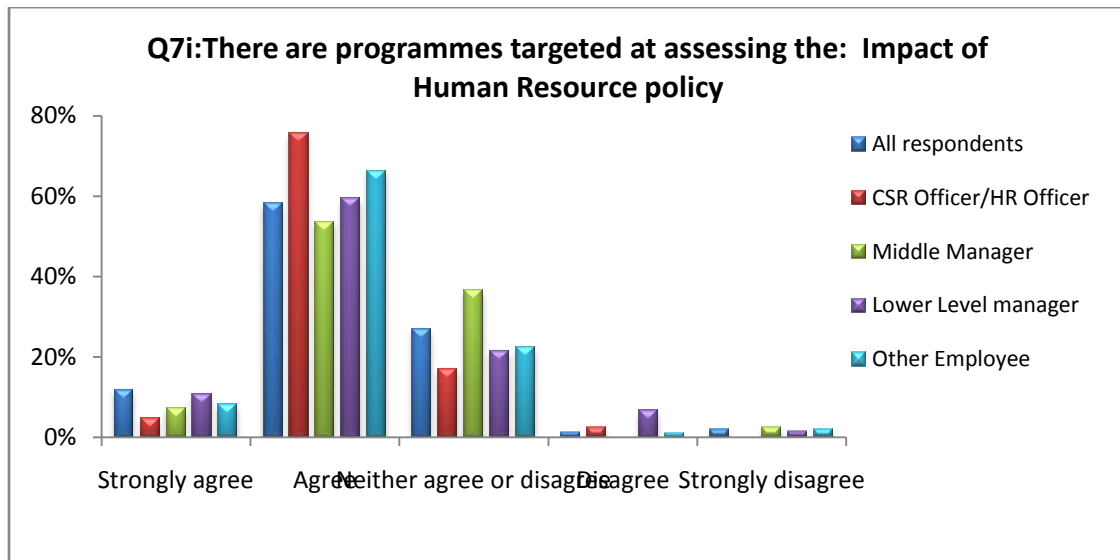


Chart 12: Q7i There are programmes targeted at assessing the: Impact of Human Resource policy

Descriptive Statistics for Q7i

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 7i is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis value for Other Employee is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 7i are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q7i: There are programmes targeted at assessing the: Impact of Human Resource policy					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	21	2	3	8	8
Agree	162	31	22	44	65
Neither Agree or Disagree	60	7	15	16	22
Disagree	7	1	0	5	1
Strongly Disagree	4	0	1	1	2
Mode	4	4	4	4	4
Average	3.74	3.83	3.63	3.72	3.78
Std Error of mean	0.045	0.085	0.115	0.093	0.070
Variance	0.507	0.295	0.538	0.644	0.485
Std Deviation	0.71	0.54	0.73	0.80	0.70
Confidence Interval at 95%	0.09	0.17	0.22	0.18	0.14
Upper Limit	3.83	4.00	3.86	3.90	3.91
Lower Limit	3.66	3.66	3.41	3.53	3.64
Minimum	1	2	1	1	1
Maximum	5	5	5	5	5
Range	4	3	4	4	4
1st Quartile	3	4	3	3	3.25
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	0.75
Skewness	-1.104	-1.106	-0.892	-0.905	-1.345
Kurtosis	2.670	2.862	2.928	1.315	4.114
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 11: Q7i There are programmes targeted at assessing the: Impact of Human Resource policy

Frequencies, Chi-Square, 'Z' and 'P' for Q7i

Q7i: There are programmes targeted at assessing the: Impact of Human Resource policy

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	21	50.8	-29.8	888.04	17.48			
Agree	162	50.8	111.2	12365.44	243.41			
Neither agree or disagree	60	50.8	9.2	84.64	1.67			
Disagree	7	50.8	-43.8	1918.44	37.76			
Strongly disagree	4	50.8	-46.8	2190.24	43.11			
Total	254			Chi-Square	343.44	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 51: Q7i

x² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone.

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	10.25	-8.25	68.0625	6.64			
Agree	32	10.25	21.75	473.0625	46.15			
Neither agree or disagree	6	10.25	-4.25	18.0625	1.76			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	62.90	3	0.978	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 52: Q7i

x² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone.

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	10.25	-7.25	52.5625	5.13			
Agree	22	10.25	11.75	138.0625	13.47			
Neither agree or disagree	15	10.25	4.75	22.5625	2.20			
Strongly disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	29.15	3	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 53: Q7i

χ^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	8	14.8	-6.8	46.24	3.12			
Agree	44	14.8	29.2	852.64	57.61			
Neither agree or disagree	16	14.8	1.2	1.44	0.10			
Disagree	5	14.8	-9.8	96.04	6.49			
Strongly disagree	1	14.8	-13.8	190.44	12.87			
Total	74				Chi-Square 80.19	4	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 54: Q7i

χ^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	8	19.6	-11.6	134.56	6.87			
Agree	65	19.6	45.4	2061.16	105.16			
Neither agree or disagree	22	19.6	2.4	5.76	0.29			
Disagree	1	19.6	-18.6	345.96	17.65			
Strongly disagree	2	19.6	-17.6	309.76	15.80			
Total	98				Chi-Square 145.78	4	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 55: Q7i

χ^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q7ii: There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy

Over 70% of All Respondents agree with the question. Over 34% of Middle Managers have chosen to neither agree or disagree. Because responses for all categories are in high majority, there is agreement with the question.

Q7ii: There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	11.81%	58.27%	26.77%	1.18%	1.97%	70.08%
CSR Officer/HR Officer	4.88%	78.05%	14.63%	2.44%	0.00%	82.93%
Middle Manager	12.20%	51.22%	34.15%	0.00%	2.44%	63.41%
Lower Level manager	14.86%	52.70%	27.03%	2.70%	2.70%	67.57%
Other Employee	12.24%	57.14%	28.57%	0.00%	2.04%	69.39%

Table 17: Q7ii There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy

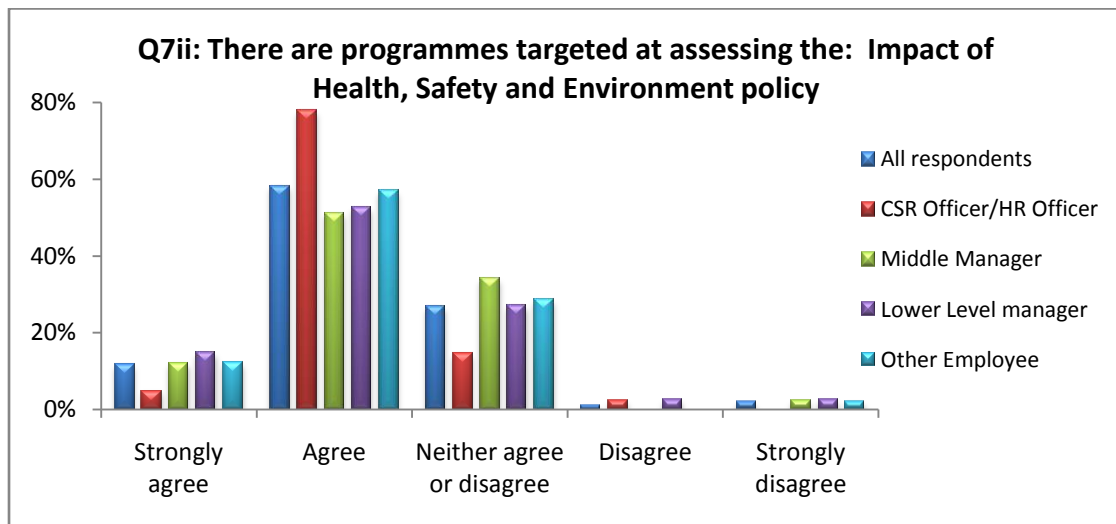


Chart 13: Q7ii There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy

Descriptive Statistics for Q7ii

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 7ii is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis value for CSR Officer/HR Officer in Q7ii is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 7ii are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q7ii: There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses)					
N	254	41	41	74	98
Strongly Agree	30	2	5	11	12
Agree	148	32	21	39	56
Neither Agree or Disagree	68	6	14	20	28
Disagree	3	1	0	2	0
Strongly Disagree	5	0	1	2	2
Mode	4	4	4	4	4
Average	3.77	3.85	3.71	3.74	3.78
Std Error of mean	0.047	0.082	0.122	0.098	0.075
Variance	0.558	0.278	0.612	0.714	0.547
Std Deviation	0.75	0.53	0.78	0.84	0.74
Confidence Interval at 95%	0.09	0.16	0.24	0.19	0.15
Upper Limit	3.86	4.02	3.95	3.94	3.92
Lower Limit	3.68	3.69	3.47	3.55	3.63
Minimum	1	2	1	1	1
Maximum	5	5	5	5	5
Range	4	3	4	4	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.910	-1.253	-0.739	-0.877	-0.862
Kurtosis	2.361	3.698	2.291	1.699	2.620
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 12: Q7ii There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy

Frequencies, Chi-Square, 'Z' and 'P' for Q7ii

Q7ii: There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	30	50.8	-20.8	432.64	8.52			
Agree	148	50.8	97.2	9447.84	185.98			
Neither agree or disagree	68	50.8	17.2	295.84	5.82			
Disagree	3	50.8	-47.8	2284.84	44.98			
Strongly disagree	5	50.8	-45.8	2097.64	41.29			
Total	254			Chi-Square	286.59	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 56: Q7ii

x² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	5	10.25	-5.25	27.5625	2.69			
Agree	21	10.25	10.75	115.5625	11.27			
Neither agree or disagree	14	10.25	3.75	14.0625	1.37			
Strongly disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	23.68	3	0.962	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 57: Q7ii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	5	10.25	-5.25	27.5625	2.69			
Agree	21	10.25	10.75	115.5625	11.27			
Neither agree or disagree	14	10.25	3.75	14.0625	1.37			
Strongly disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	23.68	3	0.992	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 58: Q7ii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	11	14.8	-3.8	14.44	0.98			
Agree	39	14.8	24.2	585.64	39.57			
Neither agree or disagree	20	14.8	5.2	27.04	1.83			
Disagree	2	14.8	-12.8	163.84	11.07			
Strongly disagree	2	14.8	-12.8	163.84	11.07			
Total	74			Chi-Square	64.51	4	0.996	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 59: Q7ii

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	24.5	-12.5	156.25	6.38			
Agree	56	24.5	31.5	992.25	40.50			
Neither agree or disagree	28	24.5	3.5	12.25	0.50			
Strongly disagree	2	24.5	-22.5	506.25	20.66			
Total	98			Chi-Square	68.04	3	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 60: Q7ii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q7iii There are programmes targeted at assessing the: Succession Planning

Over 70% of All Respondents agree that there are programmes targeted to assess Succession Planning. About 61% Middle Managers as compared to over 80% of CSR Officer/HR Officer agree. Almost 37% of Middle Managers neither agree nor disagree.

Q7iii: There are programmes targeted at assessing the: Succession Planning						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	11.81%	58.27%	26.77%	1.97%	1.18%	70.08%
CSR Officer/HR Officer	12.20%	68.29%	17.07%	2.44%	0.00%	80.49%
Middle Manager	17.07%	43.90%	36.59%	0.00%	2.44%	60.98%
Lower Level manager	14.86%	55.41%	24.32%	5.41%	0.00%	70.27%
Other Employee	7.14%	62.24%	28.57%	0.00%	2.04%	69.39%

Table 18: Q7iii There are programmes targeted at assessing the: Succession Planning

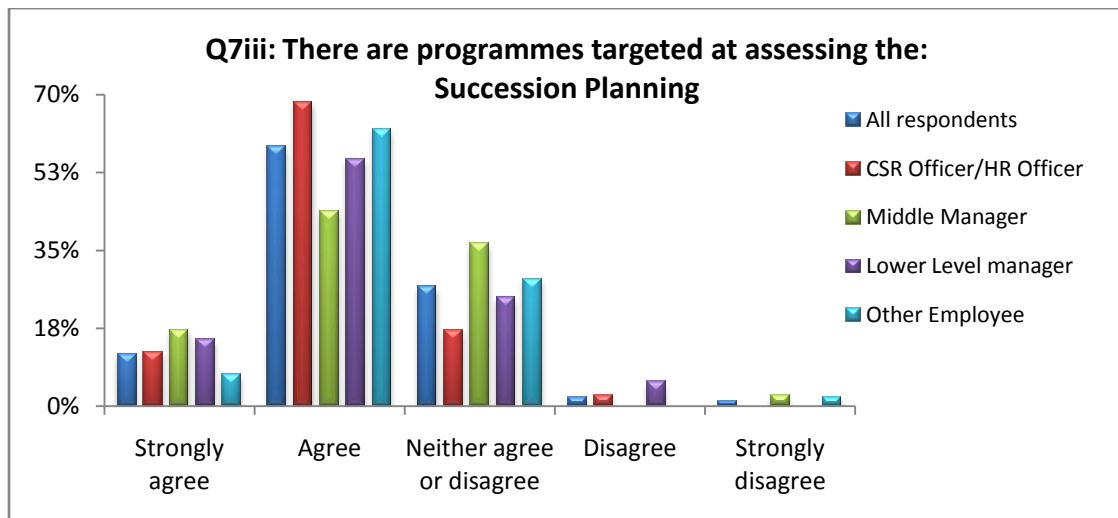


Chart 14: Q7iii There are programmes targeted at assessing the: Succession Planning

Descriptive Statistics for Q7iii

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 7iii is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis value for Other Employee in Q7iii is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 7iii are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values

are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q7iii: There are programmes targeted at assessing the: Succession Planning					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	30	5	7	11	7
Agree	148	28	18	41	61
Neither Agree or Disagree	68	7	15	18	28
Disagree	5	1	0	4	0
Strongly Disagree	3	0	1	0	2
Mode	4	4	4	4	4
Average	3.78	3.90	3.73	3.80	3.72
Std Error of mean	0.045	0.098	0.131	0.088	0.069
Variance	0.523	0.390	0.701	0.575	0.470
Std Deviation	0.72	0.62	0.84	0.76	0.69
Confidence Interval at 95%	0.09	0.19	0.26	0.17	0.14
Upper Limit	3.86	4.09	3.99	3.97	3.86
Lower Limit	3.69	3.71	3.48	3.62	3.59
Minimum	1	2	1	2	1
Maximum	5	5	5	5	5
Range	4	3	4	3	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.708	-0.581	-0.521	-0.416	-1.154
Kurtosis	1.709	1.530	1.380	0.118	3.705
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 13: Q7iii There are programmes targeted at assessing the: Succession Planning

Frequencies, Chi-Square, 'Z' and 'P' for Q7iii

Q7iii: There are programmes targeted at assessing the: Succession Planning

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	30	50.8	-20.8	432.64	8.52			
Agree	148	50.8	97.2	9447.84	185.98			
Neither agree or disagree	68	50.8	17.2	295.84	5.82			
Disagree	5	50.8	-45.8	2097.64	41.29			
Strongly disagree	3	50.8	-47.8	2284.84	44.98			
Total	254			Chi-Square	286.59	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 61: Q7iii

x² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	5	10.25	-5.25	27.5625	2.69			
Agree	28	10.25	17.75	315.0625	30.74			
Neither agree or disagree	7	10.25	-3.25	10.5625	1.03			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	42.80	3	0.841	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 62: Q7iii

x² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	7	10.25	-3.25	10.5625	1.03			
Agree	18	10.25	7.75	60.0625	5.86			
Neither agree or disagree	15	10.25	4.75	22.5625	2.20			
Strongly disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	17.44	3	0.980	0.0006

Frequencies, Chi-Square, 'Z' and 'P' 63: Q7iii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	11	18.5	-7.5	56.25	3.04			
Agree	41	18.5	22.5	506.25	27.36			
Neither agree or disagree	18	18.5	-0.5	0.25	0.01			
Disagree	4	18.5	-14.5	210.25	11.36			
Total	74			Chi-Square	41.78	3	0.989	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 64: Q7iii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	7	24.5	-17.5	306.25	12.50			
Agree	61	24.5	36.5	1332.25	54.38			
Neither agree or disagree	28	24.5	3.5	12.25	0.50			
Strongly disagree	2	24.5	-22.5	506.25	20.66			
Total	98			Chi-Square	88.04	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 65: Q7iii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q7iv: There are programmes targeted at assessing the Employees' Salary

Over 71% of All Respondents agree that there are programmes targeted to assess Employees' Salary. 34.15% of Middle Managers are of a mixed opinion. Majority of respondents in all categories are in agreement with the question.

Q7iv: There are programmes targeted at assessing the: Employees' Salary						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	13.39%	58.27%	25.59%	2.76%	0.00%	71.65%
CSR Officer/HR Officer	17.07%	63.41%	17.07%	2.44%	0.00%	80.49%
Middle Manager	9.76%	56.10%	34.15%	0.00%	0.00%	65.85%
Lower Level manager	14.86%	55.41%	22.97%	6.76%	0.00%	70.27%
Other Employee	12.24%	59.18%	27.55%	1.02%	0.00%	71.43%

Table 19: Q7iv There are programmes targeted at assessing the: Employees' Salary

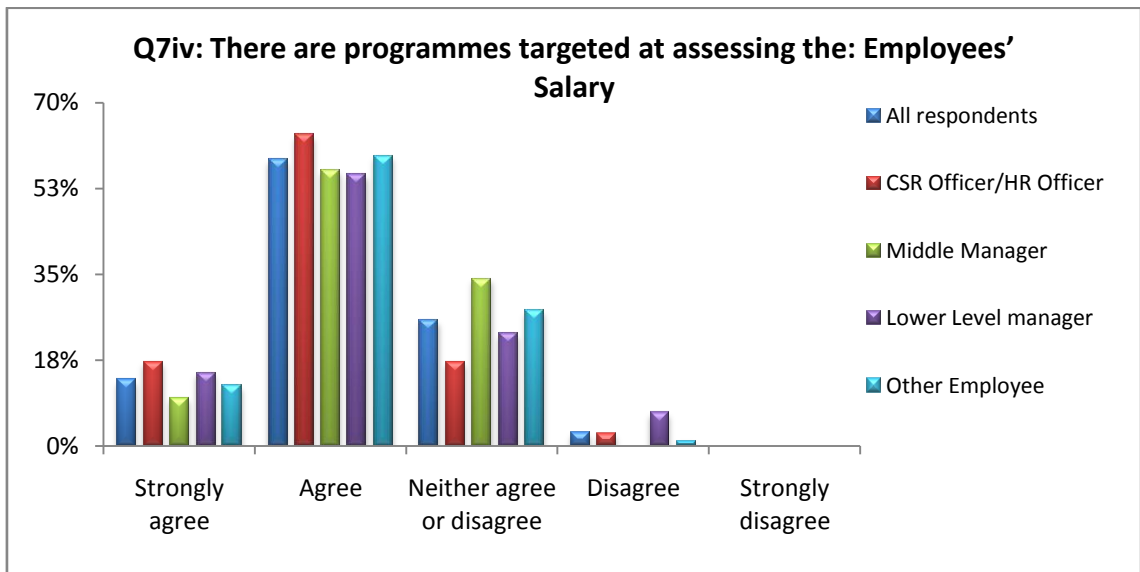


Chart 15: Q7iv There are programmes targeted at assessing the: Employees' Salary

Descriptive Statistics for Q7iv

The question statement is significant at 95% confidence level for all the categories.

Skewness value is greater than zero for Middle Manager in Question7iv, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed*, *right-tailed*, or *skewed to the right*.

Skewness value is negative for the remaining categories. The left tail is longer; the mass of the distribution for Question 7iv is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 7iv are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q7iv: There are programmes targeted at assessing the: Employees' Salary					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	34	7	4	11	12
Agree	148	26	23	41	58
Neither Agree or Disagree	65	7	14	17	27
Disagree	7	1	0	5	1
Strongly Disagree	0	0	0	0	0
Mode	4	4	4	4	4
Average	3.82	3.95	3.76	3.78	3.83
Std Error of mean	0.043	0.104	0.097	0.091	0.065
Variance	0.470	0.448	0.389	0.610	0.413
Std Deviation	0.69	0.67	0.62	0.78	0.64
Confidence Interval at 95%	0.08	0.20	0.19	0.18	0.13
Upper Limit	3.91	4.16	3.95	3.96	3.95
Lower Limit	3.74	3.75	3.57	3.61	3.70
Minimum	2	2	3	2	2
Maximum	5	5	5	5	5
Range	3	3	2	3	3
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.276	-0.472	0.215	-0.483	-0.065
Kurtosis	0.119	0.922	-0.507	0.116	-0.101
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 14: Q7iv There are programmes targeted at assessing the: Employees' Salary

Frequencies, Chi-Square, 'Z' and 'P' for Q7iv

Q7iv: There are programmes targeted at assessing the: Employees' Salary

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	34	63.5	-29.5	870.25	13.70			
Agree	148	63.5	84.5	7140.25	112.44			
Neither agree or disagree	65	63.5	1.5	2.25	0.04			
Disagree	7	63.5	-56.5	3192.25	50.27			
Total	254			Chi-Square	176.46	3	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 66: Q7iv

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	7	10.25	-3.25	10.5625	1.03			
Agree	26	10.25	15.75	248.0625	24.20			
Neither agree or disagree	7	10.25	-3.25	10.5625	1.03			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	34.61	3	0.680	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 67: Q7iv

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	13.67	-9.67	93.44	6.84			
Agree	23	13.67	9.33	87.11	6.37			
Neither agree or disagree	14	13.67	0.33	0.11	0.01			
Total	41			Chi-Square	13.22	2	0.994	0.0013

Frequencies, Chi-Square, 'Z' and 'P' 68: Q7iv

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	11	18.5	-7.5	56.25	3.04			
Agree	41	18.5	22.5	506.25	27.36			
Neither agree or disagree	17	18.5	-1.5	2.25	0.12			
Disagree	5	18.5	-13.5	182.25	9.85			
Total	74			Chi-Square	40.38	3	0.991	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 69: Q7iv

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	12	24.5	-12.5	156.25	6.38			
Agree	58	24.5	33.5	1122.25	45.81			
Neither agree or disagree	27	24.5	2.5	6.25	0.26			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	74.98	3	0.996	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 70: Q7iv

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q7v: There are programmes targeted at assessing the: Employees' Performance

Over 70% of All Respondents agree that there are assessment programmes for Employees performance. Over 25% of All Respondents neither agree nor disagree. Middle Managers stand out with over 34% neither agreeing or disagreeing. Yet majority of respondents for all categories are in agreement with the question.

Q7v: There are programmes targeted at assessing the: Employees' Performance						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	20.87%	49.21%	25.98%	2.76%	1.18%	70.08%
CSR Officer/HR Officer	19.51%	58.54%	17.07%	4.88%	0.00%	78.05%
Middle Manager	14.63%	48.78%	34.15%	2.44%	0.00%	63.41%
Lower Level manager	21.62%	44.59%	25.68%	5.41%	2.70%	66.22%
Other Employee	23.47%	48.98%	26.53%	0.00%	1.02%	72.45%

Table 20: Q7v There are programmes targeted at assessing the: Employees' Performance

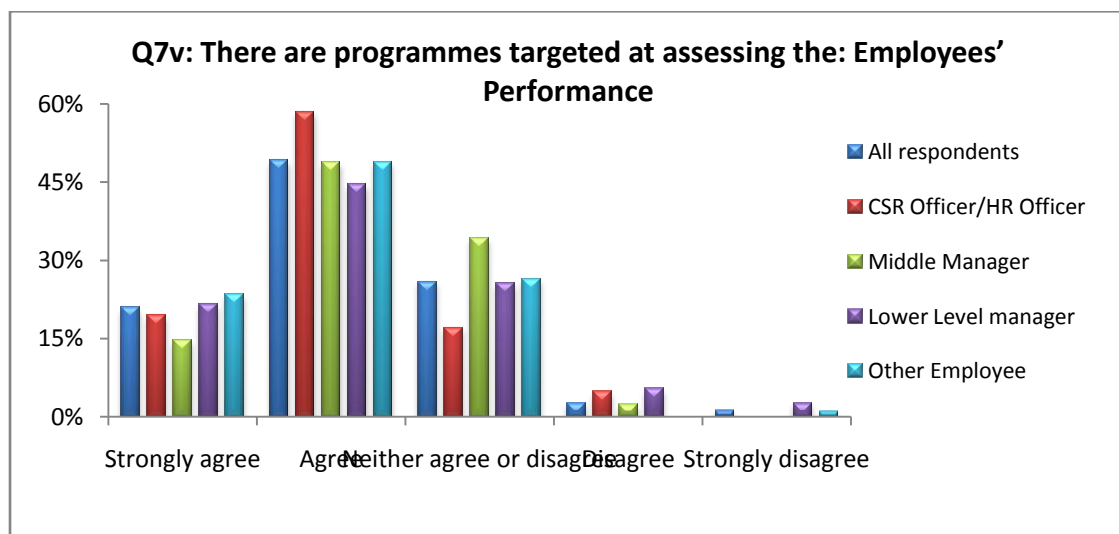


Chart 16: Q7v There are programmes targeted at assessing the: Employees' Performance

Descriptive Statistics for Q7v

The question statement is significant at 95% confidence level for all the categories.

Skewness value is greater than zero for Middle Managers in Question7v, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

Skewness value is negative for remaining categories. The left tail is longer; the mass of the distribution for Question 7v is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis values for all categories in Question 7v are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q7v: There are programmes targeted at assessing the: Employees' Performance					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	53	8	6	16	23
Agree	125	24	20	33	48
Neither Agree or Disagree	66	7	14	19	26
Disagree	7	2	1	4	0
Strongly Disagree	3	0	0	2	1
Mode	4	4	4	4	4
Average	3.86	3.93	3.76	3.77	3.94
Std Error of mean	0.051	0.118	0.115	0.110	0.078
Variance	0.668	0.570	0.539	0.892	0.594
Std Deviation	0.82	0.75	0.73	0.94	0.77
Confidence Interval at 95%	0.10	0.23	0.22	0.22	0.15
Upper Limit	3.96	4.16	3.98	3.99	4.09
Lower Limit	3.76	3.70	3.53	3.56	3.79
Minimum	1	2	2	1	1
Maximum	5	5	5	5	5
Range	4	3	3	4	4
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.566	-0.610	0.025	-0.723	-0.446
Kurtosis	0.684	0.643	-0.387	0.622	0.756
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 15: Q7v There are programmes targeted at assessing the: Employees' Performance

Frequencies, Chi-Square, 'Z' and 'P' for Q7v

Q7v: There are programmes targeted at assessing the: Employees' Performance

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	53	50.8	2.2	4.84	0.10			
Agree	125	50.8	74.2	5505.64	108.38			
Neither agree or disagree	66	50.8	15.2	231.04	4.55			
Disagree	7	50.8	-43.8	1918.44	37.76			
Strongly disagree	3	50.8	-47.8	2284.84	44.98			
Total	254			Chi-Square	195.76	4	0.997	0.000

Frequencies, Chi-Square, 'Z' and 'P' 71: Q7v

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	8	10.25	-2.25	5.0625	0.49			
Agree	24	10.25	13.75	189.0625	18.45			
Neither agree or disagree	7	10.25	-3.25	10.5625	1.03			
Disagree	2	10.25	-8.25	68.0625	6.64			
Total	41			Chi-Square	26.61	3	0.733	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 72: Q7v

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	6	10.25	-4.25	18.0625	1.76			
Agree	20	10.25	9.75	95.0625	9.27			
Neither agree or disagree	14	10.25	3.75	14.0625	1.37			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	20.76	3	0.983	0.0001

Frequencies, Chi-Square, 'Z' and 'P' 73: Q7v

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	16	14.8	1.2	1.44	0.10			
Agree	33	14.8	18.2	331.24	22.38			
Neither agree or disagree	19	14.8	4.2	17.64	1.19			
Disagree	4	14.8	-10.8	116.64	7.88			
Strongly disagree	2	14.8	-12.8	163.84	11.07			
Total	74			Chi-Square	42.62	4	0.982	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 74: Q7v

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	23	24.5	-1.5	2.25	0.09			
Agree	48	24.5	23.5	552.25	22.54			
Neither agree or disagree	26	24.5	1.5	2.25	0.09			
Strongly disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	45.27	3	0.784	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 75: Q7v

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q7vi: There are programmes targeted at assessing the: Employees' Development

Over 70% of All Respondents agree that there are programmes targeted at assessing the development of employees. Nearly 27% of All Respondents neither agreed nor disagreed. A high majority of respondents for all categories are in agreement with the question. A high minority of Middle Managers have neither agreed or disagreed.

Q7vi: There are programmes targeted at assessing the: Employees' Development						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	18.50%	52.36%	26.77%	2.36%	0.00%	70.87%
CSR Officer/HR Officer	17.07%	63.41%	17.07%	2.44%	0.00%	80.49%
Middle Manager	12.20%	53.66%	34.15%	0.00%	0.00%	65.85%
Lower Level manager	16.22%	50.00%	27.03%	6.76%	0.00%	66.22%
Other Employee	23.47%	48.98%	27.55%	0.00%	0.00%	72.45%

Table 21: Q7vi There are programmes targeted at assessing the: Employees' Development

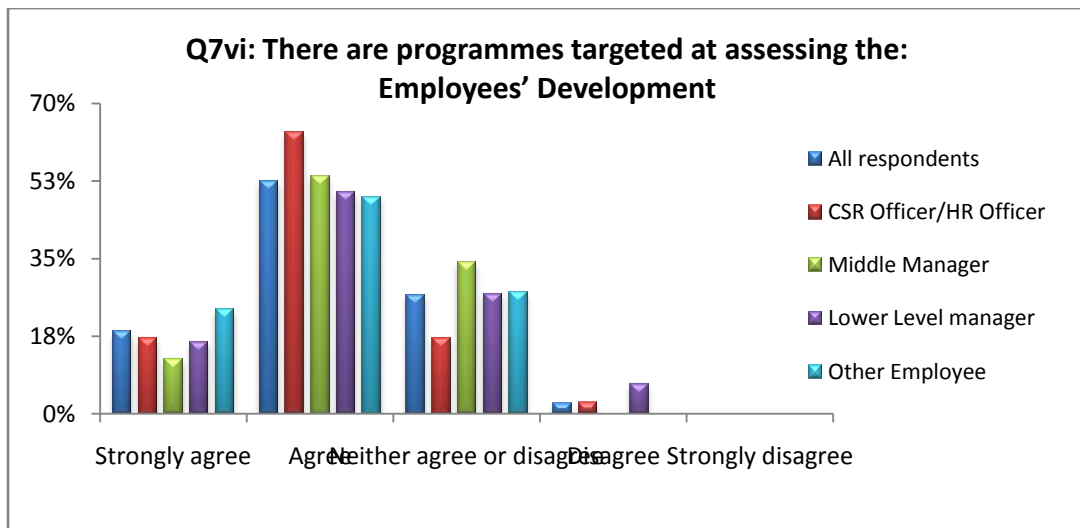


Chart 17: Q7vi There are programmes targeted at assessing the: Employees' Development

Descriptive Statistics for Q7vi

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories except Middle Managers. The left tail is longer; the mass of the distribution for Question 7vi is concentrated on the right of the means of all categories. It has relatively few low values.

Skewness value is greater than zero for Middle Managers, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

Kurtosis values for all categories in Question 7vi are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q7vi: There are programmes targeted at assessing the: Employees' Development					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	47	7	5	12	23
Agree	133	26	22	37	48
Neither Agree or Disagree	68	7	14	20	27
Disagree	6	1	0	5	0
Strongly Disagree	0	0	0	0	0
Mode	4	4	4	4	4
Average	3.87	3.95	3.78	3.76	3.96
Std Error of mean	0.046	0.104	0.102	0.094	0.072
Variance	0.532	0.448	0.426	0.652	0.514
Std Deviation	0.73	0.67	0.65	0.81	0.72
Confidence Interval at 95%	0.09	0.20	0.20	0.18	0.14
Upper Limit	3.96	4.16	3.98	3.94	4.10
Lower Limit	3.78	3.75	3.58	3.57	3.82
Minimum	2	2	3	2	3
Maximum	5	5	5	5	5
Range	3	3	2	3	2
1st Quartile	3	4	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	1
Skewness	-0.163	-0.472	0.250	-0.326	0.060
Kurtosis	-0.338	0.922	-0.624	-0.227	-1.024
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 16: Q7vi There are programmes targeted at assessing the: Employees' Development

Frequencies, Chi-Square, 'Z' and 'P' for Q7vi

7vi: There are programmes targeted at assessing the: Employees' Development

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	47	63.5	-16.5	-16.5	4.29			
Agree	133	63.5	69.5	69.5	76.07			
Neither agree or disagree	68	63.5	4.5	4.5	0.32			
Disagree	6	63.5	-57.5	-57.5	52.07			
Total	254			Chi-Square	132.74	3	0.998	0.000

Frequencies, Chi-Square, 'Z' and 'P' 76: Q7vi

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P	
Strongly agree	7	10.25	-3.25	-3.25	1.03				
Agree	26	10.25	15.75	15.75	24.20				
Neither agree or disagree	7	10.25	-3.25	-3.25	1.03				
Disagree	1	10.25	-9.25	-9.25	8.35				
Total	41				Chi-Square	34.61	3	0.680	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 77: Q7vi

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P	
Strongly agree	5	13.67	-8.67	-8.67	5.50				
Agree	22	13.67	8.33	8.33	5.08				
Neither agree or disagree	14	13.67	0.33	0.33	0.01				
Total	41				Chi-Square	10.59	2	0.984	0.0050

Frequencies, Chi-Square, 'Z' and 'P' 78: Q7vi

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P	
Strongly agree	12	18.5	-6.5	-6.5	2.28				
Agree	37	18.5	18.5	18.5	18.50				
Neither agree or disagree	20	18.5	1.5	1.5	0.12				
Disagree	5	18.5	-13.5	-13.5	9.85				
Total	74				Chi-Square	30.76	3	0.995	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 79: Q7vi

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	23	32.67	-9.67	-9.67	2.86			
Agree	48	32.67	15.33	15.33	7.20			
Neither agree or disagree	27	32.67	-5.67	-5.67	0.98			
Total	98			Chi-Square	11.04	2	0.714	0.0040

Frequencies, Chi-Square, 'Z' and 'P' 80: Q7vi

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q7vii: There are programmes targeted at assessing the: Hygiene Factors

Over 64% of All Respondents agree that there are programmes targeted at assessing the hygiene factors. Over 29% of the Respondents neither agree nor disagree – a substantial minority. Responses from Lower Level Managers are the lowest, though still in majority. The response rates for all the categories are high and this implies agreement of majority of respondents with the question.

Q7vii: There are programmes targeted at assessing the: Hygiene Factors							
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'	
All respondents	12.20%	51.97%	29.53%	5.91%	0.39%	64.17%	
CSR Officer/HR Officer	7.32%	60.98%	24.39%	7.32%	0.00%	68.29%	
Middle Manager	7.32%	56.10%	36.59%	0.00%	0.00%	63.41%	
Lower Level manager	10.81%	50.00%	32.43%	6.76%	0.00%	60.81%	
Other Employee	17.35%	47.96%	26.53%	7.14%	1.02%	65.31%	

Table 22: Q7vii There are programmes targeted at assessing the: Hygiene Factors

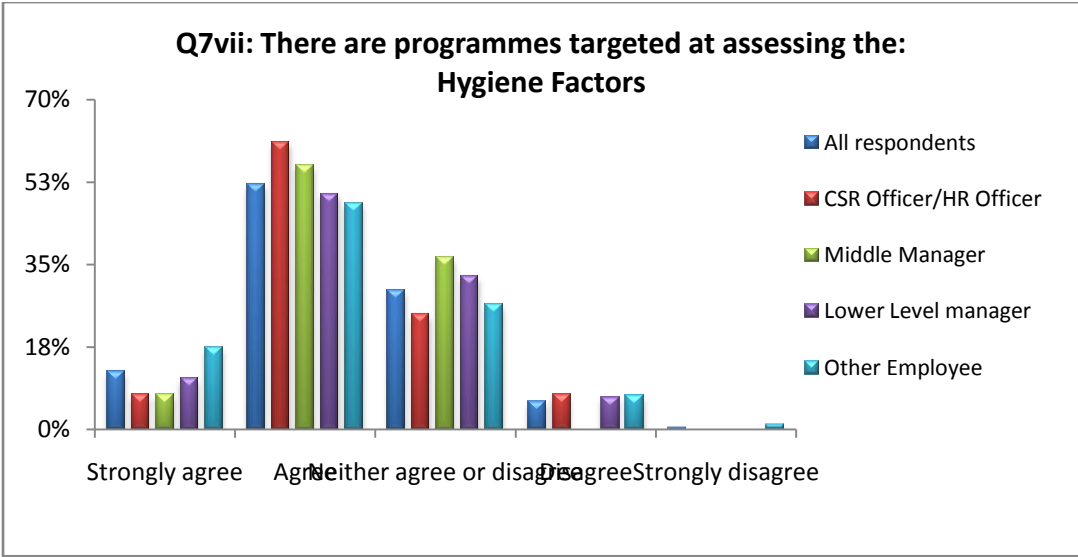


Chart 18: Q7vii There are programmes targeted at assessing the: Hygiene Factors

Descriptive Statistics for Q7vii

Q7vii: There are programmes targeted at assessing the: Hygiene Factors					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses)					
N	254	41	41	74	98
Strongly Agree	31	3	3	8	17
Agree	132	25	23	37	47
Neither Agree or Disagree	75	10	15	24	26
Disagree	15	3	0	5	7
Strongly Disagree	1	0	0	0	1
Mode	4	4	4	4	4
Average	3.70	3.68	3.71	3.65	3.73
Std Error of mean	0.049	0.113	0.094	0.089	0.088
Variance	0.599	0.522	0.362	0.587	0.754
Std Deviation	0.77	0.72	0.60	0.77	0.87
Confidence Interval at 95%	0.10	0.22	0.18	0.17	0.17
Upper Limit	3.79	3.90	3.89	3.82	3.91
Lower Limit	3.60	3.46	3.52	3.47	3.56
Minimum	1	2	3	2	1
Maximum	5	5	5	5	5
Range	4	3	2	3	4
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-0.395	-0.685	0.211	-0.238	-0.515
Kurtosis	0.179	0.549	-0.515	-0.176	0.201
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 17: Q7vii There are programmes targeted at assessing the: Hygiene Factors

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories, except for Middle Managers. The left tail is longer; the mass of the distribution for Question 7vii is concentrated on the right of the means of all categories. It has relatively few low values.

Skewness value is greater than zero for Middle Managers, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is

concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

Kurtosis values for all categories in Question 7vii are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q7vii

Q7vii: There are programmes targeted at assessing the: Hygiene Factors

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	31	50.8	-19.8	392.04	7.72			
Agree	132	50.8	81.2	6593.44	129.79			
Neither agree or disagree	75	50.8	24.2	585.64	11.53			
Disagree	15	50.8	-35.8	1281.64	25.23			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	223.09	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 81: Q7vii

x² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	10.25	-7.25	52.5625	5.13			
Agree	25	10.25	14.75	217.5625	21.23			
Neither agree or disagree	10	10.25	-0.25	0.0625	0.01			
Disagree	3	10.25	-7.25	52.5625	5.13			
Total	41			Chi-Square	31.49	3	0.998	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 82: Q7vii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	13.67	-10.67	113.78	8.33			
Agree	23	13.67	9.33	87.11	6.37			
Neither agree or disagree	15	13.67	1.33	1.78	0.13			
Total	41			Chi-Square	14.83	2	0.999	0.0006

Frequencies, Chi-Square, 'Z' and 'P' 83: Q7vii

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	8	18.5	-10.5	110.25	5.96			
Agree	37	18.5	18.5	342.25	18.50			
Neither agree or disagree	24	18.5	5.5	30.25	1.64			
Disagree	5	18.5	-13.5	182.25	9.85			
Total	74			Chi-Square	35.95	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 84: Q7vii

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	17	19.6	-2.6	6.76	0.34			
Agree	47	19.6	27.4	750.76	38.30			
Neither agree or disagree	26	19.6	6.4	40.96	2.09			
Disagree	7	19.6	-12.6	158.76	8.10			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98			Chi-Square	66.49	4	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 85: Q7vii

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q8: There any programmes in place to assist employees in understanding and coping with serious diseases. (HIV/AIDS, mental illness, cancer etc.)

Over 64% of All Respondents agree that there are programmes in place to assist employees in understanding and coping with serious and dreadful diseases such as HIV / AIDs, mental illness, cancer etc. About 30% of All Respondents neither agree nor disagree, Middle Managers' percent at just over 39%, a high minority percent.

Q8: There any programmes in place to assist employees in understanding and coping with serious diseases. (HIV/AIDS, mental illness, cancer, etc.)						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	10.40%	54.40%	30.40%	4.00%	0.80%	64.80%
CSR Officer/HR Officer	12.50%	62.50%	25.00%	0.00%	0.00%	75.00%
Middle Manager	4.88%	51.22%	39.02%	4.88%	0.00%	56.10%
Lower Level manager	9.59%	52.05%	30.14%	6.85%	1.37%	61.64%
Other Employee	12.50%	54.17%	29.17%	3.13%	1.04%	66.67%

Table 23: Q.8. There are programmes in place to assist employees in understanding and coping with serious diseases. (HIV/AIDS, mental illness, cancer, etc.)

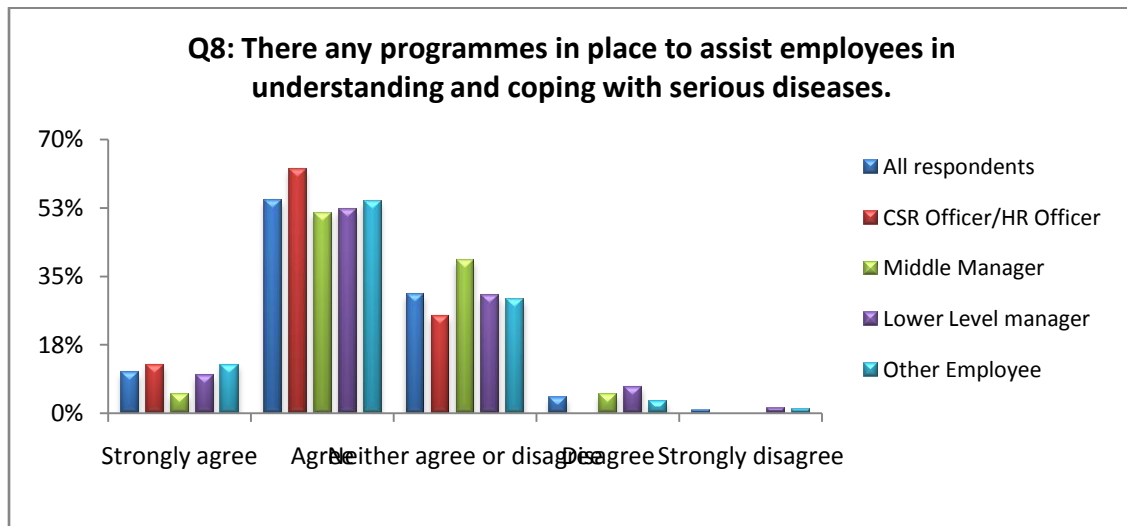


Chart 19: Q8 There any programmes in place to assist employees in understanding and coping with serious diseases. (HIV/AIDS, mental illness, cancer, etc.)

Descriptive Statistics for Q8

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories, except for CSR Officer/HR Officer. The left tail is longer; the mass of the distribution for Question 8 is concentrated on the right of the means of all categories. It has relatively few low values.

Skewness value is greater than zero for CSR Officer/HR Officer, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed*, *right-tailed*, or *skewed to the right*.

Kurtosis values for all categories in Question 8 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q8: There any programmes in place to assist employees in understanding and coping with serious diseases					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	250	40	41	73	96
Strongly Agree	26	5	2	7	12
Agree	136	25	21	38	52
Neither Agree or Disagree	76	10	16	22	28
Disagree	10	0	2	5	3
Strongly Disagree	2	0	0	1	1
Mode	4	4	4	4	4
Average	3.70	3.88	3.56	3.62	3.74
Std Error of mean	0.047	0.096	0.105	0.095	0.077
Variance	0.550	0.369	0.452	0.656	0.574
Std Deviation	0.74	0.61	0.67	0.81	0.76
Confidence Interval at 95%	0.09	0.19	0.21	0.19	0.15
Upper Limit	3.79	4.06	3.77	3.80	3.89
Lower Limit	3.60	3.69	3.36	3.43	3.59
Minimum	1	3	2	1	1
Maximum	5	5	5	5	5
Range	4	2	3	4	4
1st Quartile	3	3.75	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	0.25	1	1	1
Skewness	-0.518	0.057	-0.233	-0.631	-0.563
Kurtosis	0.810	-0.190	-0.001	0.748	1.085
SES	0.155	0.387	0.383	0.287	0.250
SEK	0.310	0.775	0.765	0.573	0.500

Descriptive Statistics 18: Q8 There are programmes in place to assist employees in understanding and coping with serious diseases. (HIV/AIDS, mental-illness, cancer, etc.)

Frequencies, Chi-Square, 'Z' and 'P' for Q8

Q8: There are programmes in place to assist employees in understanding and coping with serious diseases

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	26	50	-24	576	11.52			
Agree	136	50	86	7396	147.92			
Neither agree or disagree	76	50	26	676	13.52			
Disagree	10	50	-40	1600	32.00			
Strongly disagree	2	50	-48	2304	46.08			
Total	250			Chi-Square	251.04	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 86: Q8

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	5	13.33	-8.33	69.44	5.21			
Agree	25	13.33	11.67	136.11	10.21			
Neither agree or disagree	10	13.33	-3.33	11.11	0.83			
Total	40			Chi-Square	16.25	2	0.904	0.0003

Frequencies, Chi-Square, 'Z' and 'P' 87: Q8

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	10.25	-8.25	68.0625	6.64			
Agree	21	10.25	10.75	115.5625	11.27			
Neither agree or disagree	16	10.25	5.75	33.0625	3.23			
Disagree	2	10.25	-8.25	68.0625	6.64			
Total	41			Chi-Square	27.78	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 88: Q8

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	7	14.6	-7.6	57.76	3.96			
Agree	38	14.6	23.4	547.56	37.50			
Neither agree or disagree	22	14.6	7.4	54.76	3.75			
Disagree	5	14.6	-9.6	92.16	6.31			
Strongly disagree	1	14.6	-13.6	184.96	12.67			
Total	73			Chi-Square	64.19	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 89: Q8

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	19.2	-7.2	51.84	2.70			
Agree	52	19.2	32.8	1075.84	56.03			
Neither agree or disagree	28	19.2	8.8	77.44	4.03			
Disagree	3	19.2	-16.2	262.44	13.67			
Strongly disagree	1	19.2	-18.2	331.24	17.25			
Total	96			Chi-Square	93.69	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 90: Q8

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q9: What kinds of benefits are available to employees?

Overall respondents state that their employers provide benefits listed in the question, but not universally to all employees. Of the 11 benefits listed, majority respondents agree that Health Insurance, the employers provide for Pension, Maternity/Paternity Privileges and Retirement benefits (medical treatment). For the remaining 7 benefits, less than 40% of the respondents state that their

employers provide these 7 benefits. Thus, there is not a majority agreement with all questions. Responses from CSR Officer/HR Officer are more positive than other categories of employees.

Q9: What kinds of benefits are available to employees?					
	All respondents	CSR Officer/HR Officer	Middle Manager	Lower Level manager	Other Employee
a. Health Insurance	64.96%	68.29%	65.85%	64.86%	63.27%
b. Pension	64.57%	68.29%	70.73%	63.51%	61.22%
c. Entertainment / Gym	35.83%	51.22%	36.59%	31.08%	32.65%
d. Maternity/Paternity Privileges	62.20%	63.41%	51.22%	60.81%	67.35%
e. Employee Assistance Programmes	37.80%	36.59%	39.02%	39.19%	36.73%
f. Job preference for employees children	21.26%	31.71%	21.95%	20.27%	17.35%
g. Retirement benefits (medical treatment)	69.29%	78.05%	68.29%	64.86%	69.39%
h. Loan subsidies (House / Education)	33.07%	39.02%	29.27%	37.84%	28.57%
i. Sponsorship for higher education in India	37.01%	48.78%	34.15%	33.78%	35.71%
j Sponsorship for higher education abroad	26.77%	34.15%	34.15%	24.32%	22.45%
k. Others	14.57%	19.51%	14.63%	13.51%	13.27%

Table 24: Q9 - What kinds of benefits are available to employees?

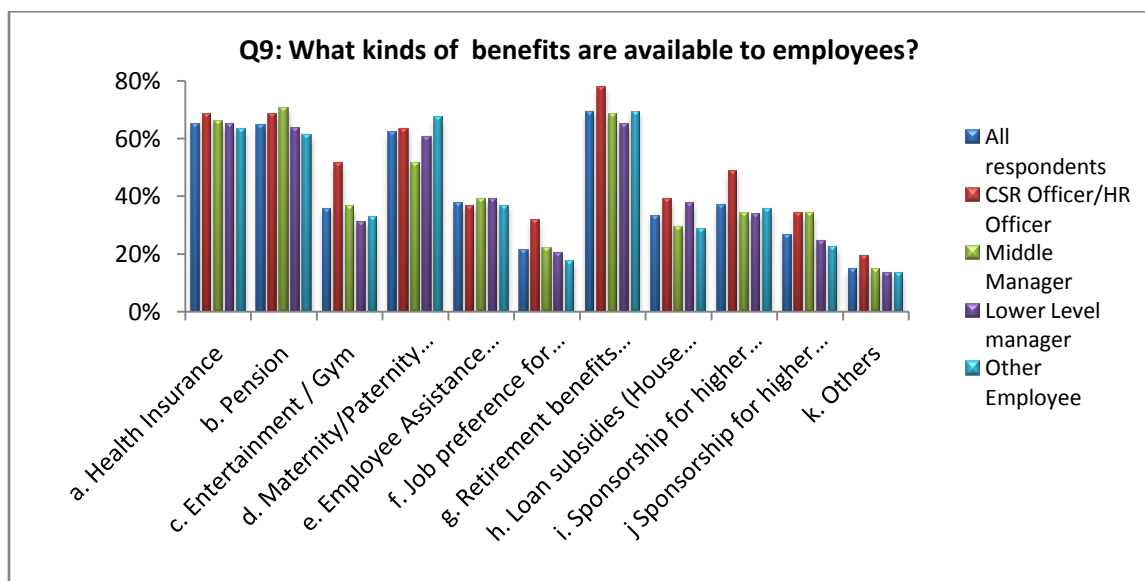


Chart 20: Q9 - What kinds of benefits are available to employees?

Q10: CSR activities help in increasing the morale of employees

88.6% of the Respondents agree that CSR activities help in increasing the morale of employees. The remaining 11.4% disagree on the viewpoint.

Q10: CSR activities help in increasing the morale of employees						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	12.60%	75.98%	0.00%	0.79%	10.63%	88.58%
CSR Officer/HR Officer	12.20%	73.17%	0.00%	0.00%	14.63%	85.37%
Middle Manager	9.76%	82.93%	0.00%	0.00%	7.32%	92.68%
Lower Level manager	8.11%	79.73%	0.00%	0.00%	12.16%	87.84%
Other Employee	17.35%	71.43%	0.00%	2.04%	9.18%	88.78%

Table 25: Q10 CSR activities help in increasing the moral of employees

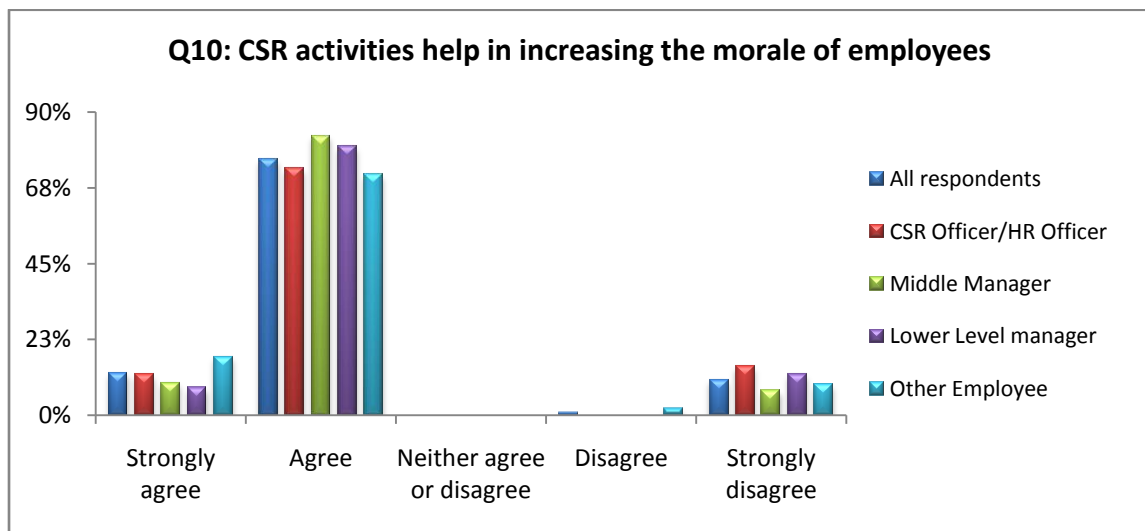


Chart 21: Q10 CSR activities help in increasing the moral of employees

Descriptive Statistics for Q10

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all the categories. The left tail is longer; the mass of the distribution for Question 10 is concentrated on the right of the means of all

categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis value for All Respondents, Middle Manager and Other Employee categories in Q10 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails.

Kurtosis values for the two remaining categories in Question 10 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q10: CSR activities help in increasing the morale of employees					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses)					
N	254	41	41	74	98
Strongly Agree	32	5	4	6	17
Agree	193	30	34	59	70
Neither Agree or Disagree	0	0	0	0	0
Disagree	2	0	0	0	2
Strongly Disagree	27	6	3	9	9
Mode	4	4	4	4	4
Average	3.79	3.68	3.88	3.72	3.86
Std Error of mean	0.065	0.183	0.136	0.122	0.105
Variance	1.075	1.372	0.760	1.110	1.072
Std Deviation	1.04	1.17	0.87	1.05	1.04
Confidence Interval at 95%	0.13	0.36	0.27	0.24	0.21
Upper Limit	3.92	4.04	4.14	3.96	4.06
Lower Limit	3.66	3.32	3.61	3.48	3.65
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5
Range	4	4	4	4	4
1st Quartile	4	4	4	4	4
3rd Quartile	4	4	4	4	4
Interquartile range	0	0	0	0	0
Skewness	-1.932	-1.693	-2.612	-2.002	-1.869
Kurtosis	3.019	1.796	7.439	2.986	3.131
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 19: Q10 CSR activities help in increasing the moral of employees

Frequencies, Chi-Square, 'Z' and 'P' for Q10

Q10: CSR activities help in increasing the morale of employees

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	32	63.5	-31.5	992.25	15.63			
Agree	193	63.5	129.5	16770.25	264.10			
Disagree	2	63.5	-61.5	3782.25	59.56			
Strongly disagree	27	63.5	-36.5	1332.25	20.98			
Total	254			Chi-Square	360.27	3	0.999	0.000

Frequencies, Chi-Square, 'Z' and 'P' 91: Q10

x² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	5	13.67	-8.67	75.11	5.50			
Agree	30	13.67	16.33	266.78	19.52			
Strongly disagree	6	13.67	-7.67	58.78	4.30			
Total	41			Chi-Square	29.32	2	0.958	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 92: Q10

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	13.67	-9.67	93.44	6.84			
Agree	34	13.67	20.33	413.44	30.25			
Strongly disagree	3	13.67	-10.67	113.78	8.33			
Total	41			Chi-Square	45.41	2	0.815	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 93: Q10

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	6	24.67	-18.67	348.44	14.13			
Agree	59	24.67	34.33	1178.78	47.79			
Strongly disagree	9	24.67	-15.67	245.44	9.95			
Total	74			Chi-Square	71.86	2	0.990	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 94: Q10

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	17	24.5	-7.5	56.25	2.30			
Agree	70	24.5	45.5	2070.25	84.50			
Disagree	2	24.5	-22.5	506.25	20.66			
Strongly disagree	9	24.5	-15.5	240.25	9.81			
Total	98			Chi-Square	117.27	3	0.914	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 95: Q10

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q11: CSR helps in motivating employees in remaining loyal to the organisation.

87% of the Respondents agreed that CSR activities help in motivating them and remaining loyal to the organisation. 12.2% of the respondents neither agreed nor disagreed and only 0.8% totally disagreed.

Q11: CSR helps in motivating employees in remaining loyal to the organisation.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	9.45%	77.56%	12.20%	0.00%	0.79%	87.01%
CSR Officer/HR Officer	4.88%	75.61%	19.51%	0.00%	0.00%	80.49%
Middle Manager	9.76%	80.49%	9.76%	0.00%	0.00%	90.24%
Lower Level manager	6.76%	79.73%	13.51%	0.00%	0.00%	86.49%
Other Employee	13.27%	75.51%	9.18%	0.00%	2.04%	88.78%

Table 26: Q11 CSR helps in motivating employees in remaining loyal to the organisation.

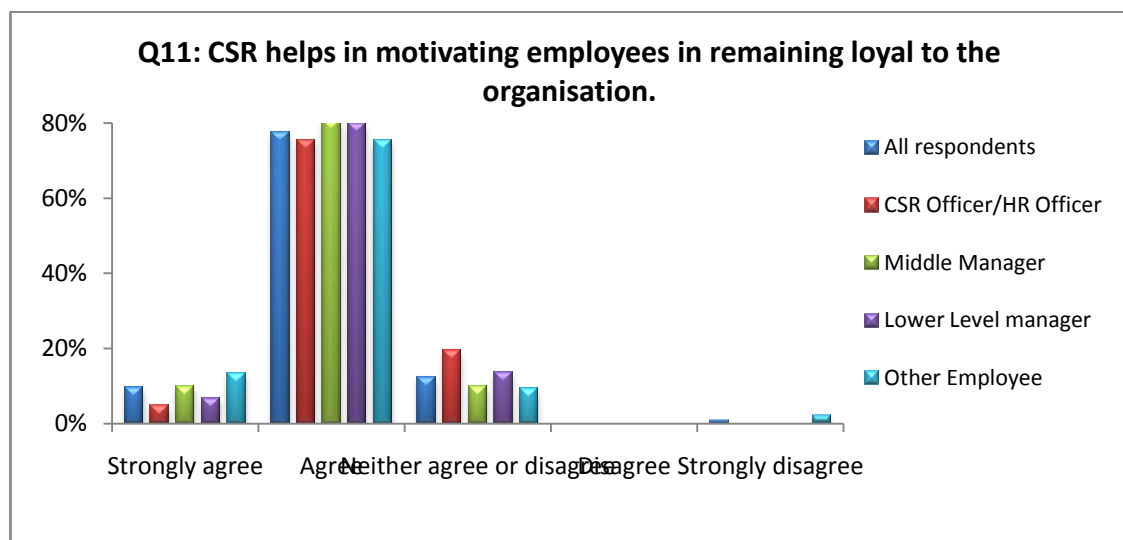


Chart 22: Q11 CSR helps in motivating employees in remaining loyal to the organisation.

Descriptive Statistics for Q11

The question statement is significant at 95% confidence level for all the categories.

Skewness is zero, that is, mean = median, for Middle Manager category and the distribution is symmetrical around the mean.

Skewness value is negative for the remaining categories. The left tail is longer; the mass of the distribution for Question 11 is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis value for All Respondents and Other Employee categories in Q11 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with

values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the three remaining categories in Question 11 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q11: CSR helps in motivating employees in remaining loyal to the organisation.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses)					
N	254	41	41	74	98
Strongly Agree	24	2	4	5	13
Agree	197	31	33	59	74
Neither Agree or Disagree	31	8	4	10	9
Disagree	0	0	0	0	0
Strongly Disagree	2	0	0	0	2
Mode	4	4	4	4	4
Average	3.95	3.85	4.00	3.93	3.98
Std Error of mean	0.034	0.075	0.070	0.052	0.065
Variance	0.286	0.228	0.200	0.201	0.412
Std Deviation	0.53	0.48	0.45	0.45	0.64
Confidence Interval at 95%	0.07	0.15	0.14	0.10	0.13
Upper Limit	4.01	4.00	4.14	4.03	4.11
Lower Limit	3.88	3.71	3.86	3.83	3.85
Minimum	1	3	3	3	1
Maximum	5	5	5	5	5
Range	4	2	2	2	4
1st Quartile	4	4	4	4	4
3rd Quartile	4	4	4	4	4
Interquartile range	0	0	0	0	0
Skewness	-1.299	-0.451	0.000	-0.314	-1.893
Kurtosis	7.147	1.071	2.571	2.054	8.539
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 20: Q11 CSR helps in motivating employees in remaining loyal to the organisation.

Frequencies, Chi-Square, 'Z' and 'P' for Q11

Q11: CSR helps in motivating employees in remaining loyal to the organisation

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	24	63.5	-39.5	1560.25	24.57			
Agree	197	63.5	133.5	17822.25	280.67			
Neither agree or disagree	31	63.5	-32.5	1056.25	16.63			
Strongly disagree	2	63.5	-61.5	3782.25	59.56			
Total	254			Chi-Square	381.43	3	0.936	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 96: Q11

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	13.67	-11.67	136.11	9.96			
Agree	31	13.67	17.33	300.44	21.98			
Neither agree or disagree	8	13.67	-5.67	32.11	2.35			
Total	41			Chi-Square	34.29	2	0.975	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 97: Q11

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	13.67	-9.67	93.44	6.84			
Agree	33	13.67	19.33	373.78	27.35			
Neither agree or disagree	4	13.67	-9.67	93.44	6.84			
Total	41			Chi-Square	41.02	2	0.500	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 98: Q11

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	5	24.67	-19.67	386.78	15.68			
Agree	59	24.67	34.33	1178.78	47.79			
Neither agree or disagree	10	24.67	-14.67	215.11	8.72			
Total	74			Chi-Square	72.19	2	0.903	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 99: Q11

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	13	24.5	-11.5	132.25	5.40			
Agree	74	24.5	49.5	2450.25	100.01			
Neither agree or disagree	9	24.5	-15.5	240.25	9.81			
Strongly disagree	2	24.5	-22.5	506.25	20.66			
Total	98			Chi-Square	135.88	3	0.624	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 100: Q11

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q12a: Does your organisation make special budgetary provisions for CSR Activities?

79.8% of the total Respondents agree that their organisations make special budgetary provisions for the CSR activities. The remaining 20.2% of the Respondents disagree.

Q12a: Does your organisation make special budgetary provisions for CSR Activities?		
	Yes	No
All respondents	74.70%	25.30%
CSR Officer/HR Officer	75.61%	24.39%
Middle Manager	72.50%	27.50%
Lower Level manager	69.44%	30.56%
Other Employee	79.17%	20.83%

Table 27: Q.12a - Does your organisation make special budgetary provisions for CSR Activities?

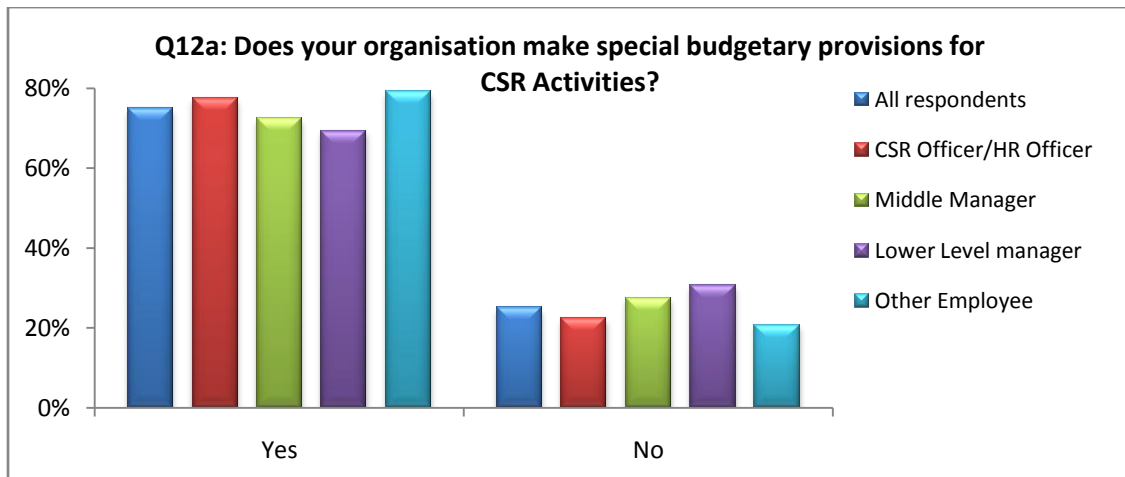


Chart 23: Q12a Does your organisation make special budgetary provisions for CSR Activities?

Descriptive Statistics for Q12a

Q12a: Does your organisation make special budgetary provisions for CSR Activities?					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses)					
N	248	40	40	72	96
Yes	186	31	29	50	76
No	62	9	11	22	20
Mode	2	2	2	2	2
Average	1.75	1.78	1.73	1.69	1.79
Std Error of mean	0.028	0.067	0.071	0.055	0.042
Variance	0.188	0.179	0.204	0.215	0.167
Std Deviation	0.43	0.42	0.45	0.46	0.41
Confidence Interval at 95%	0.05	0.13	0.06	0.06	0.08
Upper Limit	1.80	1.91	1.78	1.75	1.87
Lower Limit	1.70	1.64	1.67	1.64	1.71
Minimum	1	1	1	1	1
Maximum	2	2	2	2	2
Range	1	1	1	1	1
1st Quartile	1.75	2	1	1	2
3rd Quartile	2	2	2	2	2
Interquartile range	0.25	0	1	1	0
Skewness	-1.162	-1.369	-1.048	-0.862	-1.459
Kurtosis	-0.656	-0.135	-0.953	-1.293	0.132
SES	0.156	0.387	0.387	0.289	0.250
SEK	0.311	0.775	0.775	0.577	0.500

Descriptive Statistics 21: Q12a - Does your organisation make special budgetary provisions for CSR Activities?

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 12a is concentrated on the right of the means of all categories. It has relatively few low values. Kurtosis values for all categories in Question 12a are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q12a

Q12a: Does your organisation make special budgetary provisions for CSR Activities?

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	186	124	62	3844	31.00			
No	62	124	-62	3844	31.00			
Total	248			Chi-Square	62.00	1	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 101: Q12a

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	31	20	11	121	6.05			
No	9	20	-11	121	6.05			
Total	40			Chi-Square	12.10	1	1.000	0.0005

Frequencies, Chi-Square, 'Z' and 'P' 102: Q12a

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	29	20	9	81	4.05			
No	11	20	-9	81	4.05			
Total	40			Chi-Square	8.10	1	1.000	0.0044

Frequencies, Chi-Square, 'Z' and 'P' 103: Q12a

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	50	36	14	196	5.44			
No	22	36	-14	196	5.44			
Total	72			Chi-Square	10.89	1	1.000	0.0010

Frequencies, Chi-Square, 'Z' and 'P' 104: Q12a

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	76	48	28	784	16.33			
No	20	48	-28	784	16.33			
Total	96			Chi-Square	32.67	1	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 105: Q12a

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q12b: If Yes – is the same audited / reviewed to evaluate its effectiveness.

Over 69% of All Respondents stating 'yes' agree that the budgetary provisions for CSR activities are audited / reviewed to evaluate its effectiveness. Another 28.2% have neither agreed nor disagreed. The remaining 9.1% disagree that the budgetary provision for CSR activities is audited / reviewed. Any business should take responsibility for its action and for which it must be fully accountable.

Q12b: If Yes – is the same audited / reviewed to evaluate its effectiveness.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	3.97%	65.08%	28.17%	2.38%	0.40%	69.05%
CSR Officer/HR Officer	5.00%	67.50%	25.00%	2.50%	0.00%	72.50%
Middle Manager	0.00%	65.85%	31.71%	2.44%	0.00%	65.85%
Lower Level manager	1.35%	63.51%	32.43%	2.70%	0.00%	64.86%
Other Employee	7.22%	64.95%	24.74%	2.06%	1.03%	72.16%

Table 28: Q12b If yes – is the same audited / reviewed to evaluate its effectiveness.

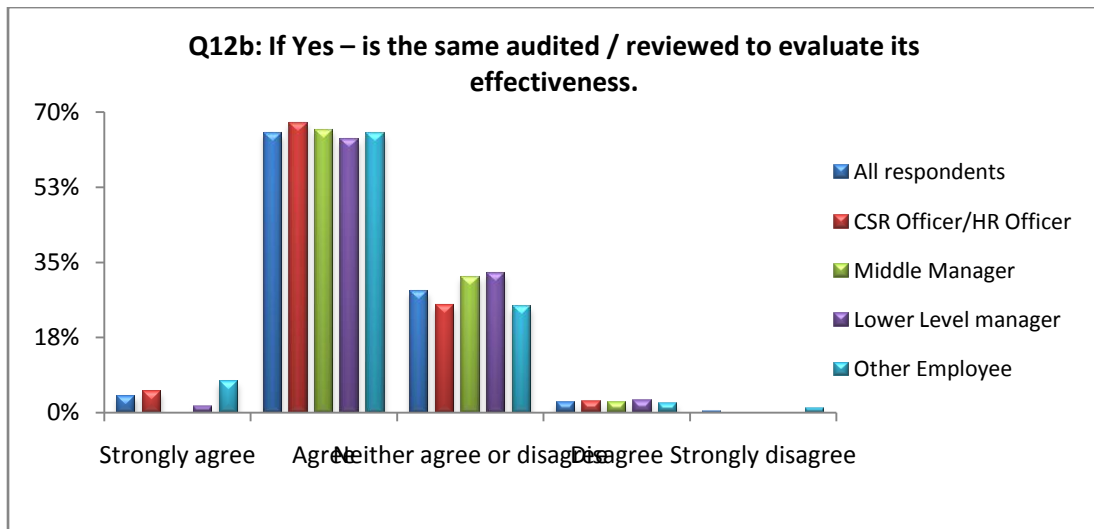


Chart 24: Q12b If yes – is the same audited / reviewed to evaluate its effectiveness.

Descriptive Statistics for Q12b

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 12b is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*. This indicates that the respondents are in agreement with the question.

For Middle Manager and Other Employee categories, Skewness value is less than -1, indicating that Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories in Question 12b are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Q12b: If Yes – is the same audited / reviewed to evaluate its effectiveness.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	252	40	41	74	97
Strongly Agree	10	2	0	1	7
Agree	164	27	27	47	63
Neither Agree or Disagree	71	10	13	24	24
Disagree	6	1	1	2	2
Strongly Disagree	1	0	0	0	1
Mode	4	4	4	4	4
Average	3.70	3.75	3.63	3.64	3.75
Std Error of mean	0.038	0.093	0.084	0.065	0.067
Variance	0.363	0.346	0.288	0.317	0.438
Std Deviation	0.60	0.59	0.54	0.56	0.66
Confidence Interval at 95%	0.07	0.18	0.16	0.13	0.13
Upper Limit	3.77	3.93	3.80	3.76	3.88
Lower Limit	3.62	3.57	3.47	3.51	3.62
Minimum	1	2	2	2	1
Maximum	5	5	4	5	5
Range	4	3	2	3	4
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-0.858	-0.696	-1.082	-0.794	-1.002
Kurtosis	1.609	1.131	0.169	0.201	2.747
SES	0.154	0.387	0.383	0.285	0.249
SEK	0.309	0.775	0.765	0.569	0.497

Descriptive Statistics 22: Q12b If yes – is the same audited / reviewed to evaluate its effectiveness.

Frequencies, Chi-Square, 'Z' and 'P' for Q12b

Q12b: If Yes, – is the same audited / reviewed to evaluate its effectiveness

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	10	50.4	-40.4	1632.16	32.38			
Agree	164	50.4	113.6	12904.96	256.05			
Neither agree or disagree	71	50.4	20.6	424.36	8.42			
Disagree	6	50.4	-44.4	1971.36	39.11			
Strongly disagree	1	50.4	-49.4	2440.36	48.42			
Total	252		Chi-Square		384.39	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 106: Q12b

X^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	2	10	-8	64	6.40			
Agree	27	10	17	289	28.90			
Neither agree or disagree	10	10	0	0	0.00			
Disagree	1	10	-9	81	8.10			
Total	40				Chi-Square 43.40	3	0.996	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 107: Q12b

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Agree	27	13.67	13.33	177.78	13.01			
Neither agree or disagree	13	13.67	-0.67	0.44	0.03			
Disagree	1	13.67	-12.67	160.44	11.74			
Total	41				Chi-Square 24.78	2	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 108: Q12b

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	1	18.5	-17.5	306.25	16.55			
Agree	47	18.5	28.5	812.25	43.91			
Neither agree or disagree	24	18.5	5.5	30.25	1.64			
Disagree	2	18.5	-16.5	272.25	14.72			
Total	74				Chi-Square 76.81	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 109: Q12b

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	7	19.4	-12.4	153.76	7.93			
Agree	63	19.4	43.6	1900.96	97.99			
Neither agree or disagree	24	19.4	4.6	21.16	1.09			
Disagree	2	19.4	-17.4	302.76	15.61			
Strongly disagree	1	19.4	-18.4	338.56	17.45			
Total	97			Chi-Square	140.06	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 110: Q12b

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q13: The Corporate Social Responsibility structure is in line with the organization's vision or mission.

75.9% of the Respondents agree that the CSR structure is in line with the organisations vision or mission. 22.3% neither agree nor disagree. The remaining 1.7% disagrees on the point.

Q13: The Corporate Social Responsibility structure is in line with the organization's vision or mission.							
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'	
All respondents	7.09%	70.87%	20.47%	1.18%	0.39%	77.95%	
CSR Officer/HR Officer	7.32%	75.61%	14.63%	2.44%	0.00%	82.93%	
Middle Manager	4.88%	65.85%	29.27%	0.00%	0.00%	70.73%	
Lower Level manager	5.41%	70.27%	22.97%	1.35%	0.00%	75.68%	
Other Employee	9.18%	71.43%	17.35%	1.02%	1.02%	80.61%	

Table 29: Q13 The Corporate Social Responsibility structure is in line with the organization's vision or mission.

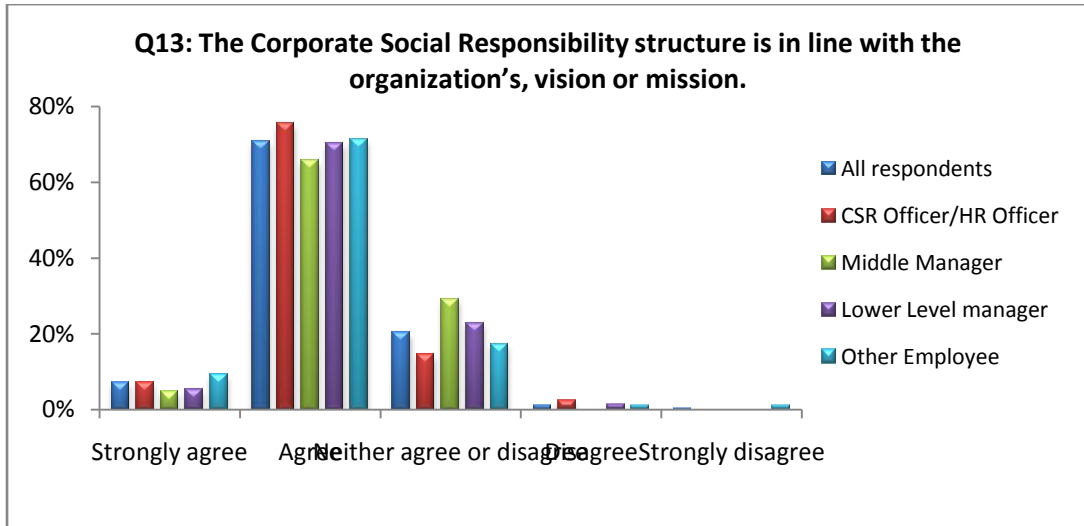


Chart 25: Q13 The Corporate Social Responsibility structure is in line with the organization's vision or mission.

Descriptive Statistics for Q13

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 12 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

Skewness for Other Employees category is less than -1, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for CSR Officer/HR Officer and Other Employee categories in Q13 is in excess of three. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 13 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q13: The Corporate Social Responsibility structure is in line with the organization's vision or mission					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	18	3	2	4	9
Agree	180	31	27	52	70
Neither Agree or Disagree	52	6	12	17	17
Disagree	3	1	0	1	1
Strongly Disagree	1	0	0	0	1
Mode	4	4	4	4	4
Average	3.83	3.88	3.76	3.80	3.87
Std Error of mean	0.036	0.087	0.084	0.064	0.063
Variance	0.331	0.310	0.289	0.301	0.384
Std Deviation	0.58	0.56	0.54	0.55	0.62
Confidence Interval at 95%	0.07	0.17	0.16	0.12	0.12
Upper Limit	3.90	4.05	3.92	3.92	3.99
Lower Limit	3.76	3.71	3.59	3.67	3.74
Minimum	1	2	3	2	1
Maximum	5	5	5	5	5
Range	4	3	2	3	4
1st Quartile	4	4	3	4	4
3rd Quartile	4	4	4	4	4
Interquartile range	0	0	1	0	0
Skewness	-0.863	-0.975	-0.160	-0.600	-1.234
Kurtosis	2.747	3.048	-0.177	1.107	4.644
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 23: Q13 The Corporate Social Responsibility structure is in line with the organization's vision or mission.

Frequencies, Chi-Square, 'Z' and 'P' for Q13

Q13: The Corporate Social Responsibility structure is in line with the organization's vision or mission

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	18	50.8	-32.8	1075.84	21.18			
Agree	180	50.8	129.2	16692.64	328.60			
Neither agree or disagree	52	50.8	1.2	1.44	0.03			
Disagree	3	50.8	-47.8	2284.84	44.98			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	443.60	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 111: Q13

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P		
Strongly agree	3	10.25	-7.25	52.5625	5.13					
Agree	31	10.25	20.75	430.5625	42.01					
Neither agree or disagree	6	10.25	-4.25	18.0625	1.76					
Disagree	1	10.25	-9.25	85.5625	8.35					
Total	41					Chi-Square	57.24	3	0.920	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 112: Q13

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P		
Strongly agree	2	13.67	-11.67	136.11	9.96					
Agree	27	13.67	13.33	177.78	13.01					
Neither agree or disagree	12	13.67	-1.67	2.78	0.20					
Total	41					Chi-Square	23.17	2	0.998	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 113: Q13

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P		
Strongly agree	4	18.5	-14.5	210.25	11.36					
Agree	52	18.5	33.5	1122.25	60.66					
Neither agree or disagree	17	18.5	-1.5	2.25	0.12					
Disagree	1	18.5	-17.5	306.25	16.55					
Total	74					Chi-Square	88.70	3	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 114: Q13

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	9	19.6	-10.6	112.36	5.73			
Agree	70	19.6	50.4	2540.16	129.60			
Neither agree or disagree	17	19.6	-2.6	6.76	0.34			
Disagree	1	19.6	-18.6	345.96	17.65			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98			Chi-Square	170.98	4	0.983	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 115: Q13

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q14: Your Company carries out CSR schemes for the society.

Overall 76% Respondents agree that their Company carries out CSR schemes for the society. Only 21.9% of the respondents neither agree nor disagree whereas the remaining 2.1% disagree.

Q14: Your Company carries out CSR schemes for the society.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	4.72%	73.23%	20.08%	1.57%	0.39%	77.95%
CSR Officer/HR Officer	4.88%	80.49%	14.63%	0.00%	0.00%	85.37%
Middle Manager	2.44%	73.17%	24.39%	0.00%	0.00%	75.61%
Lower Level manager	4.05%	71.62%	18.92%	5.41%	0.00%	75.68%
Other Employee	6.12%	71.43%	21.43%	0.00%	1.02%	77.55%

Table 30: Q14 Your Company carries out CSR schemes for the society

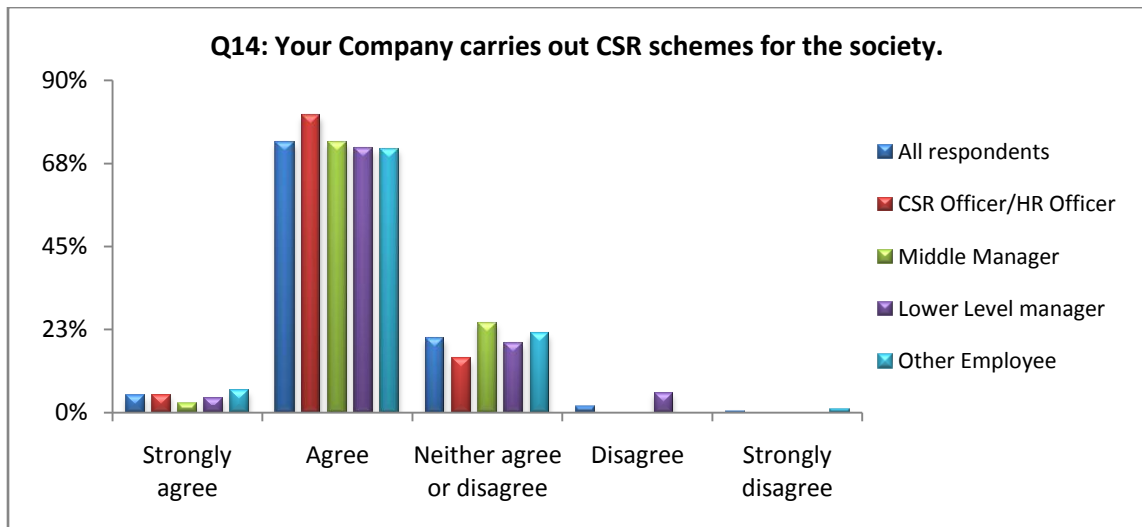


Chart 26: Q14 Your Company carries out CSR schemes for the society.

Descriptive Statistics for Q14

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 14 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

Skewness value for All Respondents, Lower Level Manager and Other Employee categories are less than -1, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for CSR All Respondents and Other Employee categories in Q14 are in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 14 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q14: Your Company carries out CSR schemes for the society					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	12	2	1	3	6
Agree	186	33	30	53	70
Neither Agree or Disagree	51	6	10	14	21
Disagree	4	0	0	4	0
Strongly Disagree	1	0	0	0	1
Mode	4	4	4	4	4
Average	3.80	3.90	3.78	3.74	3.82
Std Error of mean	0.035	0.068	0.074	0.072	0.059
Variance	0.309	0.190	0.226	0.385	0.337
Std Deviation	0.56	0.44	0.47	0.62	0.58
Confidence Interval at 95%	0.07	0.13	0.15	0.14	0.11
Upper Limit	3.87	4.04	3.93	3.88	3.93
Lower Limit	3.73	3.77	3.64	3.60	3.70
Minimum	1	3	3	2	1
Maximum	5	5	5	5	5
Range	4	2	2	3	4
1st Quartile	4	4	4	4	4
3rd Quartile	4	4	4	4	4
Interquartile range	0	0	0	0	0
Skewness	-1.158	-0.549	-0.643	-1.183	-1.257
Kurtosis	3.332	2.287	0.181	1.776	5.023
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 24: Q14 Your Company carries out CSR schemes for the society.

Frequencies, Chi-Square, 'Z' and 'P' for Q14

Q14: Your Company carries out CSR schemes for the society

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	50.8	-38.8	1505.44	29.63			
Agree	186	50.8	135.2	18279.04	359.82			
Neither agree or disagree	51	50.8	0.2	0.04	0.00			
Disagree	4	50.8	-46.8	2190.24	43.11			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	481.39	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 116: Q14

X^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P	
Strongly agree	2	13.67	-11.67	136.11	9.96				
Agree	33	13.67	19.33	373.78	27.35				
Neither agree or disagree	6	13.67	-7.67	58.78	4.30				
Total	41				Chi-Square	41.61	2	0.924	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 117: Q14

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P	
Strongly agree	1	13.667	-12.667	160.444	11.740				
Agree	30	13.667	16.333	266.778	19.520				
Neither agree or disagree	10	13.667	-3.667	13.444	0.984				
Total	41				Chi-Square	32.24	2	0.998	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 118: Q14

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P	
Strongly agree	3	18.5	-15.5	240.25	12.99				
Agree	53	18.5	34.5	1190.25	64.34				
Neither agree or disagree	14	18.5	-4.5	20.25	1.09				
Disagree	4	18.5	-14.5	210.25	11.36				
Total	74				Chi-Square	89.78	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 119: Q14

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	6	24.5	-18.5	342.25	13.97			
Agree	70	24.5	45.5	2070.25	84.50			
Neither agree or disagree	21	24.5	-3.5	12.25	0.50			
Strongly disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	121.51	3	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 120: Q14

X^2 computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q15: The action plan has been approved for creating CSR structure.

Over 74% of the Respondents agree that there exists an approved action plan for creating a CSR structure. 22% neither agree nor disagree whereas the remaining 3% or so totally disagree to the point.

Q15: The action plan has been approved for creating CSR structure.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	6.69%	67.72%	22.05%	2.36%	1.18%	74.41%
CSR Officer/HR Officer	7.32%	70.73%	21.95%	0.00%	0.00%	78.05%
Middle Manager	2.44%	63.41%	29.27%	4.88%	0.00%	65.85%
Lower Level manager	5.41%	66.22%	18.92%	5.41%	4.05%	71.62%
Other Employee	9.18%	69.39%	21.43%	0.00%	0.00%	78.57%

Table 31: Q15 The action plan has been approved for creating CSR structure.

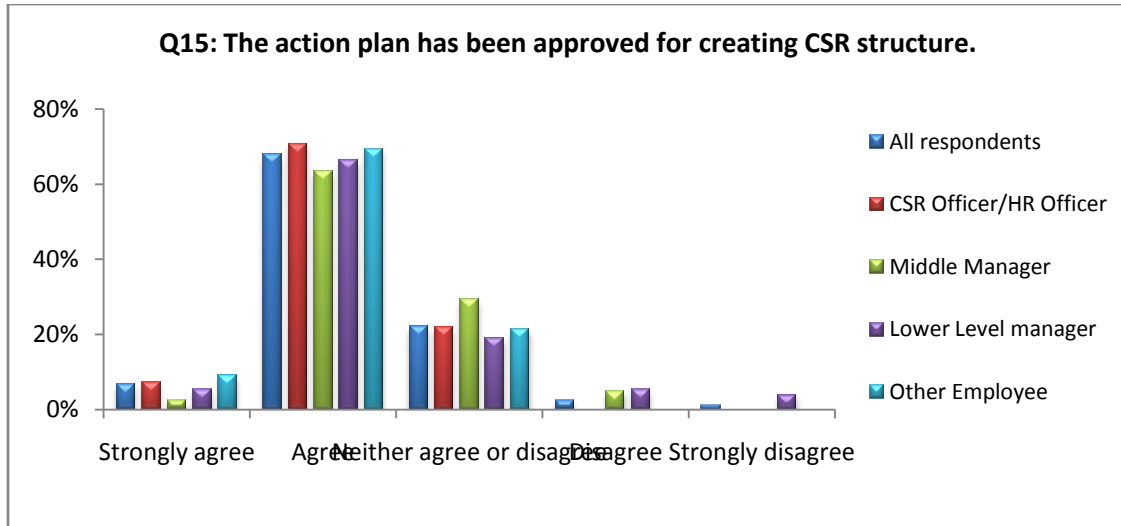


Chart 27: Q15 The action plan has been approved for creating CSR structure

Descriptive Statistics for Q15

Q15: The action plan has been approved for creating CSR structure.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	17	3	1	4	9
Agree	172	29	26	49	68
Neither Agree or Disagree	56	9	12	14	21
Disagree	6	0	2	4	0
Strongly Disagree	3	0	0	3	0
Mode	4	4	4	4	4
Average	3.76	3.85	3.63	3.64	3.88
Std Error of mean	0.041	0.082	0.097	0.097	0.055
Variance	0.434	0.278	0.388	0.701	0.294
Std Deviation	0.66	0.53	0.62	0.84	0.54
Confidence Interval at 95%	0.08	0.16	0.19	0.19	0.11
Upper Limit	3.84	4.02	3.82	3.83	3.98
Lower Limit	3.68	3.69	3.44	3.44	3.77
Minimum	1	3	2	1	3
Maximum	5	5	5	5	5
Range	4	2	3	4	2
1st Quartile	3	4	3	3	4
3rd Quartile	4	4	4	4	4
Interquartile range	1	0	1	1	0
Skewness	-1.209	-0.177	-0.867	-1.522	-0.088
Kurtosis	3.244	0.508	0.653	2.637	0.297
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 25: Q15 The action plan has been approved for creating CSR structure.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 15 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

Skewness is less than -1.0 for All Respondents and Lower Level manager categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for CSR All Respondents category in Q15 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for remaining categories in Question 15 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q15

Q15: The action plan has been approved for creating CSR structure

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	17	50.8	-33.8	1142.44	22.49			
Agree	172	50.8	121.2	14689.44	289.16			
Neither agree or disagree	56	50.8	5.2	27.04	0.53			
Disagree	6	50.8	-44.8	2007.04	39.51			
Strongly disagree	3	50.8	-47.8	2284.84	44.98			
Total	254			Chi-Square	396.67	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 121: Q15

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	13.67	-10.67	113.78	8.33			
Agree	29	13.67	15.33	235.11	17.20			
Neither agree or disagree	9	13.67	-4.67	21.78	1.59			
Total	41			Chi-Square	27.12	2	0.962	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 122: Q15

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	1	10.25	-9.25	85.5625	8.35			
Agree	26	10.25	15.75	248.0625	24.20			
Neither agree or disagree	12	10.25	1.75	3.0625	0.30			
Disagree	2	10.25	-8.25	68.0625	6.64			
Total	41			Chi-Square	39.49	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 123: Q15

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	14.8	-10.8	116.64	7.88			
Agree	49	14.8	34.2	1169.64	79.03			
Neither agree or disagree	14	14.8	-0.8	0.64	0.04			
Disagree	4	14.8	-10.8	116.64	7.88			
Strongly disagree	3	14.8	-11.8	139.24	9.41			
Total	74			Chi-Square	104.24	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 124: Q15

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	9	32.67	-23.67	560.11	17.15			
Agree	68	32.67	35.33	1248.44	38.22			
Neither agree or disagree	21	32.67	-11.67	136.11	4.17			
Total	98			Chi-Square	59.53	2	0.987	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 125: Q15

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q16: Since when has your organization been engaged in CSR activities?

About 75.1% of the Respondents are of the view that their organisation carries out CSR activities since 5 yrs. 13.7% have agreed that the CSR activities are carried out in their organisation since 05-08 yrs. 2.6% have agreed to have CSR activities since 8-10 yrs. and the remaining 8.6 % have been practising CSR for more than 10 yrs.

Q16: Since when has your organization been engaged in CSR activities?					
	All respondents	CSR Officer/HR Officer	Middle Manager	Lower Level manager	Other Employee
a. 01 yrs. - 02 yrs.	31.62%	30.77%	36.84%	32.84%	28.89%
b. 02 yrs. - 05 yrs.	43.59%	48.72%	39.47%	41.79%	44.44%
c. 05 yrs. - 08 yrs.	13.68%	15.38%	10.53%	8.96%	17.78%
d. 08 yrs. - 10 yrs.	2.56%	0.00%	0.00%	2.99%	4.44%
e. 10 yrs. & above	8.55%	5.13%	13.16%	13.43%	4.44%

Table 32: Q16 Since when has your organization been engaged in CSR activities?

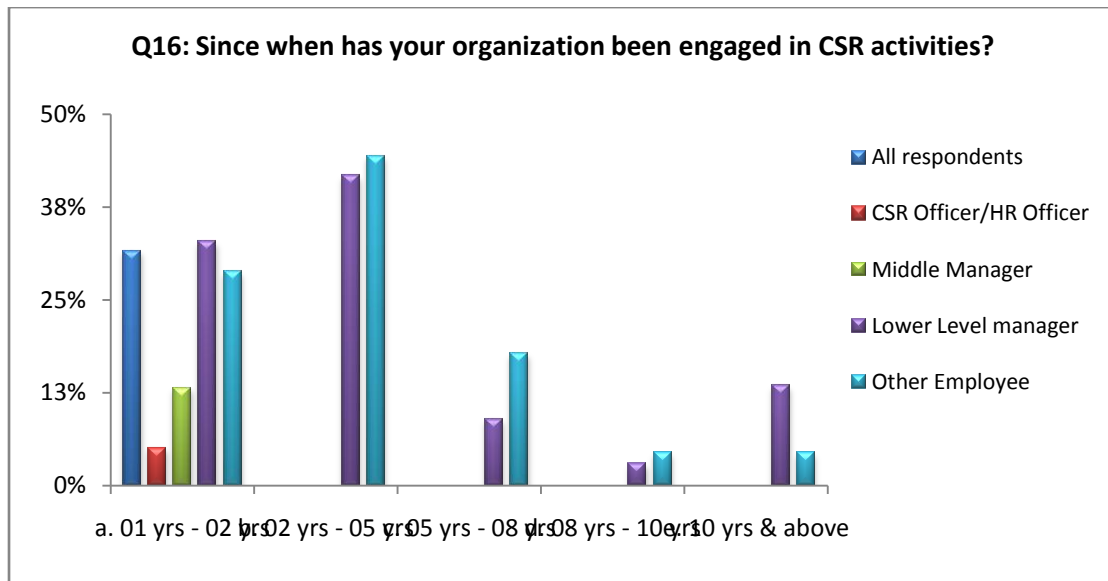


Chart 28: Q16 Since when has your organization been engaged in CSR activities?

Frequencies, Chi-Square, 'Z' and 'P' for Q16

Q16: Since when has your organization been engaged in CSR activities?

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
1-2 yrs.	74	46.8	27.2	739.84	15.81			
02 yrs. - 05 yrs.	102	46.8	55.2	3047.04	65.11			
05 yrs. - 8 yrs.	32	46.8	-14.8	219.04	4.68			
8 yrs. - 10 yrs.	6	46.8	-40.8	1664.64	35.57			
10 yrs. & above	20	46.8	-26.8	718.24	15.35			
Total	234			Chi-Square	136.51	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 126: Q16

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
1-2 yrs.	12	9.75	2.25	5.0625	0.52			
02 yrs. - 05 yrs.	19	9.75	9.25	85.5625	8.78			
05 yrs. - 8 yrs.	6	9.75	-3.75	14.0625	1.44			
10 yrs. & above	2	9.75	-7.75	60.0625	6.16			
Total	39			Chi-Square	16.90	3		0.0007

Frequencies, Chi-Square, 'Z' and 'P' 127: Q16

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).'

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
1-2 yrs.	14	9.5	4.5	20.25	2.13			
02 yrs. - 05 yrs.	15	9.5	5.5	30.25	3.18			
05 yrs. - 8 yrs.	4	9.5	-5.5	30.25	3.18			
10 yrs. & above	5	9.5	-4.5	20.25	2.13			
Total	38		Chi-Square		10.63	3	1.000	0.0139

Frequencies, Chi-Square, 'Z' and 'P' 128: Q16

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P < 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
1-2 yrs.	22	13.4	8.6	73.96	5.52			
02 yrs. - 05 yrs.	28	13.4	14.6	213.16	15.91			
05 yrs. - 8 yrs.	6	13.4	-7.4	54.76	4.09			
8 yrs. - 10 yrs.	2	13.4	-11.4	129.96	9.70			
10 yrs. & above	9	13.4	-4.4	19.36	1.44			
Total	67		Chi-Square		36.66	4		0.0000

Frequencies, Chi-Square, 'Z' and 'P' 129: Q16

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
1-2 yrs.	26	18	8	64	3.56			
02 yrs. - 05 yrs.	40	18	22	484	26.89			
05 yrs. - 8 yrs.	16	18	-2	4	0.22			
8 yrs. - 10 yrs.	4	18	-14	196	10.89			
10 yrs. & above	4	18	-14	196	10.89			
Total	90		Chi-Square		52.44	4		0.0000

Frequencies, Chi-Square, 'Z' and 'P' 130: Q16

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q17: The performance of CSR activities is monitored by your Company periodically

Over 71% of All Respondents agree that their CSR activities are monitored by their company periodically. In comparison just over 63% of Middle Managers, agree with the statement. About 25% of All Respondents neither agree nor disagree.

Q17: The performance of CSR activities is monitored by your Company periodically.						
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Sum of 'Strongly agree' and 'Agree'
All respondents	5.14%	66.40%	24.90%	2.37%	1.19%	71.54%
CSR Officer/HR Officer	7.32%	65.85%	26.83%	0.00%	0.00%	73.17%
Middle Manager	0.00%	63.41%	31.71%	4.88%	0.00%	63.41%
Lower Level manager	4.05%	64.86%	24.32%	4.05%	2.70%	68.92%
Other Employee	7.22%	69.07%	21.65%	1.03%	1.03%	76.29%

Table 33: Q17: The performance of CSR activities is monitored by your Company periodically

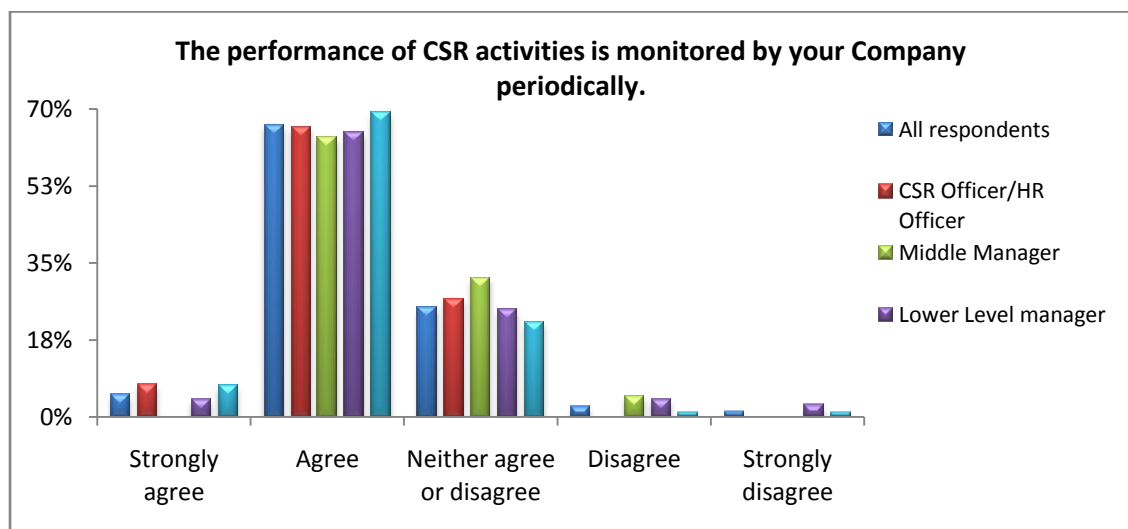


Chart 29: Q17 The performance of CSR activities is monitored by your Company periodically.

Descriptive Statistics for Q18

Q17: The performance of CSR activities is monitored by your Company periodically.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses)					
N	253	41	41	74	97
Strongly Agree	13	3	0	3	7
Agree	168	27	26	48	67
Neither Agree or Disagree	63	11	13	18	21
Disagree	6	0	2	3	1
Strongly Disagree	3	0	0	2	1
Mode	4	4	4	4	4
Average	3.72	3.80	3.59	3.64	3.80
Std Error of mean	0.041	0.087	0.092	0.087	0.063
Variance	0.425	0.311	0.349	0.564	0.388
Std Deviation	0.65	0.56	0.59	0.75	0.62
Confidence Interval at 95%	0.08	0.17	0.18	0.17	0.12
Upper Limit	3.80	3.98	3.77	3.81	3.93
Lower Limit	3.64	3.63	3.40	3.46	3.68
Minimum	1	3	2	1	1
Maximum	5	5	4	5	5
Range	4	2	2	4	4
1st Quartile	3	3	3	3	4
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	0
Skewness	-1.202	-0.063	-1.113	-1.476	-1.159
Kurtosis	3.027	-0.002	0.326	3.055	3.935
SES	0.154	0.383	0.383	0.285	0.249
SEK	0.308	0.765	0.765	0.569	0.497

Descriptive Statistics 26: Q17 The performance of CSR activities is monitored by your Company periodically.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 17 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*. The Skewness is less than -1.0 for all categories except CSR_HR Officer category. The Skewness is substantial for these 4 categories and the distribution is far from symmetrical.

Kurtosis values for All Respondents, Lower Level Managers and Other Employee categories in Q17 are in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining two categories in Question 17 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q17

Q17: The performance of CSR activities is monitored by your Company periodically

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	13	50.6	-37.6	1413.76	27.94			
Agree	168	50.6	117.4	13782.76	272.39			
Neither agree or disagree	63	50.6	12.4	153.76	3.04			
Disagree	6	50.6	-44.6	1989.16	39.31			
Strongly disagree	3	50.6	-47.6	2265.76	44.78			
Total	253			Chi-Square	387.45	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 131: Q17

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	13.67	-10.67	113.78	8.33			
Agree	27	13.67	13.33	177.78	13.01			
Neither agree or disagree	11	13.67	-2.67	7.11	0.52			
Total	41			Chi-Square	21.85	2	0.987	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 132: Q17

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Agree	26	13.67	12.33	152.11	11.13			
Neither agree or disagree	13	13.67	-0.67	0.44	0.03			
Disagree	2	13.67	-11.67	136.11	9.96			
Total	41				Chi-Square 21.12	2	0.924	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 133: Q17

X^2 computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	3	14.8	-11.8	139.24	9.41			
Agree	48	14.8	33.2	1102.24	74.48			
Neither agree or disagree	18	14.8	3.2	10.24	0.69			
Disagree	3	14.8	-11.8	139.24	9.41			
Strongly disagree	2	14.8	-12.8	163.84	11.07			
Total	74				Chi-Square 105.05	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 134: Q17

X^2 computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	7	19.4	-12.4	153.76	7.93			
Agree	67	19.4	47.6	2265.76	116.79			
Neither agree or disagree	21	19.4	1.6	2.56	0.13			
Disagree	1	19.4	-18.4	338.56	17.45			
Strongly disagree	1	19.4	-18.4	338.56	17.45			
Total	97				Chi-Square 159.75	4	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 135: Q17

X² computed value is greater than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q18: The CSR activities are monitored

Majority of respondents – Over 53% - state that CSR activities are monitored annually. About 8% of the Respondents state that the CSR activities are monitored monthly or biannually. Over 31% respondents state that the activities are monitored quarterly.

Q18: The CSR activities are monitored					
	All respondents	CSR Officer/HR Officer	Middle Manager	Lower Level manager	Other Employee
a. Monthly	7.59%	5.13%	2.86%	7.81%	10.47%
b. Quarterly	31.25%	41.03%	31.43%	26.56%	30.23%
c. Bi-annually	8.04%	12.82%	8.57%	9.38%	4.65%
d. Annually	53.13%	41.03%	57.14%	56.25%	54.65%

Table 34: Q18: The CSR activities are monitored

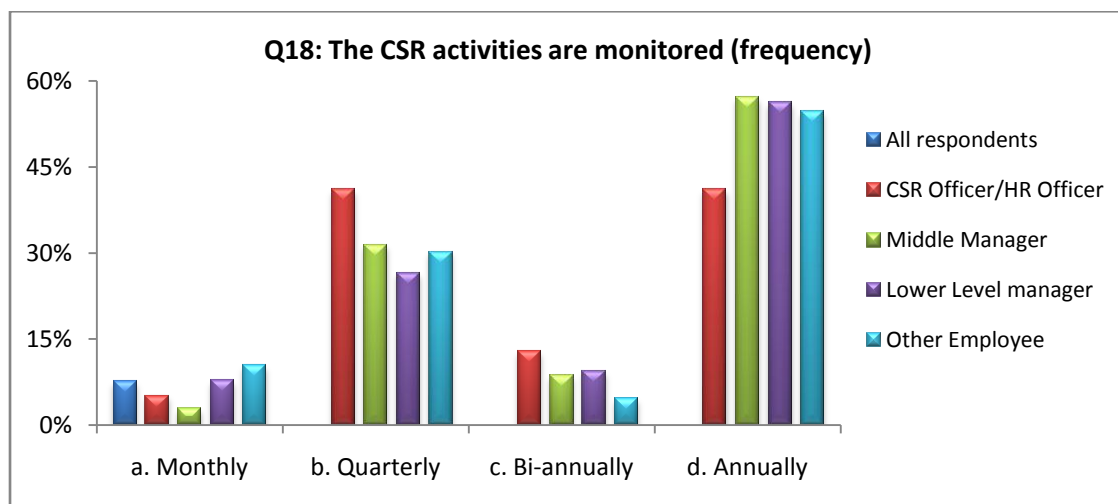


Chart 30: Q.18 The CSR activities are monitored

Frequencies, Chi-Square, 'Z' and 'P' for Q18

Q18: The CSR activities are monitored:

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Monthly	17	56	-39	1521	27.16			
Quarterly	70	56	14	196	3.50			
Bi-annually	18	56	-38	1444	25.79			
Annually	119	56	63	3969	70.88			
Total	224			Chi-Square	127.32	3		0.000

Frequencies, Chi-Square, 'Z' and 'P' 136: Q18

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Monthly	2	9.75	-7.75	60.0625	6.16			
Quarterly	16	9.75	6.25	39.0625	4.01			
Bi-annually	5	9.75	-4.75	22.5625	2.31			
Annually	16	9.75	6.25	39.0625	4.01			
Total	39			Chi-Square	16.49	3		0.0009

Frequencies, Chi-Square, 'Z' and 'P' 137: Q18

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Monthly	1	8.75	-7.75	60.0625	6.86			
Quarterly	11	8.75	2.25	5.0625	0.58			
Bi-annually	3	8.75	-5.75	33.0625	3.78			
Annually	20	8.75	11.25	126.5625	14.46			
Total	35			Chi-Square	25.69	3		0.0000

Frequencies, Chi-Square, 'Z' and 'P' 138: Q18

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Monthly	5	16	-11	121	7.56			
Quarterly	17	16	1	1	0.06			
Bi-annually	6	16	-10	100	6.25			
Annually	36	16	20	400	25.00			
Total	64			Chi-Square	38.88	3		0.0000

Frequencies, Chi-Square, 'Z' and 'P' 139: Q18

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Monthly	9	21.5	-12.5	156.25	7.27			
Quarterly	26	21.5	4.5	20.25	0.94			
Bi-annually	4	21.5	-17.5	306.25	14.24			
Annually	47	21.5	25.5	650.25	30.24			
Total	86		Chi-Square		52.70	3		0.0000

Frequencies, Chi-Square, 'Z' and 'P' 140: Q18

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q19: CSR policies have been developed for the company.

Over 91.7% of All Respondents were of the opinion that CSR policies have been developed for the Company. All respondents in Lower Level manager and Other Employee categories agree with the statement.

Q19: CSR policies have been developed for the company.		
	Yes	No
All respondents	91.73%	8.27%
CSR Officer/HR Officer	87.80%	12.20%
Middle Manager	94.74%	5.26%
Lower Level manager	100.00%	0.00%
Other Employee	100.00%	0.00%

Table 35: Q19: CSR policies have been developed for the company.

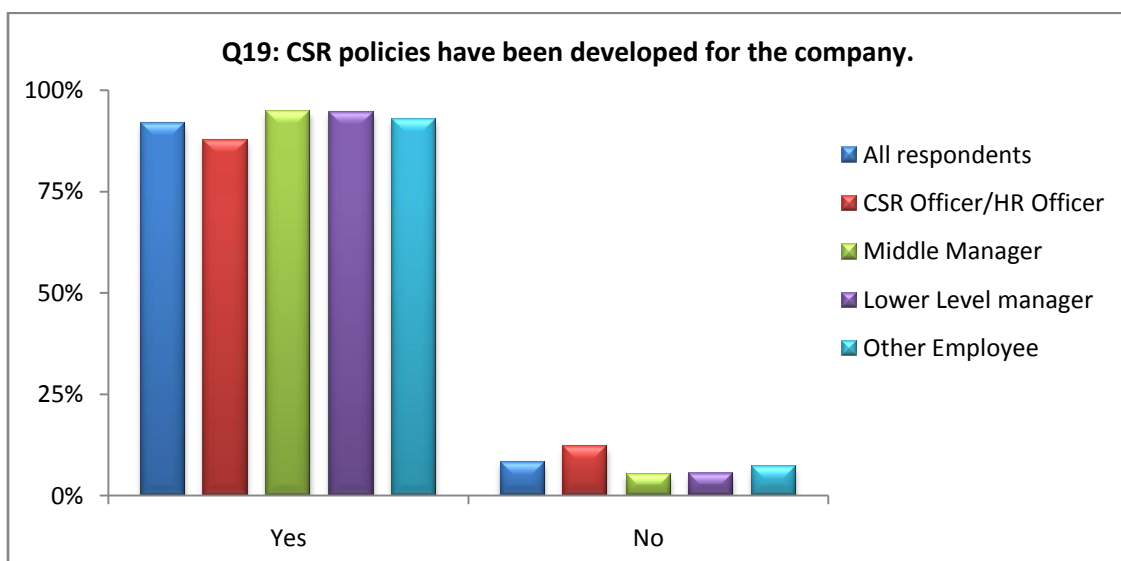


Chart 31: Q19: CSR policies have been developed for the company.

Descriptive Statistics for Q19

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 19 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1 for all the categories and the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories in Q19 are in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Q19: CSR policies have been developed for the company.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	38	70	91
Yes	233	36	36	70	91
No	21	5	2	0	0
Mode	2	2	2	2	2
Average	1.92	1.88	1.95	1.95	1.93
Std Error of mean	0.017	0.052	0.037	0.026	0.026
Variance	0.076	0.110	0.051	0.052	0.067
Std Deviation	0.28	0.33	0.23	0.23	0.26
Confidence Interval at 95%	0.03	0.04	0.03	0.03	0.05
Upper Limit	1.95	1.92	1.98	1.97	1.98
Lower Limit	1.88	1.84	1.92	1.92	1.88
Minimum	1	1	1	1	1
Maximum	2	2	2	2	2
Range	1	1	1	1	1
1st Quartile	2	2	2	2	2
3rd Quartile	2	2	2	2	2
Interquartile range	0	0	0	0	0
Skewness	-3.049	-2.399	-4.174	-4.026	-3.380
Kurtosis	7.353	3.947	16.273	14.606	9.621
SES	0.154	0.383	0.397	0.285	0.247
SEK	0.307	0.765	0.795	0.569	0.495

Descriptive Statistics 27: Q19: CSR policies have been developed for the company.

Frequencies, Chi-Square, 'Z' and 'P' for Q19

Q19: CSR policies have been developed for the company

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	233	127	106	11236	88.47			
No	21	127	-106	11236	88.47			
Total	254			Chi-Square	176.94	1	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 141: Q19

x² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	36	20.5	15.5	240.25	11.72			
No	5	20.5	-15.5	240.25	11.72			
Total	41			Chi-Square	23.44	1	0.991	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 142: Q19

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	36	19	17	289	15.21			
No	2	19	-17	289	15.21			
Total	38			Chi-Square	30.42	1	0.924	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 143: Q19

X² computed value is greater than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	70	70	0	0	0.00			
Total	70			Chi-Square	0.00	0	0.979	#NUM!

Frequencies, Chi-Square, 'Z' and 'P' 144: Q19

X² computed value is equal to critical value 0 required for 95% significance for 0 degree of freedom and P could not be computed because observed N minus

expected N is zero. Chi-square = .000, Degrees of freedom = 0. Probability level cannot be computed, as a result.

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Yes	91	91	0	0	0.00			
Total	91		Chi-Square		0.00	0	0.997	

Frequencies, Chi-Square, 'Z' and 'P' 145: Q19

X² computed value is equal to critical value 0 required for 95% significance for 0 degree of freedom and P could not be computed because observed N minus expected N is zero. Chi-square = .000, Degrees of freedom = 0. Probability level cannot be computed, as a result.

Q.20. CSR policies are reviewed by

- Lower Management
- Middle Management
- Top Management

It is evident that the Middle Management plays a major role in the review of CSR policies. Over 56% of the Respondents agree that middle management reviews CSR policies. About 41% agree that the Top Management reviews CSR policies whereas the remaining 2.1% are of the opinion that the lower management reviews CSR policies.

Q20: CSR policies are reviewed by					
	All respondents	CSR Officer/HR Officer	Middle Manager	Lower Level manager	Other Employee
a. Lower management	2.12%	2.50%	2.63%	0.00%	3.19%
b. Middle management	56.78%	57.50%	47.37%	56.25%	60.64%
c. Top management	41.10%	40.00%	50.00%	43.75%	36.17%

Table 36: Q20: CSR policies are reviewed by

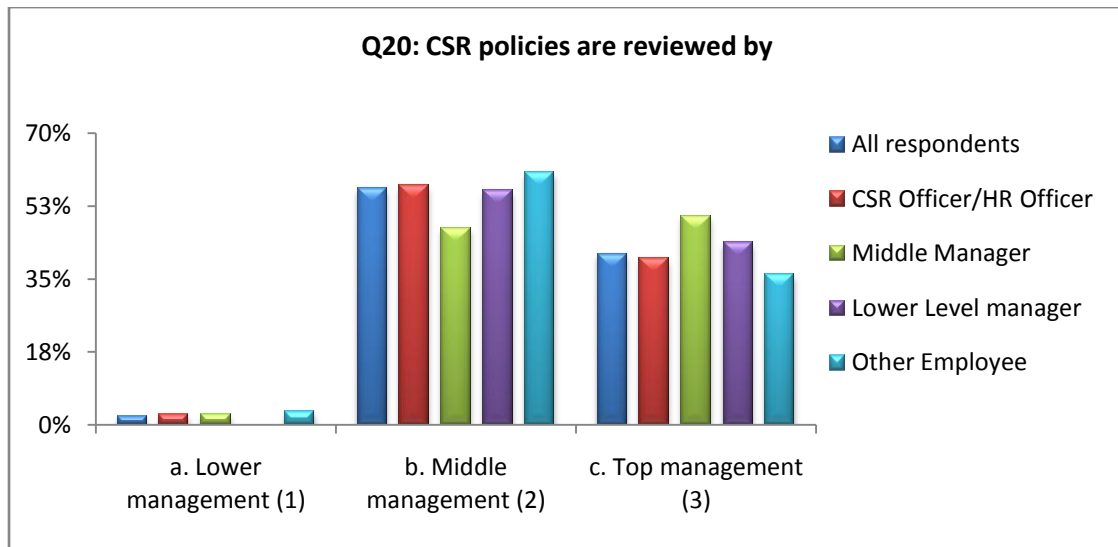


Chart 32: Q.20 CSR policies are reviewed by

Descriptive Statistics for Q20

Q20: CSR policies are reviewed by					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	236	40	38	64	94
Lower Management	5	1	1	0	3
Middle Management	134	23	18	36	57
Senior Management	97	16	19	28	34
Mode		2	3	2	2
Average	2.39	2.38	2.47	2.44	2.33
Std Error of mean	0.035	0.085	0.088	0.063	0.055
Variance	0.281	0.292	0.310	0.250	0.288
Std Deviation	0.53	0.54	0.56	0.50	0.54
Confidence Interval at 95%	0.07	0.17	0.17	0.12	0.11
Upper Limit	2.46	2.44	2.65	2.50	2.44
Lower Limit	2.32	2.31	2.30	2.38	2.22
Minimum	1	1	1	2	1
Maximum	3	3	3	3	3
Range	2	2	2	1	2
1st Quartile	2	2	2	2	2
3rd Quartile	3	3	3	3	3
Interquartile range	1	1	1	1	1
Skewness	0.019	0.016	-0.387	0.258	0.081
Kurtosis	-1.099	-0.970	-0.919	-1.997	-0.759
SES	0.159	0.387	0.387	0.306	0.253
SEK	0.319	0.775	0.775	0.612	0.505

Descriptive Statistics 28: Q20: CSR policies are reviewed by

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for Middle Manager category in Q20. The left tail is longer; the mass of the distribution for Question 4 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

Skewness value is greater than zero for the remaining 4 categories, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

Kurtosis values for all categories in Question 20 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q20

Q20: CSR policies are reviewed by

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Lower management	5	78.67	-73.67	5426.78	68.98			
Middle management	134	78.67	55.33	3061.78	38.92			
Top management	97	78.67	18.33	336.11	4.27			
Total	236		Chi-Square		112.18	3	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 146: 20

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Lower management	1	13.33	-12.33	152.11	11.41			
Middle management	23	13.33	9.67	93.44	7.01			
Top management	16	13.33	2.67	7.11	0.53			
Total	40		Chi-Square		18.95	3	0	0.0003

Frequencies, Chi-Square, 'Z' and 'P' 147: Q20

X² computed value is greater than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Lower management	1	12.67	-11.67	136.11	10.75			
Middle management	18	12.67	5.33	28.44	2.25			
Top management	19	12.67	6.33	40.11	3.17			
Total	38		Chi-Square		16.16	2	1	0.0003

Frequencies, Chi-Square, 'Z' and 'P' 148: Q20

X² computed value is greater than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Middle management	36	32.00	4.00	16.00	0.50			
Top management	28	32.00	-4.00	16.00	0.50			
Total	64		Chi-Square		1.00	1	0	0.3173

Frequencies, Chi-Square, 'Z' and 'P' 149: Q20

X² computed value is less than critical value 3.84 required for 95% significance for 1 degree of freedom and P > 0.05 (in the null Hypothesis acceptance zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Lower management	3	31.33	-28.33	802.78	25.62			
Middle management	57	31.33	25.67	658.78	21.02			
Top management	34	31.33	2.67	7.11	0.23			
Total	94		Chi-Square		46.87	2	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 150: Q20

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q21: In the last five years, your company was involved in social or development programmes.

Over 58% of All Respondents agree that their company was involved in social development programmes such as Sponsorships, Charitable Contributions, Community programmes / projects, Environmental Beautification / Preservation, Education for employees children, water recycling and energy saving. Over 23% of All Respondents disagree that their organisation carries out social development programmes.

Q21: In the last five years, your company was involved in social or development programmes						
	Strongly Agree	Slightly Agree	Neutral	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	19.20%	38.80%	18.40%	15.60%	8.00%	58.00%
CSR Officer/HR Officer	15.00%	42.50%	30.00%	7.50%	5.00%	57.50%
Middle Manager	19.51%	36.59%	14.63%	21.95%	7.32%	56.10%
Lower Level manager	20.27%	39.19%	17.57%	16.22%	6.76%	59.46%
Other Employee	20.00%	37.89%	15.79%	15.79%	10.53%	57.89%

Table 37: Q.21 In the last five years, your company was involved in social or development programmes

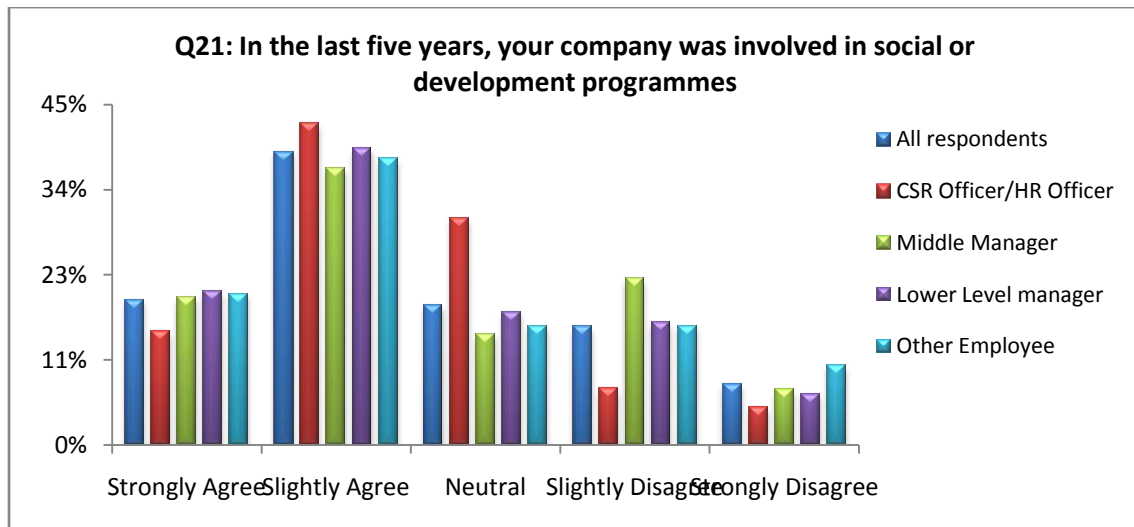


Chart 33: Q.21 In the last five years, your company was involved in social or development programmes

Descriptive Statistics for Q21

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 21 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*.

Kurtosis values for all categories in Question 21 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q21: In the last five years, your company was involved in social or development programmes					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	250	40	41	74	95
Strongly Agree	48	6	8	15	19
Agree	97	17	15	29	36
Neither Agree or Disagree	46	12	6	13	15
Disagree	39	3	9	12	15
Strongly Disagree	20	2	3	5	10
Mode	4	4	4	4	4
Average	3.46	3.55	3.39	3.50	3.41
Std Error of mean	0.076	0.160	0.194	0.138	0.130
Variance	1.430	1.023	1.544	1.404	1.606
Std Deviation	1.20	1.01	1.24	1.18	1.27
Confidence Interval at 95%	0.15	0.31	0.38	0.27	0.25
Upper Limit	3.60	3.86	3.77	3.77	3.67
Lower Limit	3.31	3.24	3.01	3.23	3.16
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5
Range	4	4	4	4	4
1st Quartile	3	3	2	3	2
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	2	1	2
Skewness	-0.542	-0.691	-0.394	-0.558	-0.531
Kurtosis	-0.649	0.475	-0.954	-0.603	-0.799
SES	0.155	0.387	0.383	0.285	0.251
SEK	0.310	0.775	0.765	0.569	0.503

Descriptive Statistics 29: Q.21 In the last five years, your company was involved in social or development programmes

Frequencies, Chi-Square, 'Z' and 'P' for Q21

Q21: In the last five years, your company was involved in social or development programmes

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly Disagree	20	50	-30	900	18.00			
Slightly Disagree	39	50	-11	121	2.42			
Neutral	46	50	-4	16	0.32			
Slightly Agree	97	50	47	2209	44.18			
Strongly Agree	48	50	-2	4	0.08			
Total	250			Chi-Square	65.00	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 151: Q21

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly Disagree	2	8	-6	36	4.50			
Slightly Disagree	3	8	-5	25	3.13			
Neutral	12	8	4	16	2.00			
Slightly Agree	17	8	9	81	10.13			
Strongly Agree	6	8	-2	4	0.50			
Total	40			Chi-Square	20.25	4	0.998	0.0004

Frequencies, Chi-Square, 'Z' and 'P' 152: Q21

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly Disagree	8	8.2	-0.2	0.04	0.00			
Slightly Disagree	15	8.2	6.8	46.24	5.64			
Neutral	6	8.2	-2.2	4.84	0.59			
Slightly Agree	9	8.2	0.8	0.64	0.08			
Strongly Agree	3	8.2	-5.2	27.04	3.30			
Total	41		Chi-Square		9.61	4	0.999	0.0475

Frequencies, Chi-Square, 'Z' and 'P' 153: Q21

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P < 0.05 (just about in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly Disagree	15	14.8	0.2	0.04	0.00			
Slightly Disagree	29	14.8	14.2	201.64	13.62			
Neutral	13	14.8	-1.8	3.24	0.22			
Slightly Agree	12	14.8	-2.8	7.84	0.53			
Strongly Agree	5	14.8	-9.8	96.04	6.49			
Total	74		Chi-Square		20.86	4	1.000	0.0003

Frequencies, Chi-Square, 'Z' and 'P' 154: Q21

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly Disagree	10	19	-9	81	4.26			
Slightly Disagree	15	19	-4	16	0.84			
Neutral	15	19	-4	16	0.84			
Slightly Agree	36	19	17	289	15.21			
Strongly Agree	19	19	0	0	0.00			
Total	95		Chi-Square		21.16	4	1.000	0.0003

Frequencies, Chi-Square, 'Z' and 'P' 155: Q21

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q22: How much has been spent on these programmes over the last 5 years? (yearly average)

Over 13% of All Respondents agreed that their organisation spent more than 5 lakhs per annum for various CSR programmes whereas over 39% were of the opinion that the amount spent by their organisation is between 2 lakhs to 5 lakhs per annum.

Q22: How much has been spent on these programmes over the last 5 years? (yearly average)					
	All respondents	CSR Officer/HR Officer	Middle Manager	Lower Level manager	Other Employee
a. 50,000 to 1,00,000	24.69%	20.51%	28.95%	27.94%	22.34%
b. 1,00,000 to 2,00,000	22.18%	20.51%	23.68%	19.12%	24.47%
c. 2,00,000 to 3,00,000	30.96%	48.72%	26.32%	27.94%	27.66%
d. 3,00,000 to 5,00,000	8.79%	5.13%	7.89%	7.35%	11.70%
e. 5,00,000 & above	13.39%	5.13%	13.16%	17.65%	13.83%

Table 38: Q.22 How much has been spent on these programmes over the last 5 years? (yearly average)

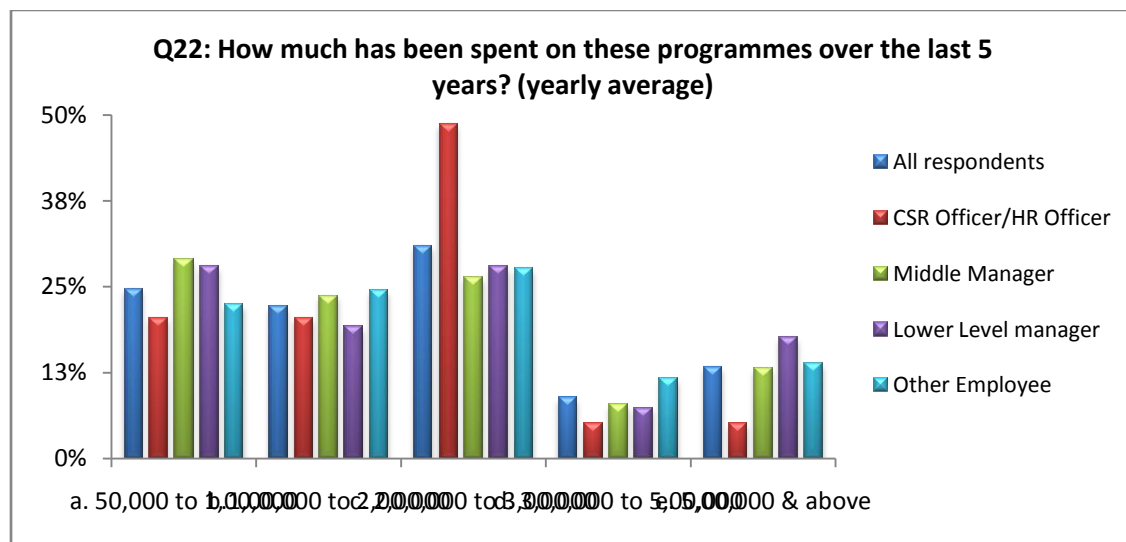


Chart 34: Q.22 How much has been spent on these programmes over the last 10 years? (yearly average)

Frequencies, Chi-Square, 'Z' and 'P' for Q22

Q22: How much has been spent on these programmes over the last 5 years

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
50,000 to 1,00,000	59	47.8	11.2	125.44	2.62			
1,00,000 to 2,00,000	53	47.8	5.2	27.04	0.57			
2,00,000 to 3,00,000	74	47.8	26.2	686.44	14.36			
3,00,000 to 5,00,000	21	47.8	-26.8	718.24	15.03			
5,00,000 & above	32	47.8	-15.8	249.64	5.22			
Total	239		Chi-Square	37.80	4			0.000

Frequencies, Chi-Square, 'Z' and 'P' 156: Q22

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
50,000 to 1,00,000	8	7.8	0.2	0.04	0.01			
1,00,000 to 2,00,000	8	7.8	0.2	0.04	0.01			
2,00,000 to 3,00,000	19	7.8	11.2	125.44	16.08			
3,00,000 to 5,00,000	2	7.8	-5.8	33.64	4.31			
5,00,000 & above	2	7.8	-5.8	33.64	4.31			
Total	39		Chi-Square	24.72	4			0.0001

Frequencies, Chi-Square, 'Z' and 'P' 157: Q22

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
50,000 to 1,00,000	11	7.6	3.4	11.56	1.52			
1,00,000 to 2,00,000	9	7.6	1.4	1.96	0.26			
2,00,000 to 3,00,000	10	7.6	2.4	5.76	0.76			
3,00,000 to 5,00,000	3	7.6	-4.6	21.16	2.78			
5,00,000 & above	5	7.6	-2.6	6.76	0.89			
Total	38		Chi-Square		6.21	4		0.1840

Frequencies, Chi-Square, 'Z' and 'P' 158: Q22

X² computed value is less than critical value 9.49 required for 95% significance for 4 degree of freedom and P > 0.05 (in the null Hypothesis acceptance zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
50,000 to 1,00,000	19	13.6	5.4	29.16	2.14			
1,00,000 to 2,00,000	13	13.6	-0.6	0.36	0.03			
2,00,000 to 3,00,000	19	13.6	5.4	29.16	2.14			
3,00,000 to 5,00,000	5	13.6	-8.6	73.96	5.44			
5,00,000 & above	12	13.6	-1.6	2.56	0.19			
Total	68		Chi-Square		9.94	4		0.0414

Frequencies, Chi-Square, 'Z' and 'P' 159: Q22

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P < 0.05 (just about in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
50,000 to 1,00,000	21	18.8	2.2	4.84	0.26			
1,00,000 to 2,00,000	23	18.8	4.2	17.64	0.94			
2,00,000 to 3,00,000	26	18.8	7.2	51.84	2.76			
3,00,000 to 5,00,000	11	18.8	-7.8	60.84	3.24			
5,00,000 & above	13	18.8	-5.8	33.64	1.79			
Total	94			Chi-Square	8.98	4		0.0616

Frequencies, Chi-Square, 'Z' and 'P' 160: Q22

X² computed value is less than critical value 9.49 required for 95% significance for 4 degree of freedom and P > 0.05 (in the null Hypothesis acceptance zone).

Q23: Regional sub-offices and technical teams participate in the planning process of CSR activities

Over 68% of All Respondents agree that their regional sub-offices and technical teams participate in the planning process of CSR activities. Near about 22% of them, neither agree nor disagree. The 63.41% Middle Managers' response, lowest among all the categories, is nevertheless in majority agreement.

Q23: Regional sub-offices and technical teams participate in the planning process of CSR activities						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	5.12%	63.78%	22.44%	6.30%	2.36%	68.90%
CSR Officer/HR Officer	7.32%	60.98%	24.39%	4.88%	2.44%	68.29%
Middle Manager	2.44%	60.98%	24.39%	9.76%	2.44%	63.41%
Lower Level manager	1.35%	67.57%	21.62%	8.11%	1.35%	68.92%
Other Employee	8.16%	63.27%	21.43%	4.08%	3.06%	71.43%

Table 39: Q23 Regional sub-offices and technical teams participate in the planning process of CSR activities.

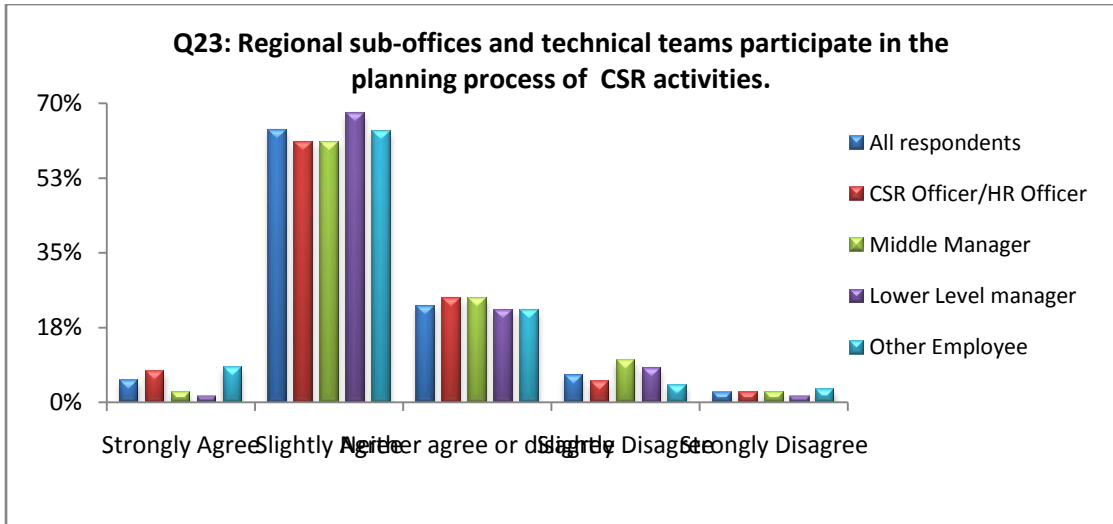


Chart 35: Q23: Regional sub-offices and technical teams participate in the planning process of CSR activities

Descriptive Statistics for Q23

Q23: Regional sub-offices and technical teams participate in the planning process of CSR activities.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	13	3	1	1	8
Agree	162	25	25	50	62
Neither Agree or Disagree	57	10	10	16	21
Disagree	16	2	4	6	4
Strongly Disagree	6	1	1	1	3
Mode	4	4	4	4	4
Average	3.63	3.66	3.51	3.59	3.69
Std Error of mean	0.049	0.124	0.127	0.084	0.081
Variance	0.606	0.630	0.656	0.518	0.648
Std Deviation	0.78	0.79	0.81	0.72	0.80
Confidence Interval at 95%	0.10	0.24	0.25	0.16	0.16
Upper Limit	3.73	3.90	3.76	3.76	3.85
Lower Limit	3.53	3.42	3.26	3.43	3.53
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5
Range	4	4	4	4	4
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-1.277	-1.183	-1.228	-1.473	-1.323
Kurtosis	2.016	2.390	1.333	1.930	2.648
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 30: Q23 Regional sub-offices and technical teams participate in the planning process of CSR activities.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 23 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for all categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories in Question 23 are less than 3 for Q23 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q23

Q23: Regional sub-offices and technical teams participate in the planning process of CSR activities

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	13	50.8	-37.8	1428.84	28.13			
Agree	162	50.8	111.2	12365.44	243.41			
Neither agree or disagree	57	50.8	6.2	38.44	0.76			
Disagree	16	50.8	-34.8	1211.04	23.84			
Strongly Disagree	6	50.8	-44.8	2007.04	39.51			
Total	254			Chi-Square	335.65	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 161: Q23

x² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	8.2	-5.2	27.04	3.30			
Agree	25	8.2	16.8	282.24	34.42			
Neither agree or disagree	10	8.2	1.8	3.24	0.40			
Disagree	2	8.2	-6.2	38.44	4.69			
Strongly Disagree	1	8.2	-7.2	51.84	6.32			
Total	41			Chi-Square	49.12	4	0.997	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 162: Q23

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	1	8.2	-7.2	51.84	6.32			
Agree	25	8.2	16.8	282.24	34.42			
Neither agree or disagree	10	8.2	1.8	3.24	0.40			
Disagree	4	8.2	-4.2	17.64	2.15			
Strongly Disagree	1	8.2	-7.2	51.84	6.32			
Total	41		Chi-Square	49.61	4	1.000	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 163: Q23

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	1	14.8	-13.8	190.44	12.87			
Agree	50	14.8	35.2	1239.04	83.72			
Neither agree or disagree	16	14.8	1.2	1.44	0.10			
Disagree	6	14.8	-8.8	77.44	5.23			
Strongly Disagree	1	14.8	-13.8	190.44	12.87			
Total	74		Chi-Square	114.78	4	1.000	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 164: Q23

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	8	19.6	-11.6	134.56	6.87			
Agree	62	19.6	42.4	1797.76	91.72			
Neither agree or disagree	21	19.6	1.4	1.96	0.10			
Disagree	4	19.6	-15.6	243.36	12.42			
Strongly Disagree	3	19.6	-16.6	275.56	14.06			
Total	98		Chi-Square	125.16	4	1.000	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 165: Q23

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q.24 There is a health and safety policy in your company.

Over 78% of All Respondents agree that there exists a health and safety policy in their company. Middle Managers' response rate is a relatively low 66%.

Q24: There is a health and safety policy in your company.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	9.84%	68.50%	17.32%	2.76%	1.57%	78.35%
CSR Officer/HR Officer	7.32%	70.73%	19.51%	0.00%	2.44%	78.05%
Middle Manager	7.32%	58.54%	24.39%	7.32%	2.44%	65.85%
Lower Level manager	5.41%	72.97%	18.92%	2.70%	0.00%	78.38%
Other Employee	15.31%	68.37%	12.24%	2.04%	2.04%	83.67%

Table 40: Q24: There is a health and safety policy in your company.

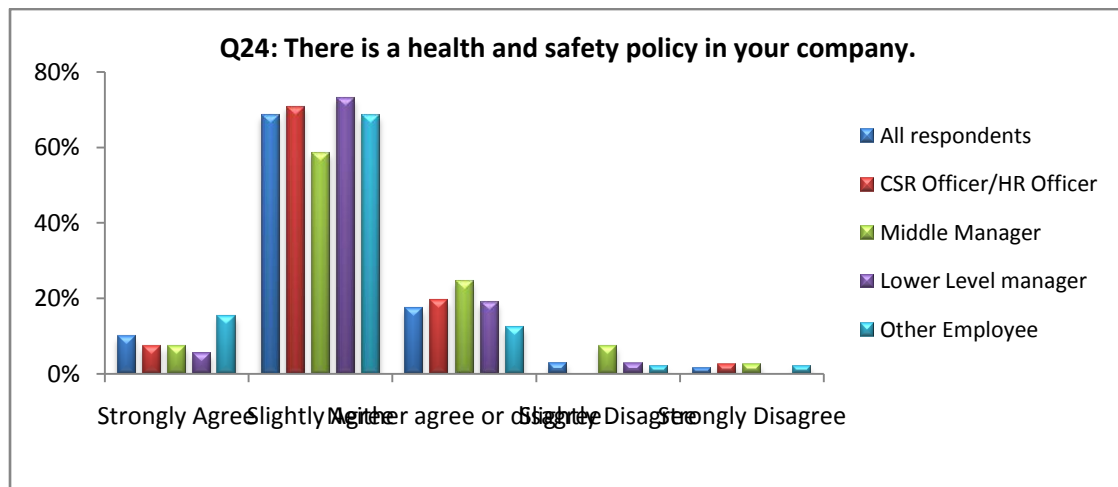


Chart 36: Q24: There is a health and safety policy in your company.

Descriptive Statistics for Q24

Q24: There is a health and safety policy in your company.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	25	3	3	4	15
Agree	174	29	24	54	67
Neither Agree or Disagree	44	8	10	14	12
Disagree	7	0	3	2	2
Strongly Disagree	4	1	1	0	2
Mode	4	4	4	4	4
Average	3.82	3.80	3.61	3.81	3.93
Std Error of mean	0.044	0.106	0.130	0.066	0.074
Variance	0.494	0.461	0.694	0.320	0.541
Std Deviation	0.70	0.68	0.83	0.57	0.74
Confidence Interval at 95%	0.09	0.21	0.25	0.13	0.15
Upper Limit	3.91	4.01	3.86	3.94	4.07
Lower Limit	3.74	3.60	3.35	3.68	3.78
Minimum	1	1	1	2	1
Maximum	5	5	5	5	5
Range	4	4	4	3	4
1st Quartile	4	4	3	4	4
3rd Quartile	5	4	4	4	4
Interquartile range	1	0	1	0	0
Skewness	-1.320	-1.755	-1.049	-0.953	-1.473
Kurtosis	3.587	6.524	1.568	2.050	4.523
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 31: Q.24 There is a health and safety policy in your company.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 24 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for all categories except for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for All Respondents, CSR Officer/HR Officer and Other Employee categories in Q7ii is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining 2 categories in Question 24 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q24

Q24: There is a health and safety policy in your company

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	25	50.8	-25.8	665.64	13.10			
Agree	174	50.8	123.2	15178.24	298.78			
Neither agree or disagree	44	50.8	-6.8	46.24	0.91			
Disagree	7	50.8	-43.8	1918.44	37.76			
Strongly disagree	4	50.8	-46.8	2190.24	43.11			
Total	254			Chi-Square	393.68	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 166: Q24

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	10.25	-7.25	52.56	5.13			
Agree	29	10.25	18.75	351.56	34.30			
Neither agree or disagree	8	10.25	-2.25	5.06	0.49			
Strongly disagree	1	10.25	-9.25	85.56	8.35			
Total	41			Chi-Square	48.27	3	0.967	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 167: Q24

X^2 computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P		
Strongly agree	3	8.2	-5.2	27.04	3.30					
Agree	24	8.2	15.8	249.64	30.44					
Neither agree or disagree	10	8.2	1.8	3.24	0.40					
Disagree	3	8.2	-5.2	27.04	3.30					
Strongly disagree	1	8.2	-7.2	51.84	6.32					
Total	41					Chi-Square	43.76	4	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 168: Q24

X^2 computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P		
Strongly agree	4	18.5	-14.5	210.25	11.36					
Agree	54	18.5	35.5	1260.25	68.12					
Neither agree or disagree	14	18.5	-4.5	20.25	1.09					
Disagree	2	18.5	-16.5	272.25	14.72					
Total	74					Chi-Square	95.30	3	0.998	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 169: Q24

X^2 computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P		
Strongly agree	15	19.6	-4.6	21.16	1.08					
Agree	67	19.6	47.4	2246.76	114.63					
Neither agree or disagree	12	19.6	-7.6	57.76	2.95					
Disagree	2	19.6	-17.6	309.76	15.80					
Strongly disagree	2	19.6	-17.6	309.76	15.80					
Total	98					Chi-Square	150.27	4.00	0.832	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 170: Q25

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q25: This health and safety policy enforced.

Over 75% of All Respondents agree that the health and safety policy is enforced. There are statutory labour laws, which enforce the health and safety of employees. Just over 68% Middle Managers agree with the statement. Other Employees are in agreement by almost 80%, highest among all categories.

Q25: This health and safety policy enforced.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	7.48%	67.72%	19.69%	3.15%	1.97%	75.20%
CSR Officer/HR Officer	9.76%	65.85%	21.95%	0.00%	2.44%	75.61%
Middle Manager	4.88%	63.41%	21.95%	4.88%	4.88%	68.29%
Lower Level manager	2.70%	70.27%	22.97%	4.05%	0.00%	72.97%
Other Employee	11.22%	68.37%	15.31%	3.06%	2.04%	79.59%

Table 41: Q25: This health and safety policy enforced.

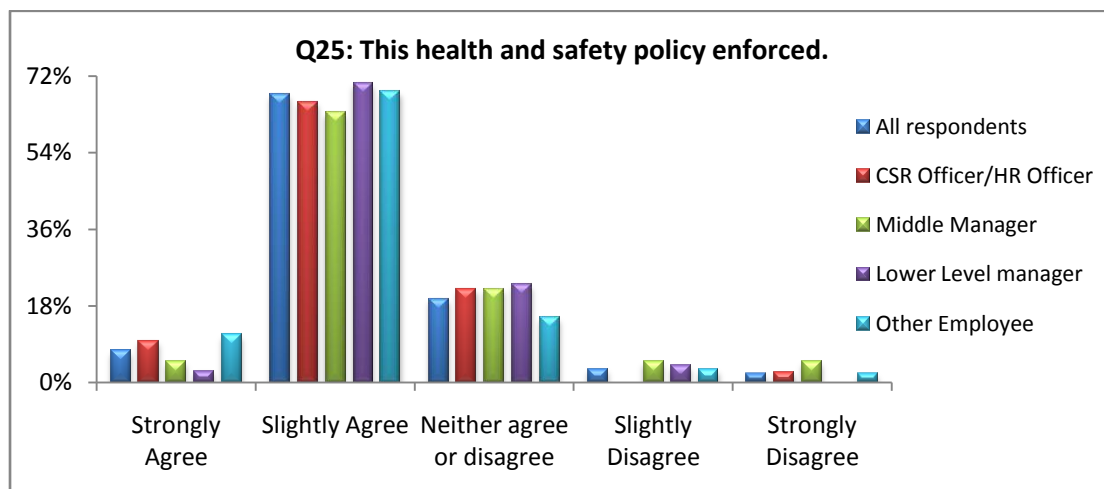


Chart 37: Q25: This health and safety policy enforced.

Descriptive Statistics for Q25

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 25 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for all categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for All Respondents, CSR Officer/HR Officer and Other Employee categories in Q25 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the other two categories in Question 25 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q25: This health and safety policy enforced.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	19	4	2	2	11
Agree	172	27	26	52	67
Neither Agree or Disagree	50	9	9	17	15
Disagree	8	0	2	3	3
Strongly Disagree	5	1	2	0	2
Mode	4	4	4	4	4
Average	3.76	3.80	3.59	3.72	3.84
Std Error of mean	0.045	0.112	0.135	0.068	0.075
Variance	0.517	0.511	0.749	0.343	0.550
Std Deviation	0.72	0.71	0.87	0.59	0.74
Confidence Interval at 95%	0.09	0.22	0.26	0.13	0.15
Upper Limit	3.84	4.02	3.85	3.85	3.98
Lower Limit	3.67	3.59	3.32	3.58	3.69
Minimum	1	1	1	2	1
Maximum	5	5	5	5	5
Range	4	4	4	3	4
1st Quartile	4	4	3	3	4
3rd Quartile	4	4	4	4	4
Interquartile range	0	0	1	1	0
Skewness	-1.397	-1.420	-1.494	-1.121	-1.428
Kurtosis	3.422	4.980	2.555	1.457	3.827
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 32: Q25: This health and safety policy enforced.

Frequencies, Chi-Square, 'Z' and 'P' for Q25

Q25: This health and safety policy enforced

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	19	50.8	-31.8	1011.24	19.91			
Agree	172	50.8	121.2	14689.44	289.16			
Neither agree or disagree	50	50.8	-0.8	0.64	0.01			
Disagree	8	50.8	-42.8	1831.84	36.06			
Strongly disagree	5	50.8	-45.8	2097.64	41.29			
Total	254			Chi-Square	386.43	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 171: Q25

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	10.25	-6.25	39.0625	3.81			
Agree	27	10.25	16.75	280.5625	27.37			
Neither agree or disagree	9	10.25	-1.25	1.5625	0.15			
Strongly disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	39.68	3	0.960	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 172: Q25

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	8.2	-6.2	38.44	4.69			
Agree	26	8.2	17.8	316.84	38.64			
Neither agree or disagree	9	8.2	0.8	0.64	0.08			
Disagree	2	8.2	-6.2	38.44	4.69			
Strongly disagree	2	8.2	-6.2	38.44	4.69			
Total	41			Chi-Square	52.78	4	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 173: Q25

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	18.5	-16.5	272.25	14.72			
Agree	52	18.5	33.5	1122.25	60.66			
Neither agree or disagree	17	18.5	-1.5	2.25	0.12			
Disagree	3	18.5	-15.5	240.25	12.99			
Total	74			Chi-Square	88.49	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 174: Q25

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	11	19.6	-8.6	73.96	3.77			
Agree	67	19.6	47.4	2246.76	114.63			
Neither agree or disagree	15	19.6	-4.6	21.16	1.08			
Disagree	3	19.6	-16.6	275.56	14.06			
Strongly disagree	2	19.6	-17.6	309.76	15.80			
Total	98			Chi-Square	149.35	4	0.985	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 175: Q25

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q26: Your employees are unionised

Over 62% - a relatively low response rate - of All Respondents agree that their employees are unionised. Over 66% of 'Other Employee', category respondents agree. Over 36% Middle Managers neither agree nor disagree.

Q26: Your employees are unionised.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	1.57%	61.02%	28.74%	5.51%	3.15%	62.60%
CSR Officer/HR Officer	0.00%	60.98%	29.27%	4.88%	4.88%	60.98%
Middle Manager	0.00%	60.98%	36.59%	0.00%	2.44%	60.98%
Lower Level manager	0.00%	59.46%	32.43%	8.11%	0.00%	59.46%
Other Employee	4.08%	62.24%	22.45%	6.12%	5.10%	66.33%

Table 42: Q26: Your employees are unionised.

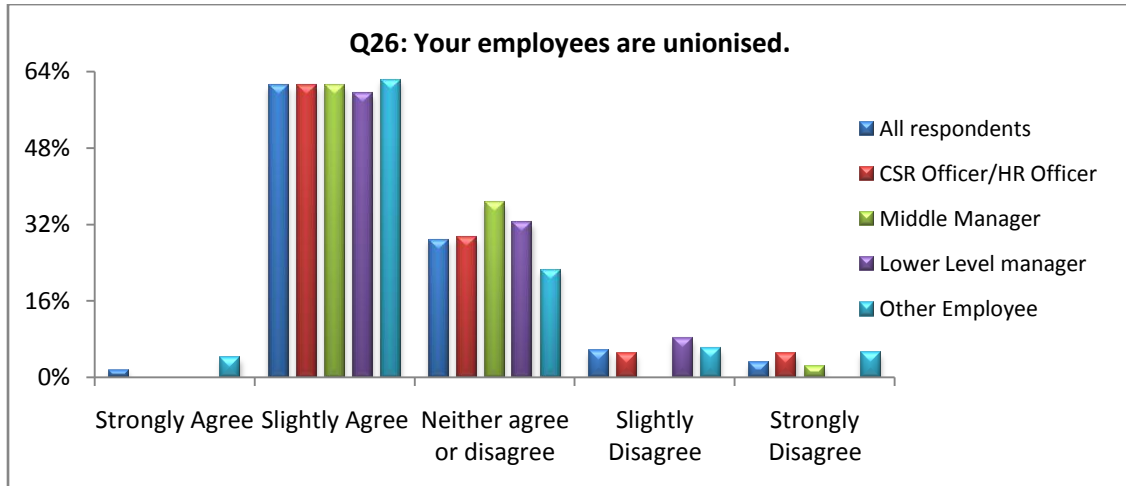


Chart 38: Q26: Your employees are unionised.

Descriptive Statistics for Q26

Q26: Your employees are unionised.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	4	0	0	0	4
Agree	155	25	25	44	61
Neither Agree or Disagree	73	12	15	24	22
Disagree	14	2	0	6	6
Strongly Disagree	8	2	1	0	5
Mode	4	4	4	4	4
Average	3.52	3.46	3.56	3.51	3.54
Std Error of mean	0.048	0.126	0.099	0.075	0.088
Variance	0.582	0.655	0.402	0.418	0.766
Std Deviation	0.76	0.81	0.63	0.65	0.88
Confidence Interval at 95%	0.09	0.25	0.19	0.15	0.17
Upper Limit	3.62	3.71	3.76	3.66	3.71
Lower Limit	3.43	3.22	3.37	3.37	3.37
Minimum	1	1	1	2	1
Maximum	5	4	4	4	5
Range	4	3	3	2	4
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-1.425	-1.661	-1.784	-0.990	-1.398
Kurtosis	2.123	2.549	4.909	-0.090	1.852
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 33: Q26: Your employees are unionised.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 26 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for all categories except Lower Level Manager. Even for Lower Level Manager the Skewness is almost -1. the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager category in Q26 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 26 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q26

Q26: Your employees are unionised

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	50.8	-46.8	2190.24	43.11			
Agree	155	50.8	104.2	10857.64	213.73			
Neither agree or disagree	73	50.8	22.2	492.84	9.70			
Disagree	14	50.8	-36.8	1354.24	26.66			
Strongly disagree	8	50.8	-42.8	1831.84	36.06			
Total	254			Chi-Square	329.27	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 176: Q26

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Agree	25	10.25	14.75	217.5625	21.23			
Neither agree or disagree	12	10.25	1.75	3.0625	0.30			
Disagree	2	10.25	-8.25	68.0625	6.64			
Strongly disagree	2	10.25	-8.25	68.0625	6.64			
Total	41		Chi-Square		34.80	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 177: Q26

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Agree	25	13.67	11.33	128.44	9.40			
Neither agree or disagree	15	13.67	1.33	1.78	0.13			
Strongly disagree	1	13.67	-12.67	160.44	11.74			
Total	41		Chi-Square		21.27	2	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 178: Q26

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Agree	44	24.67	19.33	373.78	15.15			
Neither agree or disagree	24	24.67	-0.67	0.44	0.02			
Disagree	6	24.67	-18.67	348.44	14.13			
Total	74		Chi-Square		29.30	2	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 179: Q26

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	19.6	-15.6	243.36	12.42			
Agree	61	19.6	41.4	1713.96	87.45			
Neither agree or disagree	22	19.6	2.4	5.76	0.29			
Disagree	6	19.6	-13.6	184.96	9.44			
Strongly disagree	5	19.6	-14.6	213.16	10.88			
Total	98			Chi-Square	120.47	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 180: Q26

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q.27 They have formal representation or dispute grievance procedures.

Over 63% of All Respondents agree that their organizations have a formal representation or dispute grievance procedures. Over 42.5% of Middle Managers neither agree nor disagree on the view. This substantial minority is taking a neutral stand. Over 71% of Other Employees are in agreement with the statement.

Q27: They have formal representation or dispute grievance procedures.							
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'	
All respondents	1.59%	61.90%	33.33%	2.38%	0.79%	63.49%	
CSR Officer/HR Officer	2.44%	60.98%	36.59%	0.00%	0.00%	63.41%	
Middle Manager	0.00%	55.00%	42.50%	0.00%	2.50%	55.00%	
Lower Level manager	0.00%	58.11%	39.19%	2.70%	0.00%	58.11%	
Other Employee	3.09%	68.04%	23.71%	4.12%	1.03%	71.13%	

Table 43: Q27: They have formal representation or dispute grievance procedures.

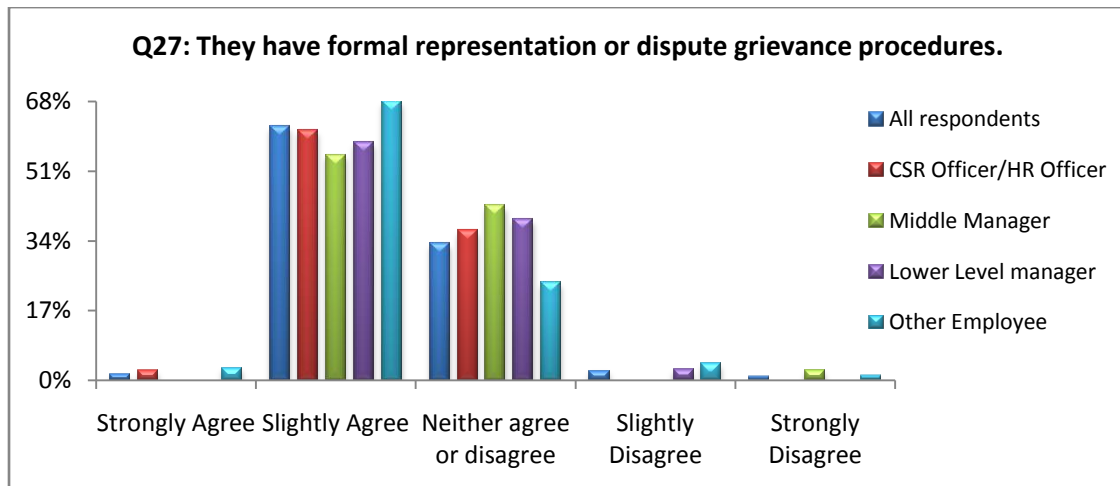


Chart 39: Q27: They have formal representation or dispute grievance procedures.

Descriptive Statistics for Q27

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 27 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for All Respondents, Middle Manager and Other Employee category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager in Q27 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 27 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q27: They have formal representation or dispute grievance procedures					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	252	41	40	74	97
Strongly Agree	4	1	0	0	3
Agree	156	25	22	43	66
Neither Agree or Disagree	84	15	17	29	23
Disagree	6	0	0	2	4
Strongly Disagree	2	0	1	0	1
Mode	4	4	4	4	4
Average	3.61	3.66	3.50	3.55	3.68
Std Error of mean	0.038	0.083	0.101	0.064	0.066
Variance	0.366	0.280	0.410	0.305	0.428
Std Deviation	0.61	0.53	0.64	0.55	0.65
Confidence Interval at 95%	0.07	0.16	0.20	0.13	0.13
Upper Limit	3.69	3.82	3.70	3.68	3.81
Lower Limit	3.54	3.50	3.30	3.43	3.55
Minimum	1	3	1	2	1
Maximum	5	5	4	4	5
Range	4	2	3	2	4
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-1.087	-0.155	-1.541	-0.720	-1.384
Kurtosis	1.944	-0.876	4.129	-0.558	2.849
SES	0.154	0.383	0.387	0.285	0.249
SEK	0.309	0.765	0.775	0.569	0.497

Descriptive Statistics 34: Q27: They have formal representation or dispute grievance procedures.

Frequencies, Chi-Square, 'Z' and 'P' for Q27

Q27: They have formal representation or dispute grievance procedures

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	50.4	-46.4	2152.96	42.72			
Agree	156	50.4	105.6	11151.36	221.26			
Neither agree or disagree	84	50.4	33.6	1128.96	22.40			
Disagree	6	50.4	-44.4	1971.36	39.11			
Strongly disagree	2	50.4	-48.4	2342.56	46.48			
Total	252		Chi-Square		371.97	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 181: Q27

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	1	13.67	-12.67	160.44	11.74			
Agree	25	13.67	11.33	128.44	9.40			
Neither agree or disagree	15	13.67	1.33	1.78	0.13			
Total	41		Chi-Square		21.27	2	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 182: Q27

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Agree	22	13.33	8.67	75.11	5.63			
Neither agree or disagree	17	13.33	3.67	13.44	1.01			
Strongly disagree	1	13.33	-12.33	152.11	11.41			
Total	40		Chi-Square		18.05	2	1.000	0.0001

Frequencies, Chi-Square, 'Z' and 'P' 183: Q27

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Agree	43	24.67	18.33	336.11	13.63			
Neither agree or disagree	29	24.67	4.33	18.78	0.76			
Disagree	2	24.67	-22.67	513.78	20.83			
Total	74			Chi-Square	35.22	2	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 184: Q27

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	19.4	-16.4	268.96	13.86			
Agree	66	19.4	46.6	2171.56	111.94			
Neither agree or disagree	23	19.4	3.6	12.96	0.67			
Disagree	4	19.4	-15.4	237.16	12.22			
Strongly disagree	1	19.4	-18.4	338.56	17.45			
Total	97			Chi-Square	156.14	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 185: Q27

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q28: You facilitate progress by creating a diverse and gender-balanced work environment

Over 67% of All Respondents agree that progress is facilitated by creating a diverse and gender-balanced work environment. Over 73% CSR Office/HR Officer category agree with the statement. Over 32% of Middle Managers and Lower Level Managers neither agree nor disagree.

Q28: You facilitate progress by creating a diverse and gender-balanced work environment						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	3.15%	64.57%	29.13%	2.36%	0.79%	67.72%
CSR Officer/HR Officer	0.00%	73.17%	26.83%	0.00%	0.00%	73.17%
Middle Manager	4.88%	58.54%	34.15%	0.00%	2.44%	63.41%
Lower Level manager	2.70%	60.81%	32.43%	4.05%	0.00%	63.51%
Other Employee	4.08%	66.33%	25.51%	3.06%	1.02%	70.41%

Table 44: Q28: You facilitate progress by creating a diverse and gender-balanced work environment

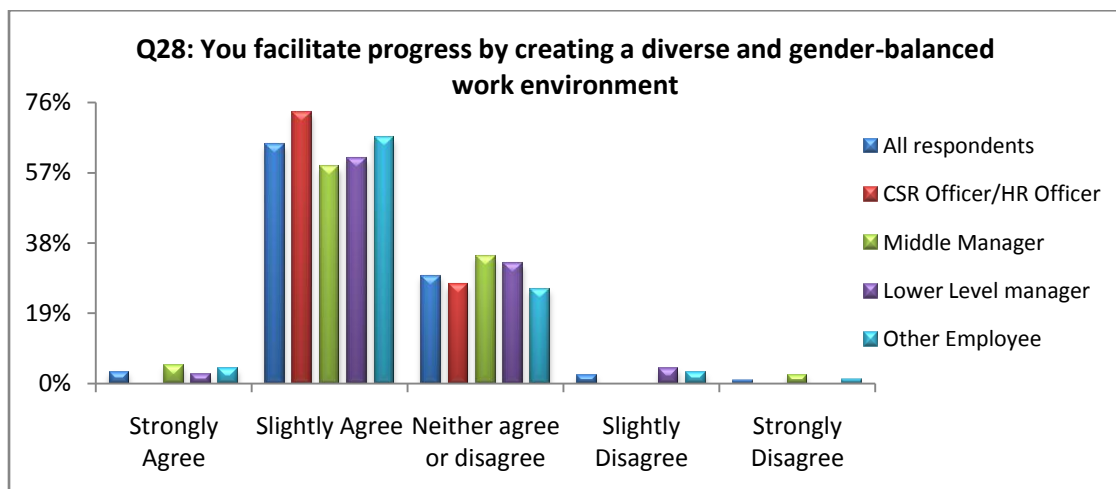


Chart 40: Q28: You facilitate progress by creating a diverse and gender-balanced work environment

Descriptive Statistics for Q28

Q28: You facilitate progress by creating a diverse and gender-balanced work environment					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	8	0	2	2	4
Agree	164	30	24	45	65
Neither Agree or Disagree	74	11	14	24	25
Disagree	6	0	0	3	3
Strongly Disagree	2	0	1	0	1
Mode	4	4	4	4	4
Average	3.67	3.73	3.63	3.62	3.69
Std Error of mean	0.039	0.070	0.109	0.071	0.066
Variance	0.380	0.201	0.488	0.375	0.421
Std Deviation	0.62	0.45	0.70	0.61	0.65
Confidence Interval at 95%	0.08	0.14	0.21	0.14	0.13
Upper Limit	3.75	3.87	3.85	3.76	3.82
Lower Limit	3.59	3.59	3.42	3.48	3.57
Minimum	1	3	1	2	1
Maximum	5	4	5	5	5
Range	4	1	4	3	4
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-1.076	-1.086	-1.202	-0.666	-1.222
Kurtosis	2.281	-0.865	3.817	0.299	2.812
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 35: Q28: You facilitate progress by creating a diverse and gender-balanced work environment

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 28 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for All Respondents, CSR_HR Officer, Middle Manager and Other Employee categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager category in Q28 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 28 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, ‘Z’ and ‘P’ for 28

Q28: You facilitate progress by creating a diverse and gender-balanced work environment

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	8	50.8	-42.8	1831.84	36.06			
Agree	164	50.8	113.2	12814.24	252.25			
Neither agree or disagree	74	50.8	23.2	538.24	10.60			
Disagree	6	50.8	-44.8	2007.04	39.51			
Strongly disagree	2	50.8	-48.8	2381.44	46.88			
Total	254		Chi-Square	385.29	4	1.000	0.000	

Frequencies, Chi-Square, ‘Z’ and ‘P’ 186: Q28

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and right-tailed probability p << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Agree	30	20.5	9.5	90.25	4.40			
Neither agree or disagree	11	20.5	-9.5	90.25	4.40			
Total	41		Chi-Square		8.80	1	1.000	0.0030

Frequencies, Chi-Square, 'Z' and 'P' 187: Q28

X² computed value is more than critical value 3.84 required for 95% significance for 1 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	10.25	-8.25	68.0625	6.64			
Agree	24	10.25	13.75	189.0625	18.45			
Neither agree or disagree	14	10.25	3.75	14.0625	1.37			
Strongly disagree	1	10.25	-9.25	85.5625	8.35			
Total	41		Chi-Square		34.80	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 188: Q28

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	2	18.5	-16.5	272.25	14.72			
Agree	45	18.5	26.5	702.25	37.96			
Neither agree or disagree	24	18.5	5.5	30.25	1.64			
Disagree	3	18.5	-15.5	240.25	12.99			
Total	74		Chi-Square		67.30	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 189: Q28

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	19.6	-15.6	243.36	12.42			
Agree	65	19.6	45.4	2061.16	105.16			
Neither agree or disagree	25	19.6	5.4	29.16	1.49			
Disagree	3	19.6	-16.6	275.56	14.06			
Strongly disagree	1	19.6	-18.6	345.96	17.65			
Total	98			Chi-Square	150.78	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 190: Q28

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q29: You have policy regarding the employment of local people.

Over 62% of All Respondents agree that they have a policy regarding the employment of local people. Over 34% of Management, categories neither agree nor disagree on this point. Over 69% of Other Employee category agrees.

Q29: You have policy regarding the employment of local people.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	1.19%	61.66%	32.41%	3.95%	0.79%	62.85%
CSR Officer/HR Officer	0.00%	58.54%	39.02%	0.00%	2.44%	58.54%
Middle Manager	0.00%	53.66%	39.02%	4.88%	2.44%	53.66%
Lower Level manager	1.37%	60.27%	34.25%	4.11%	0.00%	61.64%
Other Employee	2.04%	67.35%	25.51%	5.10%	0.00%	69.39%

Table 45: Q29: You have policy regarding the employment of local people.

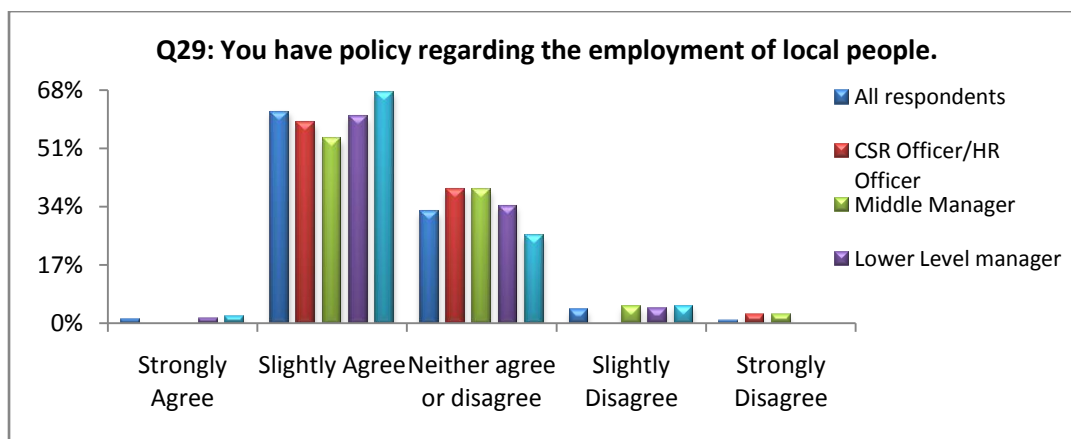


Chart 41: Q29:You have policy regarding the employment of local people.

Descriptive Statistics for Q29

Q29: You have policy regarding the employment of local people.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	253	41	41	73	98
Strongly Agree	3	0	0	1	2
Agree	156	24	22	44	66
Neither Agree or Disagree	82	16	16	25	25
Disagree	10	0	2	3	5
Strongly Disagree	2	1	1	0	0
Mode	4	4	4	4	4
Average	3.58	3.54	3.44	3.59	3.66
Std Error of mean	0.039	0.099	0.111	0.070	0.061
Variance	0.395	0.405	0.502	0.357	0.370
Std Deviation	0.63	0.64	0.71	0.60	0.61
Confidence Interval at 95%	0.08	0.19	0.22	0.14	0.12
Upper Limit	3.66	3.73	3.66	3.73	3.78
Lower Limit	3.51	3.34	3.22	3.45	3.54
Minimum	1	1	1	2	2
Maximum	5	4	4	5	5
Range	4	3	3	3	3
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-1.148	-1.674	-1.324	-0.757	-1.076
Kurtosis	1.629	4.529	2.139	0.119	0.938
SES	0.154	0.383	0.383	0.287	0.247
SEK	0.308	0.765	0.765	0.573	0.495

Descriptive Statistics 36: Q29: You have policy regarding the employment of local people.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 29 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

The Skewness is less than -1.0 for all categories except for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for CSR Officer/HR Officer in Q29 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails.

Kurtosis values for the remaining categories in Question 29 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q29

Q29: You have policy regarding the employment of local people

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	50.6	-47.6	2265.76	44.78			
Agree	156	50.6	105.4	11109.16	219.55			
Neither agree or disagree	82	50.6	31.4	985.96	19.49			
Disagree	10	50.6	-40.6	1648.36	32.58			
Strongly disagree	2	50.6	-48.6	2361.96	46.68			
Total	253			Chi-Square	363.07	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 191: Q29

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P		
Agree	24	13.67	10.33	106.78	7.81					
Neither agree or disagree	16	13.67	2.33	5.44	0.40					
Strongly disagree	1	13.67	-12.67	160.44	11.74					
Total	41					Chi-Square	19.95	2	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 192: Q29

X^2 computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P		
Agree	22	10.25	11.75	138.0625	13.47					
Neither agree or disagree	16	10.25	5.75	33.0625	3.23					
Disagree	2	10.25	-8.25	68.0625	6.64					
Strongly disagree	1	10.25	-9.25	85.5625	8.35					
Total	41					Chi-Square	31.68	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 193: Q29

X^2 computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P		
Strongly agree	1	18.25	-17.25	297.5625	16.30					
Agree	44	18.25	25.75	663.0625	36.33					
Neither agree or disagree	25	18.25	6.75	45.5625	2.50					
Disagree	3	18.25	-15.25	232.5625	12.74					
Total	73					Chi-Square	67.88	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 194: Q29

X^2 computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Strongly agree	2	24.5	-22.5	506.25	20.66			
Agree	66	24.5	41.5	1722.25	70.30			
Neither agree or disagree	25	24.5	0.5	0.25	0.01			
Disagree	5	24.5	-19.5	380.25	15.52			
Total	98			Chi-Square	106.49	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 195: Q29

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q30: You have programs aimed at developing local capabilities.

Over 65% of All Respondents agree that they have programs aimed at developing local capabilities. Over 72% of Other Employees say that they have programs for developing local capabilities. Over 42% of Middle Managers neither agree nor disagree. Middle Managers are also in least agreement.

Q30: You have programs aimed at developing local capabilities.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	5.14%	60.08%	30.83%	3.56%	0.40%	65.22%
CSR Officer/HR Officer	7.32%	56.10%	34.15%	2.44%	0.00%	63.41%
Middle Manager	2.50%	52.50%	42.50%	0.00%	2.50%	55.00%
Lower Level manager	4.05%	58.11%	33.78%	4.05%	0.00%	62.16%
Other Employee	6.12%	66.33%	22.45%	5.10%	0.00%	72.45%

Table 46: Q30: You have programs aimed at developing local capabilities.

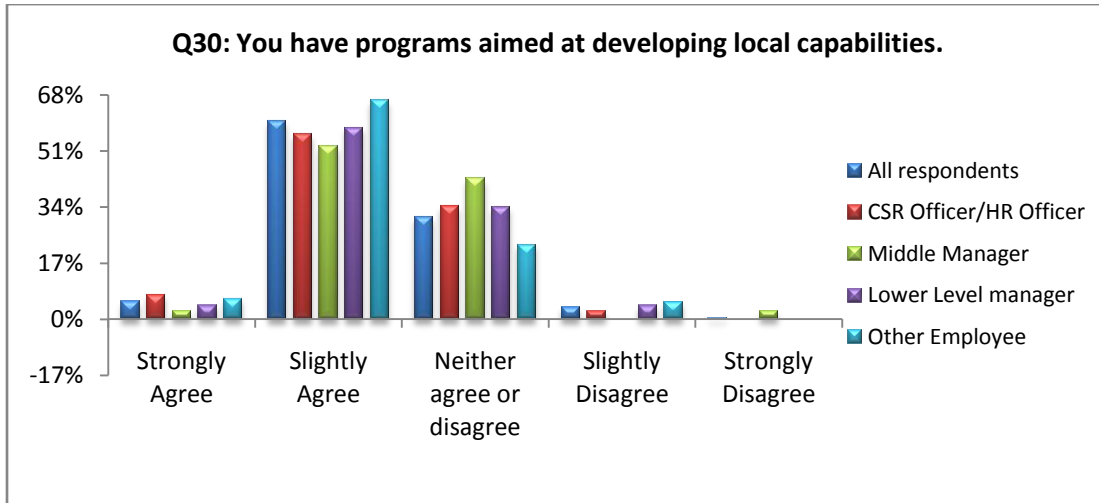


Chart 42: Q30: You have programs aimed at developing local capabilities.

Descriptive Statistics for Q30

Q30: You have programs aimed at developing local capabilities.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	253	41	40	74	98
Strongly Agree	13	3	1	3	6
Agree	152	23	21	43	65
Neither Agree or Disagree	78	14	17	25	22
Disagree	9	1	0	3	5
Strongly Disagree	1	0	1	0	0
Mode	4	4	4	4	4
Average	3.66	3.68	3.53	3.62	3.73
Std Error of mean	0.05	0.101	0.107	0.074	0.066
Variance	0.424	0.422	0.461	0.403	0.424
Std Deviation	0.65	0.65	0.68	0.63	0.65
Confidence Interval at 95%	0.08	0.20	0.21	0.14	0.13
Upper Limit	3.74	3.88	3.74	3.77	3.86
Lower Limit	3.58	3.48	3.31	3.48	3.61
Minimum	1	2	1	2	2
Maximum	5	5	5	5	5
Range	4	3	4	3	3
1st Quartile	3	3	3	3	3
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	1
Skewness	-0.655	-0.157	-1.130	-0.474	-0.819
Kurtosis	0.975	0.078	3.476	0.190	1.021
SES	0.154	0.383	0.387	0.285	0.247
SEK	0.308	0.765	0.775	0.569	0.495

Descriptive Statistics 37: Q30: You have programs aimed at developing local capabilities.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 30 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left*.

If the Skewness is less than -1.0 for Middle Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager category in Q30 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 30 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q30

Q30: You have programs aimed at developing local capabilities

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	13	50.6	-37.6	1413.76	27.94			
Agree	152	50.6	101.4	10281.96	203.20			
Neither agree or disagree	78	50.6	27.4	750.76	14.84			
Disagree	9	50.6	-41.6	1730.56	34.20			
Strongly disagree	1	50.6	-49.6	2460.16	48.62			
Total	253			Chi-Square	328.80	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 196: Q30

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	10.25	-7.25	52.5625	5.13			
Agree	23	10.25	12.75	162.5625	15.86			
Neither agree or disagree	14	10.25	3.75	14.0625	1.37			
Disagree	1	10.25	-9.25	85.5625	8.35			
Total	41			Chi-Square	30.71	3	0.999	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 197: Q30

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	1	10	-9	81	8.10			
Agree	21	10	11	121	12.10			
Neither agree or disagree	17	10	7	49	4.90			
Strongly disagree	1	10	-9	81	8.10			
Total	40			Chi-Square	33.20	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 198: Q30

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	3	18.5	-15.5	240.25	12.99			
Agree	43	18.5	24.5	600.25	32.45			
Neither agree or disagree	25	18.5	6.5	42.25	2.28			
Disagree	3	18.5	-15.5	240.25	12.99			
Total	74			Chi-Square	60.70	3	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 199: Q30

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Strongly agree	6	24.5	-18.5	342.25	13.97			
Agree	65	24.5	40.5	1640.25	66.95			
Neither agree or disagree	22	24.5	-2.5	6.25	0.26			
Disagree	5	24.5	-19.5	380.25	15.52			
Total	98					Chi-Square	96.69	3 1.000 0.0000

Frequencies, Chi-Square, 'Z' and 'P' 200: Q30

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q31: You monitor information on existing environmental laws.

Almost 69% of All Respondents agree that their organisation monitors information on existing Environmental laws. 75% of Other Employees agree with the statement. Over 29% of management, categories neither agree nor disagree.

Q31: You monitor information on existing environmental laws.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	8.80%	60.00%	27.20%	2.80%	1.20%	68.80%
CSR Officer/HR Officer	10.00%	57.50%	32.50%	0.00%	0.00%	67.50%
Middle Manager	9.76%	56.10%	29.27%	2.44%	2.44%	65.85%
Lower Level manager	5.48%	57.53%	31.51%	2.74%	2.74%	63.01%
Other Employee	10.42%	64.58%	20.83%	4.17%	0.00%	75.00%

Table 47: Q31: You monitor information on existing environmental laws.

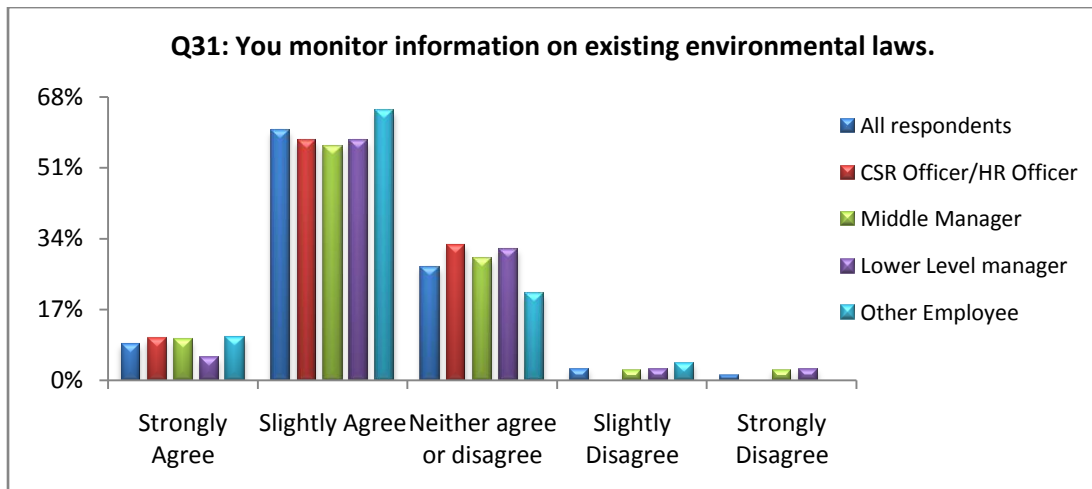


Chart 43: Q31: You monitor information on existing environmental laws.

Descriptive Statistics for Q31

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories except for CSR_HR Officer category. The left tail is longer; the mass of the distribution for Question 31 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*.

Skewness value is greater than zero for CSR_HR Officer category, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed*, *right-tailed*, or *skewed to the right*.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories in Question 31 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Q31: You monitor information on existing environmental laws.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	250	40	41	73	96
Strongly Agree	22	4	4	4	10
Agree	150	23	23	42	62
Neither Agree or Disagree	68	13	12	23	20
Disagree	7	0	1	2	4
Strongly Disagree	3	0	1	2	0
Mode	4	4	4	4	4
Average	3.72	3.78	3.68	3.60	3.81
Std Error of mean	0.045	0.098	0.123	0.089	0.068
Variance	0.506	0.384	0.622	0.576	0.449
Std Deviation	0.71	0.62	0.79	0.76	0.67
Confidence Interval at 95%	0.09	0.19	0.24	0.17	0.13
Upper Limit	3.81	3.97	3.92	3.78	3.95
Lower Limit	3.64	3.58	3.44	3.43	3.68
Minimum	1	3	1	1	2
Maximum	5	5	5	5	5
Range	4	2	4	4	3
1st Quartile	3	3	3	3	3.75
3rd Quartile	4	4	4	4	4
Interquartile range	1	1	1	1	0.25
Skewness	-0.827	0.177	-0.966	-1.143	-0.622
Kurtosis	1.865	-0.455	2.372	2.525	0.905
SES	0.155	0.387	0.383	0.287	0.250
SEK	0.310	0.775	0.765	0.573	0.500

Descriptive Statistics 38: Q31: You monitor information on existing environmental laws.

Frequencies, Chi-Square, 'Z' and 'P' for Q31

Q31: You monitor information on existing environmental laws.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	22	50	-28	784	15.68			
Agree	150	50	100	10000	200.00			
Neither agree or disagree	68	50	18	324	6.48			
Disagree	7	50	-43	1849	36.98			
Strongly disagree	3	50	-47	2209	44.18			
Total	250			Chi-Square	303.32	4	1.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 201: Q31

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	13.33	-9.33	87.11	6.53			
Agree	23	13.33	9.67	93.44	7.01			
Neither agree or disagree	13	13.33	-0.33	0.11	0.01			
Total	40		Chi-Square		13.55	2	0.989	0.0011

Frequencies, Chi-Square, 'Z' and 'P' 202: Q31

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	4	8.2	-4.2	17.64	2.15			
Agree	23	8.2	14.8	219.04	26.71			
Neither agree or disagree	12	8.2	3.8	14.44	1.76			
Disagree	1	8.2	-7.2	51.84	6.32			
Strongly disagree	1	8.2	-7.2	51.84	6.32			
Total	41		Chi-Square		43.27	4	0.995	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 203: Q31

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	4	14.6	-10.6	112.36	7.70			
Agree	42	14.6	27.4	750.76	51.42			
Neither agree or disagree	23	14.6	8.4	70.56	4.83			
Disagree	2	14.6	-12.6	158.76	10.87			
Strongly disagree	2	14.6	-12.6	158.76	10.87			
Total	73		Chi-Square		85.70	4	1.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 204: Q31

X^2 computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E)/E$	Df	Z	P
Strongly agree	10	24	-14	196	8.17			
Agree	62	24	38	1444	60.17			
Neither agree or disagree	20	24	-4	16	0.67			
Disagree	4	24	-20	400	16.67			
Total	96		Chi-Square		85.67	3	0.997	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 205: Q31

X^2 computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone).

Q32: CSR activities increase reputation of the Company.

Over 88% of All Respondents agree that CSR activities increase reputation of the Company. 95% of CSR_HR Officers agree, as do over 88% of Other Employees. 15% of Middle Managers neither agree nor disagree. Only 1.2% of All Respondents disagree with the view.

Q32: CSR activities increase reputation of the Company.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	29.60%	58.80%	10.40%	0.80%	0.40%	88.40%
CSR Officer/HR Officer	30.00%	65.00%	5.00%	0.00%	0.00%	95.00%
Middle Manager	27.50%	55.00%	15.00%	2.50%	0.00%	82.50%
Lower Level manager	21.92%	65.75%	10.96%	0.00%	1.37%	87.67%
Other Employee	36.08%	52.58%	10.31%	1.03%	0.00%	88.66%

Table 48: Q32: CSR activities increase reputation of the Company.

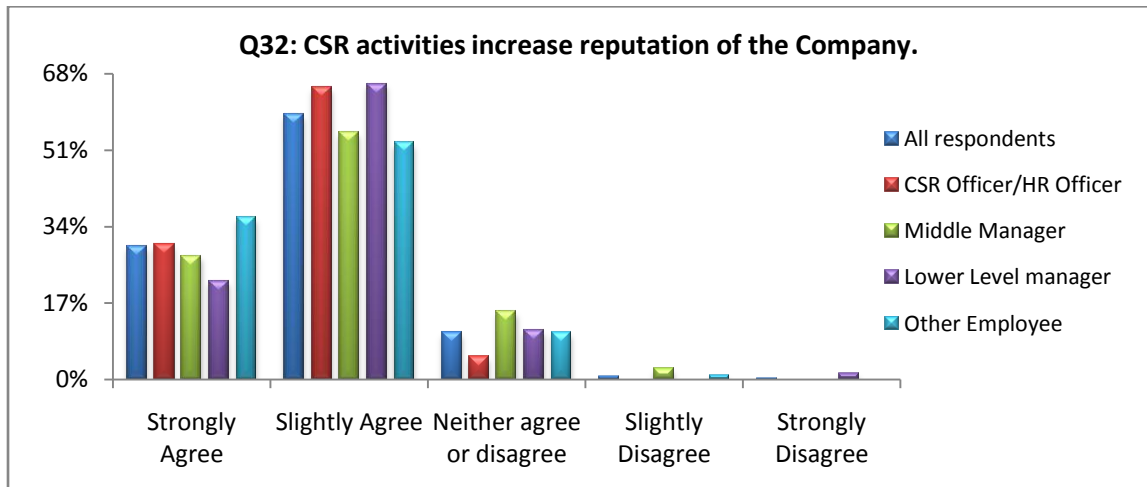


Chart 44: Q32: CSR activities increase reputation of the Company.

Descriptive Statistics for Q32

Q32: CSR activities increase reputation of the Company.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	250	40	40	73	97
Strongly Agree	74	12	11	16	35
Agree	147	26	22	48	51
Neither Agree or Disagree	26	2	6	8	10
Disagree	2	0	1	0	1
Strongly Disagree	1	0	0	1	0
Mode	4	4	4	4	4
Average	4.16	4.25	4.08	4.07	4.24
Std Error of mean	0.042	0.086	0.115	0.079	0.068
Variance	0.443	0.295	0.533	0.454	0.454
Std Deviation	0.67	0.54	0.73	0.67	0.67
Confidence Interval at 95%	0.08	0.17	0.23	0.15	0.13
Upper Limit	4.25	4.42	4.30	4.22	4.37
Lower Limit	4.08	4.08	3.85	3.91	4.10
Minimum	1	3	2	1	2
Maximum	5	5	5	5	5
Range	4	2	3	4	3
1st Quartile	4	4	4	4	4
3rd Quartile	5	5	5	4	5
Interquartile range	1	1	1	0	1
Skewness	-0.692	0.126	-0.534	-1.203	-0.532
Kurtosis	1.747	-0.225	0.402	5.025	0.164
SES	0.155	0.387	0.387	0.287	0.249
SEK	0.310	0.775	0.775	0.573	0.497

Descriptive Statistics 39: Q32: CSR activities increase reputation of the Company.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories. The left tail is longer; the mass of the distribution for Question 4 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Lower Level Manager in Q32 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 32 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q32

Q32: CSR activities increase reputation of the Company.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	74	50	24	576	11.52			
Agree	147	50	97	9409	188.18			
Neither agree or disagree	26	50	-24	576	11.52			
Disagree	2	50	-48	2304	46.08			
Strongly disagree	1	50	-49	2401	48.02			
Total	250			Chi-Square	305.32	4	0.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 206: Q32

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	12	13.33	-1.33	1.78	0.13			
Agree	26	13.33	12.67	160.44	12.03			
Neither agree or disagree	2	13.33	-11.33	128.44	9.63			
Total	40			Chi-Square	21.80	2	0.002	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 207: Q32

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P	
Strongly agree	11	8	3	9	1.13				
Agree	22	8	14	196	24.50				
Neither agree or disagree	6	8	-2	4	0.50				
Disagree	1	8	-7	49	6.13				
Total	40				Chi-Square	32.25	3	0.258	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 208: Q32

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P	
Strongly agree	16	18.25	-2.25	5.0625	0.28				
Agree	48	18.25	29.75	885.0625	48.50				
Neither agree or disagree	8	18.25	-10.25	105.0625	5.76				
Strongly disagree	1	18.25	-17.25	297.5625	16.30				
Total	73				Chi-Square	70.84	3	0.192	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 209: Q32

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P	
Strongly agree	35	24.25	10.75	115.5625	4.77				
Agree	51	24.25	26.75	715.5625	29.51				
Neither agree or disagree	10	24.25	-14.25	203.0625	8.37				
Disagree	1	24.25	-23.25	540.5625	22.29				
Total	97				Chi-Square	64.94	3	0.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 210: Q32

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q33: CSR creates congenial environment in the society.

Overwhelmingly high 88% of the Respondents agree that CSR creates congenial environment in the society. Over 95% CSR_HR, Officers are in agreement. Middle Managers, at about 83% agreement, are least enthusiastic about the statement.

Q33: CSR creates congenial environment in the society.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	22.44%	65.75%	10.63%	0.79%	0.39%	88.19%
CSR Officer/HR Officer	19.51%	75.61%	4.88%	0.00%	0.00%	95.12%
Middle Manager	19.51%	63.41%	17.07%	0.00%	0.00%	82.93%
Lower Level manager	17.57%	70.27%	9.46%	1.35%	1.35%	87.84%
Other Employee	28.57%	59.18%	11.22%	1.02%	0.00%	87.76%

Table 49: Q33: CSR creates congenial environment in the society.

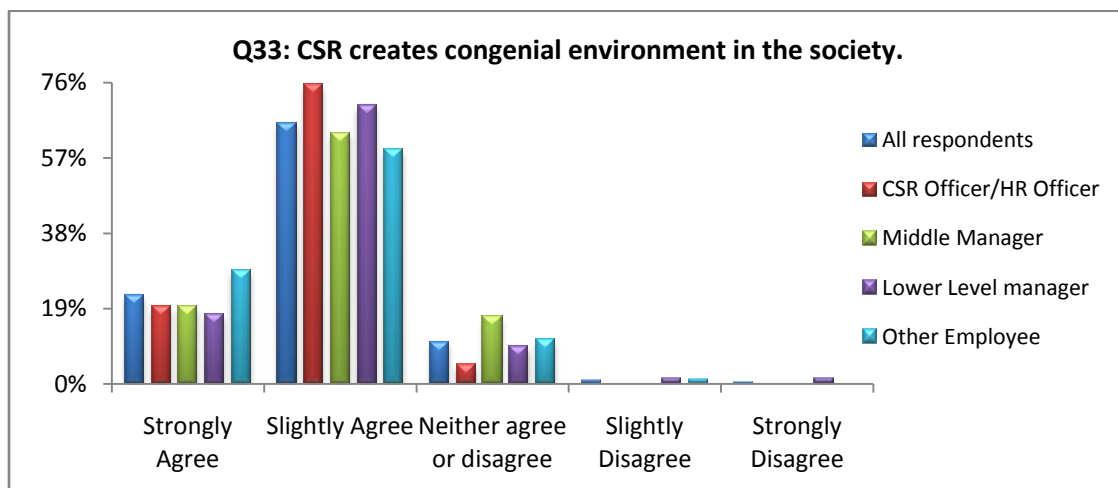


Chart 45: Q33: CSR creates congenial environment in the society.

Descriptive Statistics for Q33

Q33: CSR creates congenial environment in the society.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	57	8	8	13	28
Agree	167	31	26	52	58
Neither Agree or Disagree	27	2	7	7	11
Disagree	2	0	0	1	1
Strongly Disagree	1	0	0	1	0
Mode	4	4	4	4	4
Average	4.09	4.15	4.02	4.01	4.15
Std Error of mean	0.039	0.075	0.096	0.078	0.065
Variance	0.391	0.228	0.374	0.452	0.420
Std Deviation	0.63	0.48	0.61	0.67	0.65
Confidence Interval at 95%	0.08	0.15	0.19	0.15	0.13
Upper Limit	4.17	4.29	4.21	4.17	4.28
Lower Limit	4.01	4.00	3.84	3.86	4.02
Minimum	1	3	3	1	2
Maximum	5	5	5	5	5
Range	4	2	2	4	3
1st Quartile	4	4	4	4	4
3rd Quartile	4	4	4	4	5
Interquartile range	0	0	0	0	1
Skewness	-0.653	0.451	-0.011	-1.406	-0.389
Kurtosis	2.435	1.071	-0.139	5.511	0.354
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 40: Q33: CSR creates congenial environment in the society.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories except for CSR_HR Officer category. The left tail is longer; the mass of the distribution for Question 33 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*.

Skewness value for CSR_HR Officer category is greater than zero, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is

concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Lower Level Manager category in Q33 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 33 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q33

Q33: CSR creates congenial environment in the society

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	57	50.8	6.2	38.44	0.76			
Agree	167	50.8	116.2	13502.44	265.80			
Neither agree or disagree	27	50.8	-23.8	566.44	11.15			
Disagree	2	50.8	-48.8	2381.44	46.88			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	373.40	4	0.010	0.000

Frequencies, Chi-Square, 'Z' and 'P' 211: Q33

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	8	13.67	-5.67	32.11	2.35			
Agree	31	13.67	17.33	300.44	21.98			
Neither agree or disagree	2	13.67	-11.67	136.11	9.96			
Total	41		Chi-Square	34.29	2	0.025	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 212: Q33

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	8	13.67	-5.67	32.11	2.35			
Agree	26	13.67	12.33	152.11	11.13			
Neither agree or disagree	7	13.67	-6.67	44.44	3.25			
Total	41		Chi-Square	16.73	2	0.399	0.0002	

Frequencies, Chi-Square, 'Z' and 'P' 213: Q33

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	13	14.8	-1.8	3.24	0.22			
Agree	52	14.8	37.2	1383.84	93.50			
Neither agree or disagree	7	14.8	-7.8	60.84	4.11			
Disagree	1	14.8	-13.8	190.44	12.87			
Strongly disagree	1	14.8	-13.8	190.44	12.87			
Total	74		Chi-Square	123.57	4	0.431	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 214: Q33

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	28	24.5	3.5	12.25	0.50			
Agree	58	24.5	33.5	1122.25	45.81			
Neither agree or disagree	11	24.5	-13.5	182.25	7.44			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	76.29	3	0.010	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 215: Q33

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q34: It helps in realizing the importance of being a “good citizen” in the society.

Almost 88% of All Respondents agree that CSR helps in realising the importance of being a “good citizen” in the society. Over 95% of CSR_HR Officers are in agreement. Middle Managers are least enthusiastic at just over 80% agreeing.

Q34: It helps in realizing the importance of being a “good citizen” in the society.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	28.35%	59.45%	11.02%	0.79%	0.39%	87.80%
CSR Officer/HR Officer	29.27%	65.85%	4.88%	0.00%	0.00%	95.12%
Middle Manager	21.95%	58.54%	19.51%	0.00%	0.00%	80.49%
Lower Level manager	22.97%	63.51%	10.81%	1.35%	1.35%	86.49%
Other Employee	34.69%	54.08%	10.20%	1.02%	0.00%	88.78%

Table 50: Q34: It helps in realizing the importance of being a “good citizen” in the society.

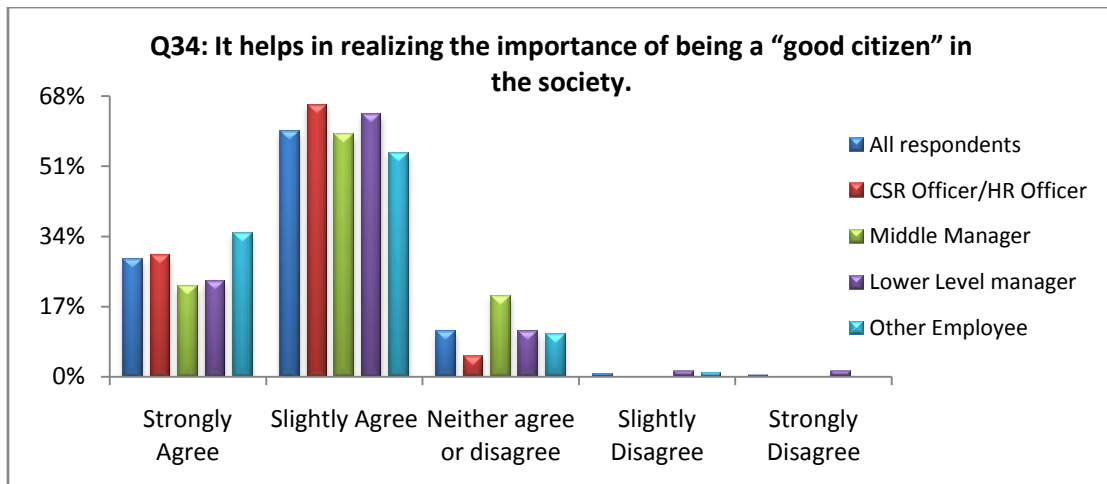


Chart 46: Q34: It helps in realizing the importance of being a “good citizen” in the society.

Descriptive Statistics for Q34

Q34: It helps in realizing the importance of being a “good citizen” in the society.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	72	12	9	17	34
Agree	151	27	24	47	53
Neither Agree or Disagree	28	2	8	8	10
Disagree	2	0	0	1	1
Strongly Disagree	1	0	0	1	0
Mode	4	4	4	4	4
Average	4.15	4.24	4.02	4.05	4.22
Std Error of mean	0.042	0.084	0.102	0.084	0.067
Variance	0.441	0.289	0.424	0.518	0.444
Std Deviation	0.66	0.54	0.65	0.72	0.67
Confidence Interval at 95%	0.08	0.16	0.20	0.16	0.13
Upper Limit	4.23	4.41	4.22	4.22	4.36
Lower Limit	4.06	4.08	3.82	3.89	4.09
Minimum	1	3	3	1	2
Maximum	5	5	5	5	5
Range	4	2	2	4	3
1st Quartile	4	4	4	4	4
3rd Quartile	5	5	4	4	5
Interquartile range	1	1	0	0	1
Skewness	-0.660	0.160	-0.023	-1.215	-0.502
Kurtosis	1.685	-0.177	-0.503	3.995	0.211
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 41: Q34: It helps in realizing the importance of being a “good citizen” in the society.

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories except CSR_HR Officer category. The left tail is longer; the mass of the distribution for Question 34 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*.

Skewness value is greater than zero for CSR_HR Officer category, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed*, *right-tailed*, or *skewed to the right*.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Lower Level Manager category in Q34 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 34 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q34

Q34: It helps in realizing the importance of being a “good citizen” in the society.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/E	Df	Z	P
Strongly agree	72	50.8	21.2	449.44	8.85			
Agree	151	50.8	100.2	10040.04	197.64			
Neither agree or disagree	28	50.8	-22.8	519.84	10.23			
Disagree	2	50.8	-48.8	2381.44	46.88			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	312.42	4	0.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 216: Q34

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	12	13.67	-1.67	2.78	0.20			
Agree	27	13.67	13.33	177.78	13.01			
Neither agree or disagree	2	13.67	-11.67	136.11	9.96			
Total	41			Chi-Square	23.17	2	0.002	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 217: Q34

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq. (O-E)	Sq. (O-E)/E	Df	Z	P
Strongly agree	9	13.67	-4.67	21.78	1.59			
Agree	24	13.67	10.33	106.78	7.81			
Neither agree or disagree	8	13.67	-5.67	32.11	2.35			
Total	41			Chi-Square	11.76	2	0.405	0.0028

Frequencies, Chi-Square, 'Z' and 'P' 218: Q34

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	17	14.8	2.2	4.84	0.33			
Agree	47	14.8	32.2	1036.84	70.06			
Neither agree or disagree	8	14.8	-6.8	46.24	3.12			
Disagree	1	14.8	-13.8	190.44	12.87			
Strongly disagree	1	14.8	-13.8	190.44	12.87			
Total	74			Chi-Square	99.24	4	0.259	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 219: Q34

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	34	24.5	9.5	90.25	3.68			
Agree	53	24.5	28.5	812.25	33.15			
Neither agree or disagree	10	24.5	-14.5	210.25	8.58			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	67.96	3	0.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 220: Q34

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q35: CSR activities encourage others to contribute to the well being of the society at large

Over 90% of All Respondents agree that CSR activities encourage others to contribute to the well being of the society at large, as do 'Other Employee' category. Again just over 85% of Middle Managers are in agreement, least enthusiastic of all respondents.

Q35: CSR activities encourage others to contribute to the well being of the society at large						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	29.53%	60.63%	9.06%	0.39%	0.39%	90.16%
CSR Officer/HR Officer	29.27%	65.85%	4.88%	0.00%	0.00%	95.12%
Middle Manager	26.83%	58.54%	14.63%	0.00%	0.00%	85.37%
Lower Level manager	22.97%	66.22%	9.46%	0.00%	1.35%	89.19%
Other Employee	35.71%	55.10%	8.16%	1.02%	0.00%	90.82%

Table 51: Q35: CSR activities encourage others to contribute to the well being of the society at large

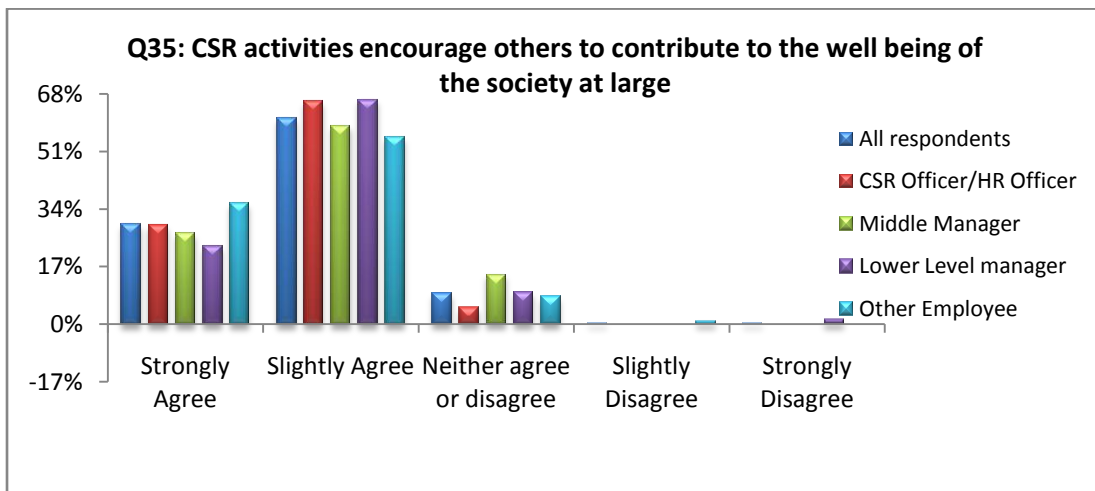


Chart 47: Q35: CSR activities encourage others to contribute to the well being of the society at large

Descriptive Statistics for Q35

Q35: CSR activities encourage others to contribute to the well being of the society at large					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	75	12	11	17	35
Agree	154	27	24	49	54
Neither Agree or Disagree	23	2	6	7	8
Disagree	1	0	0	0	1
Strongly Disagree	1	0	0	1	0
Mode	4	4	4	4	4
Average	4.19	4.24	4.12	4.09	4.26
Std Error of mean	0.040	0.084	0.100	0.077	0.065
Variance	0.404	0.289	0.410	0.443	0.419
Std Deviation	0.64	0.54	0.64	0.67	0.65
Confidence Interval at 95%	0.08	0.16	0.20	0.15	0.13
Upper Limit	4.26	4.41	4.32	4.25	4.38
Lower Limit	4.11	4.08	3.93	3.94	4.13
Minimum	1	3	3	1	2
Maximum	5	5	5	5	5
Range	4	2	2	4	3
1st Quartile	4	4	4	4	4
3rd Quartile	5	5	5	4	5
Interquartile range	1	1	1	0	1
Skewness	-0.641	0.160	-0.107	-1.253	-0.533
Kurtosis	2.022	-0.177	-0.462	5.451	0.452
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 42: Q35: CSR activities encourage others to contribute to the well being of the society at large

The question statement is significant at 95% confidence level for all the categories.

Skewness value is negative for all categories except for the CSR_HR Officer category. The left tail is longer; the mass of the distribution for Question 35 is concentrated on the right of the means of all categories. It has relatively few low values. The distribution is said to be *left-skewed*, *left-tailed*, or *skewed to the left*.

Skewness value is greater than zero for the remaining categories, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is

concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Lower Level Manager category in Q35 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 35 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q35

Q35: CSR activities encourage others to contribute to the well being of the society at large

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	X ² =Sq.(O-E)/ E	Df	Z	P
Strongly agree	75	50.8	24.2	585.64	11.53			
Agree	154	50.8	103.2	10650.24	209.65			
Neither agree or disagree	23	50.8	-27.8	772.84	15.21			
Disagree	1	50.8	-49.8	2480.04	48.82			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	334.03	4	0.000	0.000

Frequencies, Chi-Square, 'Z' and 'P' 221: Q35

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	12	13.67	-1.67	2.78	0.20			
Agree	27	13.67	13.33	177.78	13.01			
Neither agree or disagree	2	13.67	-11.67	136.11	9.96			
Total	41		Chi-Square	23.17	2	0.002	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 222: Q35

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	11	13.67	-2.67	7.11	0.52			
Agree	24	13.67	10.33	106.78	7.81			
Neither agree or disagree	6	13.67	-7.67	58.78	4.30			
Total	41		Chi-Square	12.63	2	0.111	0.0018	

Frequencies, Chi-Square, 'Z' and 'P' 223: Q35

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	17	18.5	-1.5	2.25	0.12			
Agree	49	18.5	30.5	930.25	50.28			
Neither agree or disagree	7	18.5	-11.5	132.25	7.15			
Strongly disagree	1	18.5	-17.5	306.25	16.55			
Total	74		Chi-Square	74.11	3	0.111	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 224: Q35

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	35	24.5	10.5	110.25	4.50			
Agree	54	24.5	29.5	870.25	35.52			
Neither agree or disagree	8	24.5	-16.5	272.25	11.11			
Disagree	1	24.5	-23.5	552.25	22.54			
Total	98			Chi-Square	73.67	3	0.000	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 225: Q35

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Q36: CSR activities should be made compulsory.

Over 81.1% of All Respondents have agreed that CSR should be made compulsory. 78% each of CSR_HR Officers and Middle Managers are in agreement. Lower Level Managers and Other Employees are even more positive, with over 82% of responses from each category in agreement.

Q36: CSR activities should be made compulsory.						
	Strongly Agree	Slightly Agree	Neither agree or disagree	Slightly Disagree	Strongly Disagree	Sum of 'Strongly agree' and 'Slightly Agree'
All respondents	23.62%	57.48%	17.32%	1.18%	0.39%	81.10%
CSR Officer/HR Officer	19.51%	58.54%	21.95%	0.00%	0.00%	78.05%
Middle Manager	21.95%	56.10%	21.95%	0.00%	0.00%	78.05%
Lower Level manager	20.27%	62.16%	16.22%	0.00%	1.35%	82.43%
Other Employee	28.57%	54.08%	14.29%	3.06%	0.00%	82.65%

Table 52: Q36: CSR activities should be made compulsory.

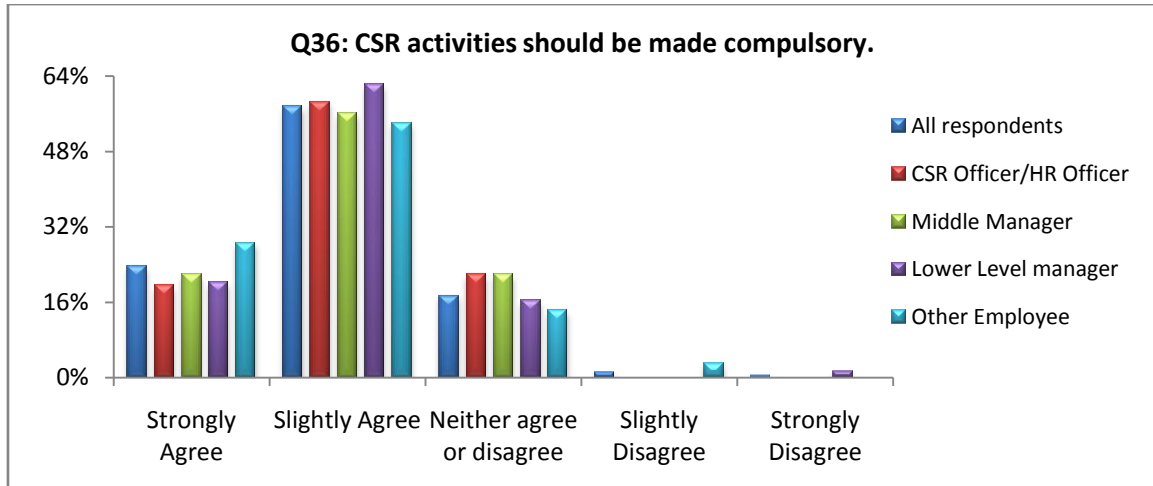


Chart 48: Q36: CSR activities should be made compulsory.

Descriptive Statistics for Q36

Q36: CSR activities should be made compulsory.					
	All respondents	CSR/HR Officer	Middle Manager	Lower Level Manager	Other Employee
Total respondents	254	41	41	74	98
Frequencies (actual responses) N	254	41	41	74	98
Strongly Agree	60	8	9	15	28
Agree	146	24	23	46	53
Neither Agree or Disagree	44	9	9	12	14
Disagree	3	0	0	0	3
Strongly Disagree	1	0	0	1	0
Mode	4	4	4	4	4
Average	4.03	3.98	4.00	4.00	4.08
Std Error of mean	0.044	0.102	0.105	0.082	0.075
Variance	0.493	0.424	0.450	0.493	0.550
Std Deviation	0.70	0.65	0.67	0.70	0.74
Confidence Interval at 95%	0.09	0.20	0.21	0.16	0.15
Upper Limit	4.11	4.18	4.21	4.16	4.23
Lower Limit	3.94	3.78	3.79	3.84	3.93
Minimum	1	3	3	1	2
Maximum	5	5	5	5	5
Range	4	2	2	4	3
1st Quartile	4	4	4	4	4
3rd Quartile	4	4	4	4	5
Interquartile range	0	0	0	0	1
Skewness	-0.521	0.023	0.000	-0.976	-0.597
Kurtosis	0.913	-0.503	-0.657	3.477	0.364
SES	0.154	0.383	0.383	0.285	0.247
SEK	0.307	0.765	0.765	0.569	0.495

Descriptive Statistics 43: Q36: CSR activities should be made compulsory.

The question statement is significant at 95% confidence level for all the categories.

Skewness for Middle Manager category is 0. That means that mean equals median and the distribution is symmetrical around the mean.

Skewness for CSR_HR Officer category is greater than zero, Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

Skewness value is negative for the remaining categories. The left tail is longer; the mass of the distribution for Question 36 is concentrated on the right of the means of all categories. It has relatively few low values.

Kurtosis value for Lower Level Manager in Q36 is in excess of 3. Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean of all categories and thicker tails. This means high probability for extreme values.

Kurtosis values for the remaining categories in Question 36 are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness.

Frequencies, Chi-Square, 'Z' and 'P' for Q36

Q36: CSR activities should be made compulsory.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	$X^2 = \text{Sq.}(O-E) / E$	Df	Z	P
Strongly agree	60	50.8	9.2	84.64	1.67			
Agree	146	50.8	95.2	9063.04	178.41			
Neither agree or disagree	44	50.8	-6.8	46.24	0.91			
Disagree	3	50.8	-47.8	2284.84	44.98			
Strongly disagree	1	50.8	-49.8	2480.04	48.82			
Total	254			Chi-Square	274.78	4	0.266	0.000

Frequencies, Chi-Square, 'Z' and 'P' 226: Q36

X² computed value is more than critical value 9.49 required for 95% significance for 4 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	8	13.67	-5.67	32.11	2.35			
Agree	24	13.67	10.33	106.78	7.81			
Neither agree or disagree	9	13.67	-4.67	21.78	1.59			
Total	41		Chi-Square	11.76	2	0.595	0.0028	

Frequencies, Chi-Square, 'Z' and 'P' 227: Q36

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	9	13.67	-4.67	21.78	1.59			
Agree	23	13.67	9.33	87.11	6.37			
Neither agree or disagree	9	13.67	-4.67	21.78	1.59			
Total	41		Chi-Square	9.56	2	0.500	0.0084	

Frequencies, Chi-Square, 'Z' and 'P' 228: Q36

X² computed value is more than critical value 5.99 required for 95% significance for 2 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	15	18.5	-3.5	12.25	0.66			
Agree	46	18.5	27.5	756.25	40.88			
Neither agree or disagree	12	18.5	-6.5	42.25	2.28			
Strongly disagree	1	18.5	-17.5	306.25	16.55			
Total	74		Chi-Square	60.38	3	0.500	0.0000	

Frequencies, Chi-Square, 'Z' and 'P' 229: Q36

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Strongly agree	28	24.5	3.5	12.25	0.50			
Agree	53	24.5	28.5	812.25	33.15			
Neither agree or disagree	14	24.5	-10.5	110.25	4.50			
Disagree	3	24.5	-21.5	462.25	18.87			
Total	98			Chi-Square	57.02	3	0.138	0.0000

Frequencies, Chi-Square, 'Z' and 'P' 230: Q36

X² computed value is more than critical value 7.82 required for 95% significance for 3 degree of freedom and P << 0.05 (in the null Hypothesis rejection zone).

Chapter 5

Discussion and Findings

5.1 Introduction

As has been demonstrated in the Literature Review for this research thesis, CSR is no more just a philanthropic activity undertaken by companies. In boardrooms across the world, CSR has become an indispensable element of any executive decision. Previously seen more as philanthropy or charity, CSR programmes have now become much more than a corporate diversion. Business leaders have come to recognize that consumers and employees will choose those products and companies that align their policies with ethical and socially responsible practices. In other words, embracing CSR principles means more profit for the companies. Thus, CSR in this context could be defined as ‘the success of a company’s business gained not only through the observance of laws and regulations, but also through an approach that strikes a balance among economic, environmental and social issues in ways that takes all stakeholders – employees, local community, and society as a whole – into consideration¹⁵².’ CSR is about the integration of social, environmental, and economic considerations into the decision-making structures and processes of business. It is about using innovation to find creative and value-added solutions to societal and environmental challenges. It is about engaging shareholders and other stakeholders and collaborating with them to more effectively manage potential risks, build credibility, and trust in society. It is about not only complying with the law in a due diligent way but also about taking account of society’s needs and finding more effective ways to satisfy existing and anticipated demands in order to build more sustainable businesses. Ultimately, it is about delivering improved shareholder value, providing enhanced goods and services for customers, building trust and credibility in the society in which the business operates, and becoming more sustainable over the longer term.

The data collected from responses to my survey questionnaire were analysed in Chapter IV. This analysis, in the form of tables, graphs, Confidence Intervals, degrees of Skewness and Kurtosis, Chi-Square values, probabilities etc. disclose interesting facts and facets of how various categories of employees in the companies surveyed perceive CSR. These findings are discussed in the present chapter.

The discussion and findings are principally based – for all categories - on percentage responses, statistical significance at 95%, Comparison of computed

Chi-square scores with critical Chi-Square scores for a given Df for $\alpha = 0.05$. Skewness values indicate magnitude of asymmetry and deviation from a normal distribution. Kurtosis is an indicator used in distribution analysis as a sign of flattening or "peakedness" of a distribution.

Skewness values

Skewness is indicator used in distribution analysis as a sign of asymmetry and deviation from a normal distribution.

- If the Skewness is greater than 1.0 (or less than -1.0), the Skewness is substantial and the distribution is far from symmetrical
- Skewness > 0 - Right skewed distribution - most values are concentrated on left of the mean, with extreme values to the right. The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right.*
- Skewness < 0 - Left skewed distribution - most values are concentrated on the right of the mean, with extreme values to the left. The left tail is longer; the mass of the distribution is concentrated on the right of the figure. It has relatively few low values. The distribution is said to be *left-skewed, left-tailed, or skewed to the left.*
- Skewness = 0 - mean = median, the distribution is symmetrical around the mean.

Kurtosis values

Kurtosis is an indicator used in distribution analysis as a sign of flattening or "peakedness" of a distribution.

- Kurtosis > 3 - Leptokurtic distribution, sharper than a normal distribution, with values concentrated around the mean and thicker tails. This means high probability for extreme values. Positive excess kurtosis indicates flatness (long, fat tails)
- Kurtosis < 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak. The probability for extreme values is less than for a normal

distribution, and the values are wider spread around the mean. Negative excess kurtosis indicates peakedness

- Kurtosis = 3 - Mesokurtic distribution - normal distribution for example

Kurtosis scores for questions at all the category levels indicate Leptokurtic and Platykurtic distributions of data.

5.2 Statement wise findings and discussion

Your Company carries out Corporate Social Responsibility

Employees in most of the companies have understood the importance of practicing Corporate Social Responsibility practices and majority of them wish to carry out these activities willingly. There is increased acceptance of CSR by companies in Pune region. Responses vary at category levels. CSR_HR Officers give a higher response rate. The percentage of over 89% for all categories gives a clear indication that a very high majority of all the respondents are in agreement with the statement 'Your Company carries out Corporate Social Responsibility'.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement. Negative Skewness for all indicates that mass of the distribution of the responses for this statement is concentrated on the right of the means of all categories. With Kurtosis values in excess of 3 for all the categories, the observation values are concentrated around the means, 2 for the statement in this survey question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for 1 degree of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree their company carries out CSR, proving the statement

Corporate Social Responsibility is necessary.

Corporate Social Responsibility is seen as a corporate identity in majority of the corporates. Most of the companies identified Corporate Social Responsibility as

being the “right thing to do”. This also matters because happier employees show splendid performance resulting in faster and constant growth of the company.

Responses vary at category levels. CSR_HR Officers and Middle Managers give a higher response rate. The percentage of over 86% for all categories gives a clear indication that a very high majority of all the respondents are in agreement with the statement ‘Corporate Social Responsibility is necessary’.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement. Negative Skewness for all but Middle Managers indicates that mass of the distribution of the responses for this statement is concentrated on the right of the means. With Kurtosis values in excess of 3 for all the categories, the observation values are concentrated around the means, varying between 4.16 and 4.23, for the statement in this survey question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the ‘null hypothesis’ rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement ‘Corporate Social Responsibility is necessary’.

Corporate Social Responsibility activities help in building strong bond between employer–employee.

Most of the respondents agreed that CSR helps in building strong bond between employer-employee. The companies hence benefit from CSR activities and therefore are seen making their best efforts to woo them by emphasizing more towards employee satisfaction and taking care of their needs.

It is accepted on a large scale that the happiness of the people is the first concern of the Company. Companies no longer consider human capital as commodity but as an asset. Every company depends upon their employees for strengthening its efficiency and market values. Therefore, companies are seen making their best efforts to woo them and keep them motivated towards company’s goal and work. In order to fulfil the employee’s demands, companies are seen now emphasizing more towards employee satisfaction and taking care of their needs.

Responses vary at category levels. CSR_HR Officers give a higher response rate. The percentage of over 86% for all categories gives a clear indication that a very high majority of all the respondents are in agreement with the statement 'CSR activities help in building strong bond between employer–employee'.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement. Skewness values for CSR Officers/HR Officers and Middle Managers in question 3 are greater than zero. Skewness values for the remaining categories are less than zero. The left tail is longer; the mass of the distribution for the statement is concentrated on the right of the means of all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories in the statement are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak, indicating predominance of the mode, which is 4.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Corporate Social Responsibility activities help in building strong bond between employer–employee'.

The same bond extends to your family members as well

Majority of the respondents agree that CSR helps in strengthening the bond between the family members as well. It can be surmised that most of the organisations are taking wide and improved steps to improve the quality of life not only of their employees but also of their family. As a result of which the Company extends a strong bond between its employees as well as their families.

Responses vary at category levels. Middle Managers give a higher response rate. The percentage of over 81% for all categories gives a clear indication that a very high majority of all the respondents are in agreement with the statement 'The same bond extends to your family members as well'.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for this statement are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak, indicating predominance of the mode, which is 4.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'The same bond extends to your family members as well'.

Your Company formally records work-related incidents, injuries and illnesses on an annual basis.

Substantial majority of respondents – over 72% at All Respondents level - agree that their company records work-related incidents, injuries and illnesses on an annual basis. The rate of agreement varies between categories. This significantly positive responses recorded here confirm that the obligation is seen to extend beyond the statutory provisions of the legislation. Most of the Respondents were of the view that they learn from such incidents and are protected from harm, using the old adage 'prevention is better than cure'. There were such 'near miss' accident incidents which were reported where no-one is actually been hurt. The Respondents have agreed that they take precautionary steps based on the reported cases.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for this statement are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak, indicating predominance of the mode, which is 4.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Your Company formally records work-related incidents, injuries and illnesses on an annual basis'.

Their employee programs are targeted at Skills Training and Development

Training and Development helps in the growth of the employee within the organisation. The significantly positive responses recorded here confirm that the training and development of employees gives them a sense of equal opportunity to grow within the organisation.

Substantial majority of respondents – over 74% at All Respondents level and over 90% of CSR_HR Managers - agree that their company provides skills training and development of employees. The rate of agreement varies between categories.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for this statement are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak, indicating predominance of the mode, which is 4.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Employee programmes are targeted at Skills Training and Development.

Their employee programs are targeted at Management Training

Most respondents – over 73% of All Respondents and over 87% of CSR_HR Officers - agreed that to become a good leader they also need to do many other

things such as budget correctly, anticipate any problems with projects, think objectively about the business, and preserve the brand. Thus, there is a majority agreement by the respondents with the statement.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for this statement are less than 3 - Platykurtic distribution, flatter than a normal distribution with a wider peak, indicating predominance of the mode, which is 4.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Employee programmes are targeted at Management Training'.

Their employee programs are targeted at Succession Planning

Succession Planning programme for employees to become future leaders is a good investment because it creates a motivated and capable group of employees that are ready to move forward in the organisation when the need arises.

Most respondents – over 69% of All Respondents and over 80% of CSR_HR Officers – agreed. Other categories whilst in a majority agreement are less enthusiastic because, perhaps, they may not get the opportunity to move higher up in the organisational hierarchy. There is a majority agreement by the respondents with the statement.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for CSR Officer/HR Officer for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3 - Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Employee programmes are targeted at Succession Planning'.

Their employee programs are targeted at Work-life Balance

Most of them were of the opinion that they could balance between work and personal responsibilities and thus had developed loyalty towards work. Many companies allowed employees to work from home. In few companies employees enjoyed flexi-timings is mostly beneficial to the women employees.

Over 66% of All Respondents agreed that there are programmes targeted at maintaining the Work-life balance of employees. Whilst over 80% CSR Officer/HR Officer agree, fewer than 67% of other categories agree. A substantial minority amongst the other 3 categories could not draw any result and hence they neither agreed nor disagreed. However, majority for all categories is in agreement with the statement.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for Middle Managers for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Employee programmes are targeted at Work-life Balance'.

Their employee programs are targeted at Ethics Training

Majority of the Respondents – over 70% of All Respondents and over 87% of CSR_HR Officers - agree that their companies have programs for Ethics Training. However, less than 65% Middle Managers and Lower Level Managers agree. Majority of the respondents are of the view that workplace ethics is essential for success of any business.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for Middle Managers for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'Employee programmes are targeted at Ethics Training'.

There are programs targeted at assessing the Impact of Human Resource policy

Over 70% of the Respondents agree that there are programs targeted at assessing the impact of Human Resource policy. Middle Managers are the least enthusiastic at about 61% agreement and over 36% of them 'neither agree or disagree'. These assessment programmes play a major role in improving company effectiveness and helps sustain a long-term competitive advantage

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for Other Employee for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree that 'There are programmes targeted at assessing the: Impact of Human Resource policy'.

There are programs targeted at assessing the Impact of Health, Safety and Environment policy

Over 70% of All Respondents agree that there are programs targeted to determine the impact of Health, Safety and Environment policy. Respondents other than CSR_HR Officer are not so enthusiastic, though all categories have majority agreement. Some of them were of the view that the safety measures taken form part of the statutory requirements and are governed by safety rules and laws. A major part of the emphasis is given to safety measures for minimizing

accidents. Accidents are investigated and analysed for root cause and re-occurrence of such accidents is prevented. The relatively low level of agreement with the statement by respondents is a matter for another research on Workplace Health & Safety.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for CSR Officer/HR Officer for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There are programs targeted at assessing the Succession Planning

Over 70% of the Respondents agree that there are programs targeted to access Succession Planning. The response rate for the various categories varies between 60% and 80%. Over 36% of Middle managers have chosen to 'neither agree or disagree', a very discouraging response! Nevertheless, majority of the respondents are in agreement with the statement.

There is no widely accepted formula for evaluating the future potential of leaders. However, there are many tools and approaches such as personality and cognitive testing to team-based interviewing and simulations.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness values for all categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for Other Employee for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There are programs targeted at assessing the Employees' Salary

Over 71% of All Respondents agree that there are programmes targeted to assess Employees' Salary. 34.15% of Middle Managers are of a mixed opinion. Majority of respondents in all categories are in agreement with the statement. Most agreed that the performance assessment is done with the help of Performance Appraisal Reports. The performance plan is the cornerstone of the performance assessment process. Performance and salary are inter-related. Salary is a key factor, which can affect relationships at the workplace.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness value is greater than zero for Middle Manager for the statement. It has relatively few high values. This indicates that the respondents are in agreement with the question.

Skewness values for the remaining categories are less than zero. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There are programs targeted at assessing the Employees' Performance

Individual performance appraisal is very beneficial for the growth of any organisation. Over 70% of All Respondents agree that there are assessment programmes for Employees performance. Over 25% of All Respondents neither agree nor disagree. Middle Managers stand out with over 34% neither agree or disagree with the statement. Nevertheless, majority of respondents for all categories are in agreement with the statement.

Reporting system sets up the target of the performance as an organisation and it carries out the monitoring of the performance. Individual performance appraisal is very beneficial for the growth of any organisation.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness value is greater than zero for Middle Manager for the statement. It has relatively few high values. This indicates that the respondents are in agreement with the question. Skewness values for the remaining categories are less than zero. The left tail is longer; the mass of the distribution for this statement is concentrated on the right of the means of all categories, in excess of 3.56. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There are programs targeted at assessing the Employees' Development

Over 70% of All Respondents agree that there are programmes targeted at assessing the development of employees. Nearly 27% of All Respondents neither agreed nor disagreed. A high majority of respondents for all categories are in agreement with the statement that there are programmes targeted at assessing the development of employees. Most of them opined that programmes that lead to improvement in performance are important for employee development.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness value is greater than zero for Middle Manager for the statement. It has relatively few high values. This indicates that the respondents are in agreement with the question.

Skewness value is negative for all categories except Middle Managers. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There are programs targeted at assessing the Hygiene Factors

Over 64% of All Respondents agree that there are programmes targeted at assessing the hygiene factors. Over 29% of the Respondents neither agree nor disagree – a substantial minority. Responses from Lower Level Managers are the lowest, though still in majority. The response rates for all the categories are high and these indicate agreement of majority of respondents with the question.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness value is greater than zero for Middle Manager for the statement. It has relatively few high values. The distribution is said to be *right-skewed, right-tailed, or skewed to the right*.

Skewness value is negative for all categories except Middle Managers. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There any programmes in place to assist employees in understanding and coping with serious diseases.

Overall, 64% of All Respondents agree that there are programmes in place to assist employees in understanding and coping with serious and dreadful diseases such as HIV / AIDs, mental illness, cancer etc. The response rates for all the categories are high, except those for Middle Managers, and these indicate agreement of majority of respondents with the question.

The Government has put in tremendous efforts to enable awareness about HIV/AIDS amongst people. The programmes for awareness are carried out in most of the companies on World's Aid Day i.e. 1st December every year. Most of them agree that initiatives are carried out in several areas, which have given rise to a healthy community.

Statistically the above statement is significant at 95% confidence level for all the categories, proving the premise of the statement.

Skewness value is negative for all categories, except for CSR Officer/HR Officer. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness value is greater than zero for CSR Officer/HR Officer. It has relatively few high values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories in Question 8 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

What kinds of benefits are available to employees?

The purpose of the fringe benefits is to increase the economic security of the employees. The health, retirement benefits and pension are seen to be the most important areas of social benefits to employees. These fringe benefits are not taxable in India. Most of them were of the opinion that due to the benefits available to them, their satisfaction level had increased considerably.

Overall respondents state that their employers provide benefits listed in the question, but not universally to all employees. Of the 11 benefits listed, majority respondents agree that Health Insurance, the employers provide for Pension, Maternity/Paternity Privileges and Retirement benefits (medical treatment). For

the remaining 7 benefits, less than 40% of the respondents state that their employers provide these 7 benefits. Thus, there is not a majority agreement with all questions. Responses from CSR Officer/HR Officer are more positive than other categories of employees.

Corporate Social Responsibility activities help in increasing the morale of employees

Over 88% of All Respondents agree that CSR activities help in increasing the morale of employees. Middle Managers have given highest positive response at over 92%.

Corporate Social Responsibility, when practiced in an organization, shows increased level of morale in employees. Employees with high morale are more disciplined, work on time and spend more time actually working i.e. there is less of idle time. They showed improved communication, creativity and longer retention rates. Corporate Social Responsibility helps in strengthening communities, preserving the environment and helps in the engagement of a diverse workforce.

The statement is significant at 95% confidence level for all the categories and proves statement that 'CSR activities help in increasing the moral of employees'.

Skewness value is negative for all the categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

Kurtosis value for All Respondents, Middle Manager and Other Employee categories for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the two remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the

distribution curve. The researcher thus deduces that all categories agree with the statement.

Corporate Social Responsibility helps in motivating employees in remaining loyal to the organisation.

There is a very high agreement – over 87% for All Respondents – for this statement.

It is easier to get things done at the workplace from motivated employees. Those who are not self-motivated need to be motivated. The motivational system must be tailored to the situation and to the organisation. Employees work with integrity. Business is seen to be carried out in a responsible way in the marketplace

The question statement is significant at 95% confidence level for all the categories and proves statement that ‘CSR activities help in increasing the moral of employees’.

Skewness is zero, that is, mean = median, for Middle Manager category and the distribution is symmetrical around the mean.

Skewness value is negative for the remaining categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Kurtosis value for All Respondents and Other Employee categories for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the three remaining categories in Question 11 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the ‘null hypothesis’ rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Does your organisation make special budgetary provisions for Corporate Social Responsibility Activities?

Over 74% of All Respondents agree that their organisations make special budgetary provisions for the CSR activities. The remaining 25% of the Respondents state 'No'. The high agreement to the statement indicates CSR is an integral part of business strategy for majority of the organisations.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'CSR activities help in increasing the moral of employees'.

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for all categories in Question 12a are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

If Yes– is the same audited / reviewed to evaluate its effectiveness?

Over 69% of All Respondents stating 'yes' agree that the budgetary provisions for CSR activities are audited / reviewed to evaluate its effectiveness. About 28% have neither agreed nor disagreed. The high percent stating 'yes' is an indication that CSR is part of business strategy and not just an add on.

The statement is significant at 95% confidence level for all the categories and proves statement that 'If yes – is the same audited / reviewed to evaluate its effectiveness.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

For Middle Manager and Other Employee categories, Skewness value is less than -1, indicating that Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

The Corporate Social Responsibility structure is in line with the organization's vision or mission.

Almost 76% of All Respondents agree that the CSR structure is in line with the organisations vision or mission. This is an indication of how deeply ingrained CSR has become in the business.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'The Corporate Social Responsibility structure is in line with the organization's vision or mission.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness for Other Employees category is less than -1, the Skewness is substantial and the distribution is far from symmetrical

Kurtosis value for CSR Officer/HR Officer and Other Employee categories for the statement is in excess of 3. This means high probability for extreme values. Majority of respondents are in agreement with the statement.

Kurtosis values for the remaining categories for the statement are less than 3 - excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Your Company carries out Corporate Social Responsibility schemes for the society.

Over 77% of All Respondents are in agreement with the statement that their Company carries out Corporate Social Responsibility schemes for the society. Most of them are of the opinion that the Corporate Social Responsibility activities benefit the society at large.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'Your Company carries out CSR schemes for the society.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness value for All Respondents, Lower Level Manager and Other Employee categories are less than -1, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for CSR All Respondents and Other Employee categories for the statement are in excess of 3. This means high probability for extreme values. Majority of respondents are in agreement with the statement.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

The action plan has been approved for creating Corporate Social Responsibility structure.

Over 74% of the Respondents agree that there exists an approved action plan for creating a CSR structure. This is a very positive development for companies in Pune Region.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'The action plan has been approved for creating CSR structure.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness is less than -1.0 for All Respondents and Lower Level manager categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for CSR All Respondents category for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Since when has your organization been engaged in Corporate Social Responsibility activities?

Responses to this statement are very encouraging. The Corporate Social Responsibility activities are gaining importance over the years. The CSR activities in over 75% of the respondents' organisations started within the past five year,

indicating increased awareness regarding the importance and benefits of Corporate Social Responsibility.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

The performance of Corporate Social Responsibility activities is monitored by your Company periodically.

Over 71% of All Respondents agree that their CSR activities are monitored by their Company periodically. In comparison just over 63% of Middle Managers, agree with the statement. About 25% of All Respondents neither agree nor disagree.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'The performance of CSR activities is monitored by your Company periodically.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

The Skewness is less than -1.0 for all categories except CSR_HR Officer category. The Skewness is substantial for these 4 categories and the distribution is far from symmetrical.

Kurtosis values for All Respondents, Lower Level Managers and Other Employee categories for the statement are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the remaining two categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha =$

0.05 and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

The Corporate Social Responsibility activities are monitored:

Corporate Social activities are measured at different intervals. Majority of respondents – Over 53% - state that CSR activities are monitored annually. About 8% of the Respondents state that the CSR activities are monitored monthly or biannually. Over 31% respondents state that the activities are monitored quarterly. In majority of the company's Corporate Social activities are monitored annually. This is an important finding because monitoring of CSR activities is necessary for taking further steps for improvement and for taking corrective actions if needed.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Corporate Social Responsibility policies have been developed for the company.

Upliftment of society is of prime importance today. Corporate Social Responsibility policies if managed carefully can aid business due to upliftment of social standards. Over 91.7% of All Respondents were of the opinion that CSR policies have been developed for the Company. All respondents in Lower Level manager and Other Employee categories agree with the statement.

The organisation resolves the problem of people to move beyond business. CSR policies if managed carefully can aid business due to upliftment of social standards.

The statement is significant at 95% confidence level for all the categories and proves statement that 'CSR policies have been developed for the company.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

The Skewness is less than -1 for all the categories and the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories in Q19 are in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Computed Chi-Square values for all the categories, except Lower Level Manager and Other Employee categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Computed Chi-Square values for Lower Level Manager and Other Employee categories are equal to tabulated value 0 required for 95% significance for 0 degree of freedom and $P << 0.05$ (in the null Hypothesis rejection zone), it cannot be concluded that, at 'Other Employee' level there is agreement to, 'CSR policies have been developed for the company'. When the degree of freedom is zero ($Df = n - r = 1 - 1 = 0$), there is no way to affirm or reject the model.

Corporate Social Responsibility policies are reviewed by

- a. Lower Management
- b. Middle Management
- c. Top Management

Responses to the statement reveal that the Middle Management plays a major role in the review of CSR policies for the surveyed companies in Pune region. Over 56% of the Respondents agree that middle management reviews CSR policies. About 41% agree that the Top Management reviews CSR policies whereas the remaining 2.1% are of the opinion that the lower management reviews CSR policies.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'CSR policies are reviewed by.'

Skewness value is negative for Middle Manager category. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness value is greater than zero for the remaining 4 categories. It has relatively few high values. This indicates that the respondents are in agreement with the question.

Kurtosis values for all categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories, except the Lower Level Manager category, are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Since computed Chi-Square value is less than tabulated value 3.84 required for 95% significance for 1 degree of freedom and $P \ll 0.05$ (in the null Hypothesis rejection zone), it cannot be concluded that, at 'Lower Level Manager' level there is agreement to, 'CSR policies are reviewed by deferent levels of management'.

In the last five years, your company was involved in social development programmes.

Over 58% of All Respondents agree that their company was involved in social development programmes such as Sponsorships, Charitable Contributions, Community programmes / projects, Environmental Beautification / Preservation, Education for employees children, water recycling and energy saving. Over 23% of All Respondents disagree that their organisation carries out social development programmes.

This relatively low agreement rate perhaps can be attributed to the earlier statement about how long ago the organisation started CSR initiatives. Over 31% companies started CSR initiatives between 0 and 2 years.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'In the last five years, your company was involved in social or development programmes.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for all categories in Question 21 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

How much has been spent on these programmes over the last 5 years? (yearly average)

Overall 13.7% of the Respondents agreed that their organisation spent more than 5 lakhs per annum for various Corporate Social Responsibility programmes whereas about 39.9% were of the opinion that the amount spent by their organisation is between 2 lakhs to 5 lakhs per annum. Over 13 % were of the view that their organisation spent about 5 lakhs and above on a yearly average.

This variation in the amounts spent by various companies is to be expected because not all companies can have the same resources for CSR activities. It is encouraging that companies spend within their financial capabilities, be it that the amount is just Rs 50,000 to Rs 100,000.

Since computed Chi-Square value is less than the critical value 9.49 required for 95% significance for 4 degree of freedom and $P > 0.05$ (in the null Hypothesis acceptance zone), it cannot be concluded that, at 'Middle Manager' and 'Other Employee' levels there is agreement to, 'the various amounts listed and spent on these programmes over the last 5 years'. The P values for both these categories are greater than 0.05.

Computed Chi-Square values for the other three categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of

the distribution curve. The researcher thus deduces that these three categories agree with the statement.

Regional sub-offices and technical teams participate in the planning process of Corporate Social Responsibility activities

Over 68% of All Respondents agree that their regional sub-offices and technical teams participate in the planning process of CSR activities. Near about 22% of them neither agree nor disagree. The 63.41% Middle Managers' response, lowest among all the categories, is nevertheless in majority agreement.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'Regional sub-offices and technical teams participate in the planning process of CSR activities.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

The Skewness is less than -1.0 for all categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories for the statement are less than 3 for Q23. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

There is a health and safety policy in your company.

Health and Safety policy is a commitment in which the employers acknowledge responsibility to ensure the health, safety and welfare of their employees and other persons not in their employment whilst carrying out their work.

Employee healthcare is very important for any organization. Over 78% of All Respondents agree that there exists a health and safety policy in their company. Middle Managers' response rate is a relatively low 66%. Response rate of over

83% 'Other Employee' category, where probably maximum number of employees could be exposed to workplace risks, is a very positive sign for companies in Pune region.

According to the UK Health and Safety Executive, addressing health and safety should not be seen as a regulatory burden¹⁵³: it offers significant opportunities. Benefits can include:

- reduced costs;
- reduced risks;
- lower employee absence and turnover rates;
- fewer accidents;
- lessened threat of legal action;
- improved standing among suppliers and partners;
- better reputation for corporate responsibility among investors, customers and communities;
- increased productivity, because employees are healthier, happier and better motivated.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'There is a health and safety policy in your company.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

The Skewness is less than -1.0 for all categories except for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for All Respondents, CSR Officer/HR Officer and Other Employee categories in Q7ii is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the remaining 2 categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

This health and safety policy enforced.

As the safety and health of an employee is very important, most organisations would enforce health and safety policy. Over 75% of All Respondents agree that the health and safety policy is enforced. There are statutory labour laws, which enforce the health and safety of employees. Just over 68% Middle Managers agree with the statement. Other Employees are in agreement by almost 80%, highest among all categories. Response rate from this category is the most telling evidence that health and safety policies are enforced at majority of the companies.

The statement is significant at 95% confidence level for all the categories and proves statement that 'This health and safety policy enforced.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for all categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for All Respondents, CSR Officer/HR Officer and Other Employee categories in Q25 is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the other two categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Your employees are unionised.

Over 62% - a relatively low response rate - of All Respondents agree that their employees are unionised. Over 66% of 'Other Employee' category respondents agree. Over 36% Middle Managers neither agree nor disagree.

This is internal CSR¹⁵⁴ and is defined as everything the company grants to the worker that is not included in the law, a working agreement or a collective labour agreement.

The statement is significant at 95% confidence level for all the categories and proves statement that 'Your employees are unionised.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

The Skewness is less than -1.0 for all categories except Lower Level Manager. Even for Lower Level Manager the Skewness is almost -1. the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager category for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

They have formal representation or dispute grievance procedures.

Over 63% of All Respondents agree that their organizations have a formal representation or dispute grievance procedures. Over 42.5% of Middle Managers neither agree nor disagree on the view. This substantial minority is taking a

neutral stand. Over 71% of Other Employees are in agreement with the statement.

It is important that there exist disputes or grievance between employee-employee relation or employee-employer relation. However small the dispute may be, it is necessary for an organization to have a dispute handling procedure so that the dispute is not aggravated.

The statement is significant at 95% confidence level for all the categories and proves statement that 'They have formal representation or dispute grievance procedures.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for All Respondents, Middle Manager and Other Employee category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

You facilitate progress by creating a diverse and gender-balanced work environment

It is observed that most companies have a balanced work environment. Over 67% of All Respondents agree that progress is facilitated by creating a diverse and gender-balanced work environment. Over 73% CSR Office/HR Officer category

agree with the statement. Over 32% of Middle Managers and Lower Level Managers neither agree nor disagree.

The question statement is significant at 95% confidence level for all the categories and proves statement that 'You facilitate progress by creating a diverse and gender-balanced work environment.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for All Respondents, CSR_HR Officer, Middle Manager and Other Employee categories, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager category for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

You have policy regarding the employment of local people.

Employment of local people is one of the way companies are seen carrying out Corporate Social Responsibility. Employment of people from the nearby localities may have a positive impact on the local people and the surroundings. Over 62% of All Respondents agree that they have a policy regarding the employment of local people. Over 69% of Other Employee category agrees. Over 34% of Management, categories neither agree nor disagree on this point. This high minority response rate could be construed that it may not always be practical to employ local residents for a variety of reasons such as skills, education etc. This

is a very sensitive issue for companies and this substantial minority could be a result of the reluctance to give a substantive response.

The statement is significant at 95% confidence level for all the categories and proves statement that 'You have policy regarding the employment of local people.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for all categories except for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for CSR Officer/HR Officer the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories in Question 29 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

You have programs aimed at developing local capabilities.

Over 65% of All Respondents agree that they have programs aimed at developing local capabilities. Over 72% of Other Employees say that they have programs for developing local capabilities. Over 42% of Middle Managers neither agree nor disagree. Middle Managers are also in least agreement.

The statement is significant at 95% confidence level for all the categories and proves statement that 'You have programs aimed at developing local capabilities.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

If the Skewness is less than -1.0 for Middle Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Middle Manager category in Q30 is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the remaining categories in Question 30 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

You monitor information on existing Environmental laws.

Almost 69% of All Respondents agree that their organisation monitors information on existing Environmental laws. 75% of Other Employees agree with the statement. Over 29% of management, categories neither agree nor disagree.

It indicates that most of the organisations have the awareness that the immediate environment where they work should be improved and hence it is seen that they take a keen interest in environmental activities. Companies increasingly desire to appear 'green'. More stress is laid on environment and pollution control. There will always be a concern that some of these actions may be mere "greenwash," yet, for the most part, employees, consumers, investors, regulators, and the public welcome them. It can be seen to be intuitive that voluntary actions that internalise environmental externalities are socially responsible.

Numerous explanations have been advanced for the recent surge of environmental CSR¹⁵⁵. Perhaps pollution is symptomatic of broader production inefficiencies, and pollution reduction and cost reduction go hand in hand to create "win/win" opportunities in today's economy. Perhaps a new generation of "green" consumers is willing to pay higher prices for clean products, and firms are simply responding to this shift.

The statement is significant at 95% confidence level for all the categories and proves statement that 'You monitor information on existing environmental laws.'

Skewness value is negative for all categories except for CSR_HR Officer category. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness value is greater than zero for CSR_HR Officer category. It has relatively few high values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis values for all categories the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Corporate Social Responsibility activities increase reputation of the Company.

Over 88% of All Respondents agree that CSR activities increase reputation of the Company. 95% of CSR_HR Officers agree, as do over 88% of Other Employees. 15% of Middle Managers neither agree nor disagree. Only 1.2% of All Respondents disagree with the view. The responses are very positive, indicating very high agreement with the statement.

Branding of Corporates is very important in today's competitive world. Corporate social responsibility (CSR) has become an integral part of business practice over the last decade or so¹⁵⁶. In fact, many corporations dedicate a section of their annual reports and corporate websites to CSR activities, illustrating the importance they attach to such activities.

While it may be challenging for corporate leaders to make a coherent argument for how philanthropic activities contribute to a company's business strategy, in general these activities enhance a firm's reputation in the local community and provide a degree of insulation from unanticipated risks¹⁵⁷.

The statement is significant at 95% confidence level for all the categories and proves statement that 'CSR activities increase reputation of the Company.'

Skewness value is negative for all categories. It has relatively few low values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Lower Level Manager for the statement is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the question.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all categories agree with the statement.

Corporate Social Responsibility creates congenial environment in the society.

Overwhelmingly high 88% of the Respondents agree that CSR creates congenial environment in the society. Over 95% CSR_HR, Officers are in agreement. Middle Managers, at about 83% agreement, are least enthusiastic about the statement.

Corporate Social Responsibility can help bring about an overall development of society. Corporate Social Responsibility helps develop the society socially, economically, environmentally leading to overall development of the society. This inference can be drawn from the responses received.

The statement is significant at 95% confidence level for all the categories and proves statement that 'CSR creates congenial environment in the society.'

Skewness value is negative for all categories except for CSR_HR Officer category. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

Skewness value for CSR_HR Officer category is greater than zero. It has relatively few high values.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical. This indicates that the respondents are in agreement with the statement.

Kurtosis value for Lower Level Manager category in Q33 is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the remaining categories in Question 33 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the statement.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all the categories agree with the statement.

It helps in realizing the importance of being a “good citizen” in the society.

Almost 88% of All Respondents agree that CSR helps in realising the importance of being a “good citizen” in the society. Over 95% of CSR_HR Officers are in agreement. Middle Managers are least enthusiastic at just over 80% agreeing.

“Corporate Citizenship is about the contribution a company makes to society through its core business activities, its social investment and philanthropy programmes, and its engagement in public policy¹⁵⁸.”

Thus, corporate citizenship can be regarded as being a proactive strategy of managing the business and society concerns. A business that desires to be a good citizen ought to pay attention to its routine operational procedures. Such companies are responsible for screening the effects and impacts of their activities. They realize their vision and core values through operating policies by “doing good” to the whole range of stakeholders.

The statement is significant at 95% confidence level for all the categories and proves statement that ‘It helps in realizing the importance of being a “good citizen” in the society.’

Skewness value is negative for all categories except CSR_HR Officer category. It has relatively few low values. This indicates that the respondents are in agreement with the question.

Skewness value is greater than zero for CSR_HR Officer Category; it has relatively few high values. This indicates that the respondents are in agreement with the question.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical.

Kurtosis value for Lower Level Manager category in Q34 is in excess of 3. This means high probability for extreme values. This indicates that majority of respondents are in agreement with the statement.

Kurtosis values for the remaining categories for the statement are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the ‘null hypothesis’ rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all the categories agree with the statement.

Corporate Social Responsibility activities encourage others to contribute to the well being of the society at large.

Over 90% of All Respondents agree that CSR activities encourage others to contribute to the well being of the society at large, as do 'Other Employee' category. Again just over 85% of Middle Managers are in agreement, least enthusiastic of all respondents.

The significant positive response confirms that the good work of Corporate Social Responsibility is recognised by others and in turns encourages others to contribute to the society in a similar way.

Business organizations consider the interest of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders as well as their environment. This obligation shows that the organizations have to comply with legislation and voluntarily take initiatives to improve the well-being of their employees and their families as well as for the local community and society at large.

CSR is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources. However, it is not charity but it is a core business strategy of an organization¹⁵⁹.

The statement is significant at 95% confidence level for all the categories and proves statement that 'CSR activities encourage others to contribute to the well being of the society at large.'

Skewness value is negative for all categories except for the CSR_HR Officer category. It has relatively few low values. This indicates that the respondents are in agreement with the statement.

Skewness value is greater than zero for the remaining categories. It has relatively few high values.

The Skewness is less than -1.0 for Lower Level Manager category, the Skewness is substantial and the distribution is far from symmetrical. This indicates that the respondents are in agreement with the statement.

Kurtosis value for Lower Level Manager category in Q35 is in excess of 3. This means high probability for extreme values. This indicates that the respondents are in agreement with the statement.

Kurtosis values for the remaining categories in Question 35 are less than 3. Negative excess kurtosis indicates peakedness. The wider peak indicates that majority of respondents are in agreement with the question.

Computed Chi-Square values for all the categories are greater than critical Chi-Square value for respective degrees of freedom and probability is less than $\alpha = 0.05$ and is in the 'null hypothesis' rejection zone to the extreme right of the distribution curve. The researcher thus deduces that all the categories agree with the statement.

Corporate Social Responsibility activities should be made compulsory.

Over 81.1% of All Respondents have agreed that CSR should be made compulsory. 78% each of CSR_HR Officers and Middle Managers are in agreement with the statement. Lower Level Managers and Other Employees are even more positive, with over 82% of responses from each category in agreement with the statement.

On 15th December 2011, The Ministry of Corporate Affairs introduced the Companies Bill 2011 in the *Lok Sabha* (House of Commons in Parliament). The new Bill seeks to replace the 55-year-old Indian Companies Act in order to make Corporate Social Responsibility activities compulsory.

The unprecedented development that the world has witnessed in the past fifty years has come at the cost of depletion of natural resources¹⁶⁰. Corporate companies have been struggling to maintain a synergy between sustainable development and economic growth. As we all know, we have lost severely in creating a sustainable world. Unchecked and unregulated industrial growth in the past decades, accompanied by poor CSR policies has led us to this pathetic situation today. Our environment is polluted, water is contaminated, deforestation has eaten our greenery and we are left with nothing but scary results of erratic monsoon and critical climatic changes.

If we view the stance of the Indian government to make CSR a compulsory initiative for every corporate firm in this light, we can justify that the decision is commendable. In fact, it is the need of the hour to mobilize herculean efforts from corporate companies, both medium and large scale, in the field of CSR. Our environmental degradation has resulted due to poor understanding and integration of CSR as an excellent business theme. The corporates must not view CSR as a government intrusion in their profits or corporate affairs. Donating a meagre 2% of the net profits of the company in the sustainable development of the society is definitely not a waste but an investment, which is bound to return its benefits in the form of enhanced living.

Chapter 6

Conclusion and Recommendations

6.1. Conclusion

In the Indian context, Corporate Social Responsibility is found to be a well-appreciated and accepted phenomenon and plays a crucial role in forming the country's Corporate Social Responsibility portfolio through the support of several initiatives by businesses and non-business associations.

Corporate motives are being increasingly questioned and come under scrutiny from activists, critical journalists and consumer groups who test the validity of corporate claims (Morsing 2006). A large number of corporate are joining the battle of attention. Corporations have a hard task ahead of trying to prove to their stakeholders and audience that they are as good as they claim.

The main objectives of the study were to:

- study the different social responsibility functions performed by Companies of Pune District
- find out how social change brings about change in social responsibility of industries and their effect on work culture
- study how social responsibilities help in building external and internal relationships of the firm
- study the positive effects of running a business in a socially responsible manner
- find out the feasibility of making CSR compulsory
- study the arguments for and against social responsibility

The conclusions drawn from this research thesis are:

A very high majority of employees from most of the companies have understood the vital importance of Corporate Social Responsibility activities. The companies carry out these activities voluntarily. The acceptance of Corporate Social Responsibility has increased considerably. Majority of the Respondents have agreed that CSR is necessary.

At the headline level, the research hypotheses have been proven because of the strong positive feedback from the respondents to the survey questionnaire:

- At an overall level, 91.7% respondents have agreed that their company carries out Corporate Social Responsibility.
- At an overall level, 89% of the respondents agree that Corporate Social Responsibility is necessary.
- Overall 89.3 % of All Respondents agreed that CSR helps in building strong bond between employer and employee.
- In all 84.2% of All Respondents agree that CSR helps in strengthening the bond between the family members as well.
- Overall, 72% of All Respondents agree that their company formally records work related incidents, injuries and illnesses on an annual basis.
- Over 74% of All Respondents agree that there are employee programmes targeted at the skills training and development of employees. Over 90% of CSR Officer/HR Officers are very enthusiastic.
- Over 73% of All Respondents agree that there are programmes targeted at Management Training.
- Over 69% of All Respondents agree that there are programmes targeted at Succession Planning.
- Over 66% of All Respondents agreed that there are programmes targeted at maintaining the Work-life balance of employees.
- Over 70% of All Respondents agree that their company has programmes focussed on Ethics Training.
- Over 70% of All Respondents agree that there are programmes targeted at assessing the impact of Human Resource policy.
- At an overall level, 70% of the Respondents agree that there are programs targeted to determine the impact of Health, Safety and Environment policy.
- Over 70% of All Respondents agree that there are programmes targeted to assess Succession Planning.
- Over 71% of All Respondents agree that there are programmes targeted to assess Employees' Salary.

- Over 70% of All Respondents agree that there are assessment programmes for Employees performance.
- Over 70% of All Respondents agree that there are programmes targeted at assessing the development of employees.
- Over 64% of All Respondents agree that there are programmes targeted at assessing the hygiene factors
- Over 64% of All Respondents agree that there are programmes in place to assist employees in understanding and coping with serious and dreadful diseases such as HIV / AIDs, mental illness, cancer etc.
- Overall respondents state that their employers provide benefits. However, the benefits are not universal to all employees. Of the 11 benefits listed, majority respondents agree that Health Insurance, the employers provide for Pension, Maternity/Paternity Privileges and Retirement benefits (medical treatment). For the remaining seven benefits, less than 40% of the respondents state that their employers provide these seven benefits.
- 88.6% of the Respondents agree that CSR activities help in increasing the morale of employees.
- 87% of the Respondents agreed that CSR activities help in motivating them and remaining loyal to the organisation.
- 79.8% of the total Respondents agree that their organisations make special budgetary provisions for the CSR activities. The quantum of spending varies from company to company.
- Overall 66.7% of the Respondents stating 'yes' agree that the budgetary provisions for CSR activities are audited / reviewed to evaluate its effectiveness.
- 75.9% of the Respondents agree that the CSR structure is in line with the organisations' vision or mission.
- Overall 76% Respondents agree that their Company carries out CSR schemes for the society.

- At an overall level, 72.1% of the Respondents agree that there exists an approved action plan for creating a Corporate Social Responsibility structure.
- About 75.1% of the Respondents are of the view that their organisation have been carrying out CSR activities for the past 5 years.
- Overall 69.1% of the Respondents agree that their CSR activities are monitored by their Company periodically.
- Majority of respondents – 51.1% - state that CSR activities are monitored annually.
- 91.7% of All Respondents were of the opinion that CSR policies have been developed for the Company.
- Middle Management plays a major role in the review of CSR policies. Overall 56.2% of the Respondents agree that middle management reviews CSR policies.
- Overall 54.9% agree that their company was involved in social development programmes such as Sponsorships, Charitable Contributions, Community programmes / projects, Environmental Beautification / Preservation, Education for employees children, water recycling and energy saving.
- Over 13% of All Respondents agreed that their organisation spent more than 5 lakhs per annum for various CSR programmes whereas over 39% were of the opinion that the amount spent by their organisation is between 2 lakhs to 5 lakhs per annum.
- Over 68% of All Respondents agree that their regional sub-offices and technical teams participate in the planning process of CSR activities.
- 76.4% of the Respondents agree that there exists a health and safety policy in their company.
- Over 75% of All Respondents agree that the health and safety policy is enforced.
- Over 62 % of All Respondents agree that their employees are unionised.
- Over 63% of All Respondents agree that their organizations have a formal representation or dispute grievance procedures.

- Over 67% of the Respondents agree that progress is facilitated by creating a diverse and gender – balanced work environment.
- Over 62% of All Respondents agree that they have a policy regarding the employment of local people.
- Over 65% of All Respondents agree that they have programs aimed at developing local capabilities.
- At an overall level, 66.5% of the Respondents agree that their organisation monitors information on existing Environmental laws.
- Over 88% of All Respondents agree that CSR activities increase reputation of the Company.
- Over 88% of the Respondents agree that CSR creates congenial environment in the society.
- Almost 88% of All Respondents agree that CSR helps in realising the importance of being a “good citizen” in the society.
- Over 90% of All Respondents agree that CSR activities encourage others to contribute to the well being of the society.
- Over 81.1% of All Respondents have agreed that CSR should be made compulsory.

Businesses play a major role on job and wealth creation in society. CSR is understood to be the way a company achieves a balance or integration of economic, environmental and social imperatives while at the same time addressing shareholder and stakeholder expectations

Companies are putting in their best efforts to motivate employees towards company’s goal and work. In order to fulfil the employee’s demands, companies are seen now emphasizing more towards employee satisfaction and taking care of their needs.

As stated in my literature review, there are numerous benefits from practicing CSR. The first benefit is reputation building, from a practical perspective. Being socially responsible is good business as in when a corporation makes the stand to be a corporation that is corporately socially responsible. They set themselves

apart and begin to build a reputation. This reputation attracts good employees, as well as increases corporate commitment, employee motivation and overall productivity

A second benefit of being socially responsible is the increased involvement in the community, which also increases the positiveness with which one's corporation, is seen and breeds good relations with others as well as the potential for a broader impact. Connected with reputation, a positive corporate image builds customer trust and attracts new customers for the business – all of which build the bottom line for the corporation.

The third benefit is about profit. Being a socially responsible corporation builds higher margins; in fact, corporations that report having a socially responsible agenda just do better financially, reporting higher sales and revenues. In an era where profit margins are stretched thin throughout all industries, this unique idea of serving others ends up serving the corporation at the same time.¹⁶¹

There is a strong ability to attract and retain the esteemed employees. The attrition rate is considerably reduced. The success of any business largely depends on employees. The human resource factor is of prime importance.

Employees are trained in the required skills and hence are entitled to grow within the organization. They develop a sense of loyalty and satisfaction. The skills and training are given to employees as per the changing trends / needs of the organization.

Succession Planning for employees is a good investment as the employees are motivated and become future leaders who are ready to move forward in the organization when need arises.

Work Life Balance is seen mostly beneficial to the women employees mainly when they have to manage duties from the home front and the office. Flexi timings are of an added advantage to women. Certain companies allow employees to work from home. This also keeps the employee at ease and benefits both the employer and the employee.

A major part of the emphasis is given to safety measures for minimizing accidents. Accidents are investigated and analysed for root cause and re-

occurrence of such accidents is prevented. Statutory provisions exist, which take care of minimizing accidents.

The performance plan is the cornerstone of the performance assessment process. Performance and salary are inter-related. Salary is a key factor, which can affect relationships at the workplace.

The health, retirement benefits and pension are seen to be the most important areas of social benefits to employees. These fringe benefits are not taxable in India. Most of them were of the opinion that due to the benefits available to them, their satisfaction level had increased considerably

Employees with high morale are more disciplined, work on time and spend more time actually working i.e. there is less of idle time. They showed improved communication, creativity and longer retention rates. Corporate Social Responsibility helps in strengthening communities, preserving the environment and helps in the engagement of a diverse workforce.

It is easier to get things done at the workplace from motivated employees. Those who are not self-motivated need to be motivated. The motivational system must be tailored to the situation and to the organization. Employees work with integrity. Business is seen to be carried out in a responsible way in the marketplace

Corporate Social Responsibility helps develop the society socially, economically, environmentally leading to overall development of the society

There is no dearth of innovative CSR activities and projects but what is missing are:

- definite goals
- embedding of a CSR culture
- practice and metrics for evaluating their social impact

When the current Companies Act of 1956 was originally enacted, there were about 30,000 registered companies in India. The Companies Bill, 2011, which was passed by the Lok Sabha on 18 December 2012, will allow the country to have a modern legislation for growth and regulation of corporate sector in India. . The Companies Bill proposes that profit-making companies that meet certain conditions will be required to set aside 2 per cent of the net profit towards CSR.

Clause 135 of the Companies Act is also amended to provide that the company shall give preference to local areas where it operates, for spending amount earmarked for CSR activities. The approach to 'implement or cite reasons for non implementation' has been retained.

This Bill is in line with statement 36 in the questionnaire that Corporate Social Responsibility activities should be made compulsory. There is an overwhelming agreement by respondents.

Corporate operations have a great influence and impact on society and the environment. It is a general tendency that people think that when a company's operations are bearing fruit, some of the benefits must be shared with the rest of society in order to create an environment of sustainable prosperity. It is seen that excellent support is given to corporate citizens who look at all the aspects of corporate behaviour. It is seen that corporations seek not only to improve internal values but externally it seeks to appear with a societal brand of being responsible taking seriously its role as a good citizen.

Companies discharging social commitments are capable of generating an image in the minds of the people, which in turn builds and sustains brand value. Corporates have realised that it is important for any organisation to integrate community interests into its core values, as it would be one of the determining factors that will spell its success or failure.

Companies have also realized that one of the key ways to firmly entrench company values and build employee loyalty is to provide them with experiences that go beyond their regular deliverables and job descriptions.

Local communities have specific expectations from the company setting up a plant or factory in their region. Hence, creating livelihood for local people is seen to be on the rise. Employee engagement is one dimension of CSR that has seen a huge pick-up in the last few years. Companies have begun to realize that one of the key ways to firmly entrench company values and build employee loyalty is to provide them with experiences that go beyond their regular deliverables and job descriptions.

Organisations have understood that it is imperative to understand the needs and expectations of the employee and integrate their welfare in their business for an inclusive growth and a harmonious experience.

The concept of 'corporate social responsibility' (CSR) in its modern day concept started gaining ground in the last 15 years. Corporate misbehaviour or scandals were partly responsible for this growing consciousness. The Enron and Arthur Anderson scandal, Shell's Brent Spar case and others led to major scepticism and decrease of trust in corporations.

CSR is about making the company and its employee's responsible entities. This can be done only when both the company and the employees are actively involved in the framing and implementation of the projects and programmes they finance/fund. Such steps will also help to minimize the interference of politicians and bureaucrats in the spending of funds designated for CSR.

6.2 Hypotheses Testing

This research postulated six hypotheses. These hypotheses are tested here using significance at 95% confidence level and computed Chi-Square values for relevant degrees of freedom at.

The responses of five categories of respondents – All Respondents, CSR_HR Officer, Middle Manager, Lower Level Manager and Other Employee – are analysed tabulated for each hypothesis and used to accept or reject null hypothesis – suffix 'O'.

One sample Z value and right tailed P value are tabulated along Chi-Square value for clarity of the two table types.

For this research, degrees of freedom used are 1, 2, 3 and 4. Level of significance to be used is 95%, that is Probability, $\alpha = 0.05$. Therefore, the table to determine critical Chi-Square values is:

Degree of freedom	Probability
Df	P = 0.05
1	3.84
2	5.99
3	7.82
4	9.49

Table 53: Critical Chi-Square values

6.3 Interpretation and Inference

H1O: Any activity of social responsibility carried out by the Company **does not** help in building harmonious relationship with the society and in increasing its reputation in the society.

H1A:

Any activity of social responsibility carried out by the Company helps in building harmonious relationship with the society and in increasing its reputation in the society.

Questions Q14, Q21, Q26, Q29, Q30, Q31, Q33, Q34 and Q35 relate to *building harmonious relationship with the society and in increasing its reputation in the society because of CSR activity by the firm*. Outputs of data analysis are tabulated here for making statistical interpretation and inference.

Q14: Your Company carries out CSR schemes for the society.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.80	0.03	0.56	0.07	3.87	3.73
CSR_HR Officer	41	3.90	0.07	0.44	0.13	4.04	3.77
Middle Manager	41	3.76	0.08	0.54	0.16	3.92	3.59
Lower Level Manager	74	3.74	0.07	0.62	0.14	3.88	3.60
Other Employee	98	3.82	0.06	0.58	0.11	3.93	3.70

Hypothesis Test Table 1: H1A

Q 21: In the last five years, your company was involved in social or development programmes.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	250	3.46	0.08	1.20	0.15	3.60	3.31
CSR_HR Officer	40	3.55	0.16	1.01	0.31	3.86	3.24
Middle Manager	41	3.39	0.19	1.24	0.38	3.77	3.01
Lower Level Manager	74	3.50	0.14	1.18	0.27	3.77	3.23
Other Employee	95	3.41	0.13	1.27	0.25	3.67	3.16

Hypothesis Test Table 2: H1A

Q.26: Your employees are unionised.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.52	0.05	0.76	0.09	3.62	3.43
CSR_HR Officer	41	3.46	0.13	0.81	0.25	3.71	3.22
Middle Manager	41	3.56	0.10	0.63	0.19	3.76	3.37
Lower Level Manager	74	3.51	0.08	0.65	0.15	3.66	3.37
Other Employee	98	3.54	0.09	0.88	0.17	3.71	3.37

Hypothesis Test Table 3: H1A

Q.29 You have policy regarding the employment of local people.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	253	3.58	0.04	0.63	0.08	3.66	3.51
CSR_HR Officer	41	3.54	0.10	0.64	0.19	3.73	3.34
Middle Manager	41	3.44	0.11	0.71	0.22	3.66	3.22
Lower Level Manager	73	3.59	0.07	0.60	0.14	3.73	3.45
Other Employee	98	3.66	0.06	0.61	0.12	3.78	3.54

Hypothesis Test Table 4: H1A

Q.30 You have programs aimed at developing local capabilities.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	253	3.66	0.05	0.65	0.08	3.74	3.58
CSR_HR Officer	41	3.68	0.10	0.65	0.20	3.88	3.48
Middle Manager	40	3.53	0.11	0.68	0.21	3.74	3.31
Lower Level Manager	74	3.62	0.07	0.63	0.14	3.77	3.48
Other Employee	98	3.73	0.07	0.65	0.13	3.86	3.61

Hypothesis Test Table 5: H1A

Q.31 You monitor information on existing environmental laws.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	250	3.72	0.04	0.71	0.09	3.81	3.64
CSR_HR Officer	40	3.78	0.10	0.62	0.19	3.97	3.58
Middle Manager	41	3.68	0.12	0.79	0.24	3.92	3.44
Lower Level Manager	73	3.60	0.09	0.76	0.17	3.78	3.43
Other Employee	96	3.81	0.07	0.67	0.13	3.95	3.68

Hypothesis Test Table 6: H1A

Q.33 CSR creates congenial environment in the society.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.09	0.04	0.63	0.08	4.17	4.01
CSR_HR Officer	41	4.15	0.07	0.48	0.15	4.29	4.00
Middle Manager	41	4.02	0.10	0.61	0.19	4.21	3.84
Lower Level Manager	74	4.01	0.08	0.67	0.15	4.17	3.86
Other Employee	98	4.15	0.07	0.65	0.13	4.28	4.02

Hypothesis Test Table 7: H1A

Q.34 It helps in realizing the importance of being a "good citizen" in the society.	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.15	0.04	0.66	0.08	4.23	4.06
CSR_HR Officer	41	4.24	0.08	0.54	0.16	4.41	4.08
Middle Manager	41	4.02	0.10	0.65	0.20	4.22	3.82
Lower Level Manager	74	4.05	0.08	0.72	0.16	4.22	3.89
Other Employee	98	4.22	0.07	0.67	0.13	4.36	4.09

Hypothesis Test Table 8: H1A

Q.35 CSR activities encourage others to contribute to the well being of the society at large	N	Mean	Std Error of mean	Std Dev.	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.19	0.04	0.64	0.08	4.26	4.11
CSR_HR Officer	41	4.24	0.08	0.54	0.16	4.41	4.08
Middle Manager	41	4.12	0.10	0.64	0.20	4.32	3.93
Lower Level Manager	74	4.09	0.08	0.67	0.15	4.25	3.94
Other Employee	98	4.26	0.07	0.65	0.13	4.38	4.13

Hypothesis Test Table 9: H1A

Interpretation: The hypothesis is significant at 95% confidence level for all categories for all the questions relating to the hypothesis.

Hence, the hypothesis is proved that *any activity of social responsibility carried out by the Company helps in building harmonious relationship with the society and in increasing its reputation in the society.*

Testing hypothesis H1 with calculated Chi-square values for Q14, Q21, Q26, Q29, Q30, Q31, Q33, Q34 and Q35.

Decision Rule: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value and P value is < 0.05 .

Q14: Your Company carries out CSR schemes for the society.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	481.39	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	41.61	2	0.924	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	32.24	2	0.998	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	89.78	3	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	121.51	3	0.999	0.0000

Hypothesis Test Table 10: H1A

Q21: In the last five years, your company was involved in social or development programmes.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	250		Chi-Square	65.00	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40		Chi-Square	20.25	4	0.998	0.0004	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	38		Chi-Square	6.21	4		0.1840	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	20.86	4	1.000	0.0003	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	95		Chi-Square	21.16	4	1.000	0.0003	

Hypothesis Test Table 11: H1A

Q26: Your employees are unionised.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	329.27	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	34.80	3	1.000	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	21.27	2	1.000	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	29.30	2	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	120.47	4	1.000	0.0000

Hypothesis Test Table 12: H1A

Q29: You have policy regarding the employment of local people.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	253		Chi-Square	363.07	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	19.95	2	1.000	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	31.68	3	1.000	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	73		Chi-Square	67.88	3	1.000	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	106.49	4	1.000	0.0000	

Hypothesis Test Table 13: H1A

Q30: You have programs aimed at developing local capabilities.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	253			Chi-Square	328.80	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	30.71	3	0.999	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	43.27	4	0.995	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	60.70	3	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	96.69	3	1.000	0.0000

Hypothesis Test Table 14: H1A

Q31: You monitor information on existing environmental laws.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	250		Chi-Square	303.32		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40		Chi-Square	13.55		2	0.989	0.0011
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	43.27		4	0.995	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	73		Chi-Square	85.70		4	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	96		Chi-Square	85.67		3	0.997	0.0000

Hypothesis Test Table 15: H1A

Q33: CSR creates congenial environment in the society.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	373.40	4	0.010	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	34.29	2	0.025	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	16.73	2	0.399	0.0002
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	123.57	4	0.431	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	76.29	3	0.010	0.0000

Hypothesis Test Table 16: H1A

Q34: It helps in realizing the importance of being a “good citizen” in the society.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	312.42		4	0.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	23.17		2	0.002	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	11.76		2	0.405	0.0028
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	99.24		4	0.259	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	67.96		3	0.000	0.0000

Hypothesis Test Table 17: H1A

Q35: CSR activities encourage others to contribute to the well being of the society at large

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	334.03		4	0.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	23.17		2	0.002	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	12.63		2	0.111	0.0018
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	74.11		3	0.111	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	73.67		3	0.000	0.0000

Hypothesis Test Table 18: H1A

Interpretation of Chi-Square values for the hypothesis H1A

Since computed values of Chi-Square are greater than critical Chi-Square values for $\alpha = 0.05$ for each category for a given degree of freedom and P values are \ll than 0.05 (in the null hypothesis rejection zone), null hypothesis is rejected.

Hypothesis H1A is proved that ‘any activity of social responsibility carried out by the Company helps in building harmonious relationship with the society and in increasing its reputation in the society’.

H2o: Majority of the Companies are **not** in favour of carrying out CSR activities for their organisation.

H2A:

Majority of the Companies are in favour of carrying out CSR activities for their organisation.

Questions Q1, Q2, Q15, Q13, Q17, Q18, Q19, Q20, Q23 and Q36 relate to *majority of the Companies being in favour of carrying out CSR activities for their organisation*. Outputs of data analysis are tabulated here for making statistical interpretation and inference.

Q1Your Company carries out Corporate Social Responsibility (CSR).	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	1.92	0.02	0.28	0.03	1.95	1.88
CSR_HR Officer	41	1.95	0.03	0.22	0.07	2.02	1.88
Middle Manager	41	1.90	0.05	0.30	0.09	1.99	1.81
Lower Level Manager	74	1.89	0.04	0.31	0.07	1.96	1.82
Other Employee	98	1.93	0.03	0.26	0.05	1.98	1.88

Hypothesis Test Table 19: H2A

Q2CSR is necessary.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.20	0.04	0.63	0.08	4.28	4.12
CSR_HR Officer	41	4.22	0.09	0.57	0.17	4.39	4.04
Middle Manager	41	4.17	0.08	0.54	0.17	4.34	4.00
Lower Level Manager	74	4.16	0.07	0.64	0.15	4.31	4.02
Other Employee	98	4.23	0.07	0.69	0.14	4.37	4.10

Hypothesis Test Table 20: H2A

Q13The Corporate Social Responsibility structure is in line with the organizations', vision or mission.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.83	0.04	0.58	0.07	3.90	3.76
CSR_HR Officer	41	3.88	0.09	0.56	0.17	4.05	3.71
Middle Manager	41	3.76	0.08	0.54	0.16	3.92	3.59
Lower Level Manager	74	3.80	0.06	0.55	0.12	3.92	3.67
Other Employee	98	3.87	0.06	0.62	0.12	3.99	3.74

Hypothesis Test Table 21: H2A

Q15 The action plan has been approved for creating CSR structure.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.76	0.04	0.66	0.08	3.84	3.68
CSR_HR Officer	41	3.85	0.08	0.53	0.16	4.02	3.69
Middle Manager	41	3.63	0.10	0.62	0.19	3.82	3.44
Lower Level Manager	74	3.64	0.10	0.84	0.19	3.83	3.44
Other Employee	98	3.88	0.05	0.54	0.11	3.98	3.77

Hypothesis Test Table 22: H2A

Q17 The performance of CSR activities is monitored by your Company periodically.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	253	3.72	0.04	0.65	0.08	3.80	3.64
CSR_HR Officer	41	3.80	0.09	0.56	0.17	3.98	3.63
Middle Manager	41	3.59	0.09	0.59	0.18	3.77	3.40
Lower Level Manager	74	3.64	0.09	0.75	0.17	3.81	3.46
Other Employee	97	3.80	0.06	0.62	0.12	3.93	3.68

Hypothesis Test Table 23: H2A

Q19 CSR policies have been developed for the company.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	1.92	0.02	0.28	0.03	1.95	1.88
CSR_HR Officer	41	1.88	0.05	0.33	0.04	1.92	1.84
Middle Manager	38	1.95	0.04	0.23	0.03	1.98	1.92
Lower Level Manager	74	1.95	0.03	0.23	0.03	1.97	1.92
Other Employee	98	1.93	0.03	0.26	0.05	1.98	1.88

Hypothesis Test Table 24: H2A

Q20 CSR policies are reviewed by							
a. Lower management (1)	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
b. Middle management (2)							
c. Top management (3)							
All Respondents	236	2.39	0.03	0.53	0.07	2.46	2.32
CSR_HR Officer	40	2.38	0.09	0.54	0.17	2.54	2.21
Middle Manager	38	2.47	0.09	0.56	0.18	2.65	2.30
Lower Level Manager	64	2.44	0.06	0.50	0.12	2.56	2.32
Other Employee	94	2.33	0.06	0.54	0.11	2.44	2.22

Hypothesis Test Table 25: H2A

Q.23 Regional sub-offices and technical teams participate in the planning process of CSR activities.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.63	0.05	0.78	0.10	3.73	3.53
CSR_HR Officer	41	3.66	0.12	0.79	0.24	3.90	3.42
Middle Manager	41	3.51	0.13	0.81	0.25	3.76	3.26
Lower Level Manager	74	3.59	0.08	0.72	0.16	3.76	3.43
Other Employee	98	3.69	0.08	0.80	0.16	3.85	3.53

Hypothesis Test Table 26: H2A

Q.36CSR activities should be made compulsory.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.03	0.04	0.70	0.09	4.11	3.94
CSR_HR Officer	41	3.98	0.10	0.65	0.20	4.18	3.78
Middle Manager	41	4.00	0.10	0.67	0.21	4.21	3.79
Lower Level Manager	74	4.00	0.08	0.70	0.16	4.16	3.84
Other Employee	98	4.08	0.07	0.74	0.15	4.23	3.93

Hypothesis Test Table 27: H2A

Interpretation: The hypothesis **H2A** is significant at 95% confidence level for all categories for all the questions relating to the hypothesis.

Hence, the hypothesis is proved that *Majority of the Companies are in favour of carrying out CSR activities for their organisation.*

Testing hypothesis H2A with calculated Chi-square values for Q1, Q2, Q15, Q13, Q17, Q18, Q19, Q20, Q23, Q36

Decision Rule: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value and P value is < 0.05 .

Q1: Your Company carries out Corporate Social Responsibility

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	176.94		1	0.500	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	33.39		1	0.081	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	26.56		1	0.500	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	45.46		1	0.500	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	72.00		1	0.500	0.0000

Hypothesis Test Table 28: H2A

Q2: CSR is necessary								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	193.97		3	0.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	19.66		2	0.007	0.0001
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	19.66		2	0.022	0.0001
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	21.19		3	0.015	0.0001
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	61.92		3	0.000	0.0000

Hypothesis Test Table 29: H2A

Q13: The Corporate Social Responsibility structure is in line with the organizations' vision or mission.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	443.60	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	57.24	3	0.920	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	23.17	2	0.998	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	88.70	3	0.999	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	170.98	4	0.983	0.0000	

Hypothesis Test Table 30: H2A

Q15: The action plan has been approved for creating CSR structure.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	396.67		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	27.12		2	0.962	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	39.49		3	1.000	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	104.24		4	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	59.53		2	0.987	0.0000

Hypothesis Test Table 31: H2A

Q17: The performance of CSR activities is monitored by your Company periodically.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	253		Chi-Square	387.45	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	21.85	2	0.987	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	21.12	2	0.924	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	105.05	4	1.000	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	97		Chi-Square	159.75	4	0.999	0.0000	

Hypothesis Test Table 32: H2A

Q18: The CSR activities are monitored:

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	224			Chi-Square	127.32	3		0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	39			Chi-Square	16.49	3		0.0009
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	35			Chi-Square	25.69	3		0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	64			Chi-Square	38.88	3		0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	86			Chi-Square	52.70	3		0.0000

Hypothesis Test Table 33: H2A

Q19: CSR policies have been developed for the company.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	176.94		1	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	23.44		1	0.991	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	38		Chi-Square	30.42		1	0.924	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	70		Chi-Square	0.00			0.979	??
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	91		Chi-Square	0.00		0	0.997	??

Hypothesis Test Table 34: H2A

Q20: CSR policies are reviewed by

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	236		Chi-Square	112.18		3	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40		Chi-Square	18.95		3		0.0003
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	38		Chi-Square	16.16		2		0.0003
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	64		Chi-Square	1.00		1		0.3173
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	94		Chi-Square	46.87		2	0.999	0.0000

Hypothesis Test Table 35: H2A

Q23: Regional sub-offices and technical teams participate in the planning process of CSR activities.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	335.65	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	49.12	4	0.997	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	49.61	4	1.000	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	114.78	4	1.000	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	125.16	4	1.000	0.0000	

Hypothesis Test Table 36: H2A

Q36: CSR activities should be made compulsory.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	274.78		4	0.266	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	11.76		2	0.595	0.0028
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	9.56		2	0.500	0.0084
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	60.38		3	0.500	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	57.02		3	0.138	0.0000

Hypothesis Test Table 37: H2A

Interpretation of Chi-Square values for the hypothesis H2A

Since computed values of Chi-Square are greater than critical Chi-Square values for $\alpha = 0.05$ for each category for a given degree of freedom and P values are \ll than 0.05 (in the null hypothesis rejection zone), null hypothesis is rejected.

Hypothesis H2A is proved that *Majority of the Companies are in favour of carrying out CSR activities for their organisation.*

H3O: CSR **does not** motivate employees and **does not** help in increasing the morale of employees.

H3A:

CSR motivates employees and helps in increasing the morale of employees. Questions Q9, Q10 and Q11 relate to *CSR motivating employees and helps in increasing the morale of employees.* Outputs of data analysis are tabulated here for making statistical interpretation and inference.

Q9: What kinds of benefits are available to employees?					
	All respondents	CSR Officer/ HR Officer	Middle Manager	Lower Level Manager	Other Employee
a. Health Insurance	64.96%	68.29%	65.85%	64.86%	63.27%
b. Pension	64.57%	68.29%	70.73%	63.51%	61.22%
c. Entertainment / Gym	35.83%	51.22%	36.59%	31.08%	32.65%
d. Maternity/Paternity Privileges	62.20%	63.41%	51.22%	60.81%	67.35%
e. Employee Assistance Programmes	37.80%	36.59%	39.02%	39.19%	36.73%
f. Job preference for employees children	21.26%	31.71%	21.95%	20.27%	17.35%
g. Retirement benefits (medical treatment)	69.29%	78.05%	68.29%	64.86%	69.39%
h. Loan subsidies (House / Education)	33.07%	39.02%	29.27%	37.84%	28.57%
i. Sponsorship for higher education in India	37.01%	48.78%	34.15%	33.78%	35.71%
j Sponsorship for higher education abroad	26.77%	34.15%	34.15%	24.32%	22.45%
k. Others	14.57%	19.51%	14.63%	13.51%	13.27%

Hypothesis Test Table 38: H3A

Q10 CSR activities help in increasing the morale of employees	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.95	0.03	0.53	0.07	4.01	3.88
CSR_HR Officer	41	3.68	0.18	1.17	0.36	4.04	3.32
Middle Manager	41	3.88	0.14	0.87	0.27	4.14	3.61
Lower Level Manager	74	3.72	0.12	1.05	0.24	3.96	3.48
Other Employee	98	3.86	0.10	1.04	0.21	4.06	3.65

Hypothesis Test Table 39: H3A

Q11 CSR helps in motivating employees in remaining loyal to the organisation.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.95	0.03	0.53	0.07	4.01	3.88
CSR_HR Officer	41	3.85	0.07	0.48	0.15	4.00	3.71
Middle Manager	41	4.00	0.07	0.45	0.14	4.14	3.86
Lower Level Manager	74	3.93	0.05	0.45	0.10	4.03	3.83
Other Employee	98	3.98	0.06	0.64	0.13	4.11	3.85

Hypothesis Test Table 40: H3A

Interpretation: The hypothesis **H3A** is significant at 95% confidence level for all categories for all the questions relating to the hypothesis.

Hence, the hypothesis is proved that *CSR motivates employees and helps in increasing the morale of employees.*

Testing hypothesis H3A with calculated Chi-square values for Q10 and Q11

Decision Rule: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value and P value is < 0.05 .

Q10: CSR activities help in increasing the morale of employees

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	360.27	3	0.999	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	29.32	2	0.958	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	45.41	2	0.815	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	71.86	2	0.990	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	117.27	3	0.914	0.0000

Hypothesis Test Table 41: H3A

Q11: CSR helps in motivating employees in remaining loyal to the organisation.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	381.43	3	0.936	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	34.29	2	0.975	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	41.02	2	0.500	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	72.19	2	0.903	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	135.88	3	0.624	0.0000

Hypothesis Test Table 42: H3A

Interpretation of Chi-Square values for the hypothesis H3A

Since computed values of Chi-Square are greater than critical Chi-Square values for $\alpha = 0.05$ for each category for a given degree of freedom and P values are \ll than 0.05 (in the null hypothesis rejection zone), null hypothesis is rejected.

Hypothesis H3A is proved that CSR motivates employees and helps in increasing the morale of employees.

H4O: CSR activities *do not* help in building a strong bond between employer and employee.

H4A:

CSR activities help in building a strong bond between employer and employee.

Questions Q3, Q4, Q7, Q26, Q27 and Q28 relate to CSR activities helping in building a strong bond between employer and employee. Outputs of data analysis are tabulated here for making statistical interpretation and inference.

Q.3 CSR activities help in building strong bond between employer–employee.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.17	0.04	0.61	0.08	4.25	4.10
CSR_HR Officer	41	4.12	0.07	0.46	0.14	4.26	3.98
Middle Manager	41	4.15	0.09	0.57	0.18	4.32	3.97
Lower Level Manager	74	4.15	0.07	0.63	0.14	4.29	4.00
Other Employee	98	4.22	0.07	0.67	0.13	4.36	4.09

Hypothesis Test Table 43: H4A

Q.4 The same bond extends to your family members as well.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	4.06	0.04	0.69	0.09	4.14	3.97
CSR_HR Officer	41	4.02	0.10	0.61	0.19	4.21	3.84
Middle Manager	41	4.17	0.10	0.67	0.20	4.37	3.97
Lower Level Manager	74	4.01	0.08	0.71	0.16	4.18	3.85
Other Employee	98	4.06	0.07	0.73	0.14	4.21	3.92

Hypothesis Test Table 44: H4A

Q7 There are programmes targeted at assessing the:								
Q7i. Impact of Human Resource policy	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit	
All Respondents	254	3.74	0.04	0.71	0.09	3.83	3.66	
CSR_HR Officer	41	3.83	0.08	0.54	0.17	4.00	3.66	
Middle Manager	41	3.63	0.11	0.73	0.22	3.86	3.41	
Lower Level Manager	74	3.72	0.09	0.80	0.18	3.90	3.53	
Other Employee	98	3.78	0.07	0.70	0.14	3.91	3.64	

Hypothesis Test Table 45: H4A

Q7ii Impact of Health, Safety and Environment policy	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit	
All Respondents	254	3.77	0.05	0.75	0.09	3.86	3.68	
CSR_HR Officer	41	3.85	0.08	0.53	0.16	4.02	3.69	
Middle Manager	41	3.71	0.12	0.78	0.24	3.95	3.47	
Lower Level Manager	74	3.74	0.10	0.84	0.19	3.94	3.55	
Other Employee	98	3.78	0.07	0.74	0.15	3.92	3.63	

Hypothesis Test Table 46: H4A

Q7iii. Succession Planning	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit	
All Respondents	254	3.78	0.05	0.72	0.09	3.86	3.69	
CSR_HR Officer	41	3.90	0.10	0.62	0.19	4.09	3.71	
Middle Manager	41	3.73	0.13	0.84	0.26	3.99	3.48	
Lower Level Manager	74	3.80	0.09	0.76	0.17	3.97	3.62	
Other Employee	98	3.72	0.07	0.69	0.14	3.86	3.59	

Hypothesis Test Table 47: H4A

Q7iv. Employees' Salary	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.82	0.04	0.69	0.08	3.91	3.74
CSR_HR Officer	41	3.95	0.10	0.67	0.20	4.16	3.75
Middle Manager	41	3.76	0.10	0.62	0.19	3.95	3.57
Lower Level Manager	74	3.78	0.09	0.78	0.18	3.96	3.61
Other Employee	98	3.83	0.06	0.64	0.13	3.95	3.70

Hypothesis Test Table 48: H4A

Q7v. Employees' Performance	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.86	0.05	0.82	0.10	3.96	3.76
CSR_HR Officer	41	3.93	0.12	0.75	0.23	4.16	3.70
Middle Manager	41	3.76	0.11	0.73	0.22	3.98	3.53
Lower Level Manager	74	3.77	0.11	0.94	0.22	3.99	3.56
Other Employee	98	3.94	0.08	0.77	0.15	4.09	3.79

Hypothesis Test Table 49: H4A

Q7vi. Employees' Development	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.87	0.05	0.73	0.09	3.96	3.78
CSR_HR Officer	41	3.95	0.10	0.67	0.20	4.16	3.75
Middle Manager	41	3.78	0.10	0.65	0.20	3.98	3.58
Lower Level Manager	74	3.76	0.09	0.81	0.18	3.94	3.57
Other Employee	98	3.96	0.07	0.72	0.14	4.10	3.82

Hypothesis Test Table 50: H4A

Q7vii. Hygiene Factors	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.70	0.05	0.77	0.10	3.79	3.60
CSR_HR Officer	41	3.68	0.11	0.72	0.22	3.90	3.46
Middle Manager	41	3.71	0.09	0.60	0.18	3.89	3.52
Lower Level Manager	74	3.65	0.09	0.77	0.17	3.82	3.47
Other Employee	98	3.73	0.09	0.87	0.17	3.91	3.56

Hypothesis Test Table 51: H4A

Q.26 Your employees are unionised.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.52	0.05	0.76	0.09	3.62	3.43
CSR_HR Officer	41	3.46	0.13	0.81	0.25	3.71	3.22
Middle Manager	41	3.56	0.10	0.63	0.19	3.76	3.37
Lower Level Manager	74	3.51	0.08	0.65	0.15	3.66	3.37
Other Employee	98	3.54	0.09	0.88	0.17	3.71	3.37

Hypothesis Test Table 52: H4A

Q.27 They have formal representation or dispute grievance procedures.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	252	3.61	0.04	0.61	0.07	3.69	3.54
CSR_HR Officer	41	3.66	0.08	0.53	0.16	3.82	3.50
Middle Manager	40	3.50	0.10	0.64	0.20	3.70	3.30
Lower Level Manager	74	3.55	0.06	0.55	0.13	3.68	3.43
Other Employee	97	3.68	0.07	0.65	0.13	3.81	3.55

Hypothesis Test Table 53: H4A

Q.28 You facilitate progress by creating a diverse and gender-balanced work environment	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.67	0.04	0.62	0.08	3.75	3.59
CSR_HR Officer	41	3.73	0.07	0.45	0.14	3.87	3.59
Middle Manager	41	3.63	0.11	0.70	0.21	3.85	3.42
Lower Level Manager	74	3.62	0.07	0.61	0.14	3.76	3.48
Other Employee	98	3.69	0.07	0.65	0.13	3.82	3.57

Hypothesis Test Table 54: H4A

Interpretation: The hypothesis **H4A** is significant at 95% confidence level for all categories for all the questions relating to the hypothesis.

Hence, the hypothesis is proved that *CSR activities help in building a strong bond between employer and employee.*

Testing hypothesis H4A with calculated Chi-square values for Q3, Q4, Q7, Q26, Q27 and Q28.

Decision Rule: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value and P value is < 0.05 .

Q3: CSR activities help in building strong bond between employer–employee.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	216.65	3	0.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	20.83	2	0.044	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	20.83	2	0.051	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	22.89	3	0.022	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	67.96	3	0.000	0.0000	

Hypothesis Test Table 55: H4A

Q4: The same bond extends to your family members as well.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	188.30	3	0.088	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	47.49	3	0.399	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	35.00	3	0.051	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	22.89	2	0.435	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	61.43	3	0.203	0.0000	

Hypothesis Test Table 56: H4A

Q7i: There are programmes targeted at assessing the: Impact of Human Resource policy								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	343.44	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	62.90	3	0.978	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	29.15	3	0.999	0.0000	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	80.19	4	0.999	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	145.78	4	0.999	0.0000	

Hypothesis Test Table 57: H4A

Q7ii: There are programmes targeted at assessing the: Impact of Health, Safety and Environment policy								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	286.59		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	23.68		3	0.962	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	23.68		3	0.992	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	64.51		4	0.996	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	68.04		3	0.999	0.0000

Hypothesis Test Table 58: H4A

Q7iii: There are programmes targeted at assessing the: Succession Planning								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	286.59	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	42.80	3	0.841	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	17.44	3	0.980	0.0006
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	41.78	3	0.989	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	88.04	3	1.000	0.0000

Hypothesis Test Table 59: H4A

Q7iv: There are programmes targeted at assessing the: Employees' Salary								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	176.46	3	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	34.61	3	0.680	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	13.22	2	0.994	0.0013
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	40.38	3	0.991	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	74.98	3	0.996	0.0000

Hypothesis Test Table 60: H4A

Q7v: There are programmes targeted at assessing the: Employees' Performance								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	195.76	4	0.997	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	26.61	3	0.733	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	20.76	3	0.983	0.0001
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	42.62	4	0.982	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	45.27	3	0.784	0.0000

Hypothesis Test Table 61: H4A

Q7vi: There are programmes targeted at assessing the: Employees' Development								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	132.74	3	0.998	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	34.61	3	0.680	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	10.59	2	0.984	0.0050	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	30.76	3	0.995	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	11.04	2	0.714	0.0040	

Hypothesis Test Table 62: H4A

Q7vii: There are programmes targeted at assessing the: Hygiene Factors								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	223.09	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	31.49	3	0.998	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	14.83	2	0.999	0.0006	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	35.95	3	1.000	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	66.49	4	0.999	0.0000	

Hypothesis Test Table 63: H4A

Q26: Your employees are unionised.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	329.27		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	34.80		3	1.000	0.0000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	21.27		2	1.000	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	29.30		2	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	120.47		4	1.000	0.0000

Hypothesis Test Table 64: H4A

Q27: They have formal representation or dispute grievance procedures.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	252		Chi-Square	371.97	4	1.000	0.000	
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	21.27	2	1.000	0.0000	
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40		Chi-Square	18.05	2	1.000	0.0001	
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	35.22	2	1.000	0.0000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	97		Chi-Square	156.14	4	1.000	0.0000	

Hypothesis Test Table 65: H4A

Q28: You facilitate progress by creating a diverse and gender-balanced work environment

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	385.29		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	8.80		1	1.000	0.0030
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	34.80		3	1.000	0.0000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	67.30		3	1.000	0.0000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	150.78		4	1.000	0.0000

Hypothesis Test Table 66: H4A

Interpretation of Chi-Square values for the hypothesis H4A

Since computed values of Chi-Square are greater than critical Chi-Square values for $\alpha = 0.05$ for each category for a given degree of freedom and P values are << than 0.05 (in the null hypothesis rejection zone), null hypothesis is rejected.

Hypothesis H4A is proved that *CSR activities help in building a strong bond between employer and employee.*

H5O: Companies have *not* begun to realise how important the work life balance is to the productivity and creativity of their employees.

H5A:

Companies have begun to realise how important the work life balance is to the productivity and creativity of their employees.

Questions Q6, Q8, Q24 and Q25 relate to *Companies have begun to realise how important the work life balance is to the productivity and creativity of their employees*. Outputs of data analysis are tabulated here for making statistical interpretation and inference.

Q6 Their employee programmes are targeted at:							
Q6i. Skills Training and Development	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.86	0.05	0.79	0.10	3.96	3.76
CSR_HR Officer	41	4.02	0.09	0.57	0.17	4.20	3.85
Middle Manager	41	3.78	0.13	0.85	0.26	4.04	3.52
Lower Level Manager	74	3.78	0.10	0.88	0.20	3.98	3.58
Other Employee	98	3.89	0.08	0.77	0.15	4.04	3.73

Hypothesis Test Table 67: H5A

Q6ii. Management Training	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.89	0.05	0.80	0.10	3.98	3.79
CSR_HR Officer	41	4.02	0.10	0.61	0.19	4.21	3.84
Middle Manager	41	3.83	0.13	0.83	0.26	4.08	3.57
Lower Level Manager	74	3.78	0.10	0.88	0.20	3.98	3.58
Other Employee	98	3.93	0.08	0.79	0.16	4.08	3.77

Hypothesis Test Table 68: H5A

Q6iii. Succession Planning	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.72	0.04	0.70	0.09	3.81	3.63
CSR_HR Officer	41	3.80	0.08	0.51	0.16	3.96	3.65
Middle Manager	41	3.76	0.11	0.70	0.21	3.97	3.54
Lower Level Manager	74	3.64	0.10	0.82	0.19	3.82	3.45
Other Employee	98	3.73	0.07	0.68	0.14	3.87	3.60

Hypothesis Test Table 69: H5A

Q6iv. Work-life Balance	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.71	0.04	0.72	0.09	3.80	3.62
CSR_HR Officer	41	3.88	0.09	0.60	0.18	4.06	3.69
Middle Manager	41	3.56	0.11	0.71	0.22	3.78	3.34
Lower Level Manager	74	3.68	0.09	0.76	0.17	3.85	3.50
Other Employee	98	3.73	0.07	0.73	0.14	3.88	3.59

Hypothesis Test Table 70: H5A

Q6v. Ethics Training	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.85	0.05	0.72	0.09	3.94	3.77
CSR_HR Officer	41	4.05	0.10	0.63	0.19	4.24	3.86
Middle Manager	41	3.71	0.10	0.64	0.20	3.90	3.51
Lower Level Manager	74	3.80	0.10	0.83	0.19	3.99	3.61
Other Employee	98	3.88	0.07	0.69	0.14	4.01	3.74

Hypothesis Test Table 71: H5A

Q8 There are programmes in place to assist employees in understanding and coping with serious diseases.							
	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	250	3.70	0.05	0.74	0.09	3.79	3.60
CSR_HR Officer	40	3.88	0.10	0.61	0.19	4.06	3.69
Middle Manager	41	3.56	0.11	0.67	0.21	3.77	3.36
Lower Level Manager	73	3.62	0.09	0.81	0.19	3.80	3.43
Other Employee	96	3.74	0.08	0.76	0.15	3.89	3.59

Hypothesis Test Table 72: H5A

Q24 There is a health and safety policy in your company.							
	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.82	0.044	0.70	0.09	3.91	3.74
CSR_HR Officer	41	3.80	0.11	0.68	0.21	4.01	3.60
Middle Manager	41	3.61	0.13	0.83	0.25	3.86	3.35
Lower Level Manager	74	3.81	0.07	0.57	0.13	3.94	3.682
Other Employee	98	3.93	0.07	0.74	0.15	4.07	3.78

Hypothesis Test Table 73: H5A

Q.25 This health and safety policy enforced.							
	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	254	3.76	0.05	0.72	0.09	3.84	3.67
CSR_HR Officer	41	3.80	0.11	0.71	0.22	4.02	3.59
Middle Manager	41	3.59	0.14	0.87	0.26	3.85	3.32
Lower Level Manager	74	3.72	0.07	0.59	0.13	3.85	3.58
Other Employee	98	3.84	0.07	0.74	0.15	3.98	3.69

Hypothesis Test Table 74: H5A

Interpretation: The hypothesis **H5A** is significant at 95% confidence level for all categories for all the questions relating to the hypothesis.

Hence, the hypothesis is proved that *Companies have begun to realise how important the work life balance is to the productivity and creativity of their employees.*

Testing hypothesis H5A with calculated Chi-square values for Q6, Q8, Q24 and Q25.

Decision Rule: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value and P value is < 0.05 .

Q6i: Employee programmes are targeted at: Skills Training and Development

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	244.31	4	0.997	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	57.24	3	0.392	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	42.05	4	0.951	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	28.70	3	0.983	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	84.55	4	0.925	0.000

Hypothesis Test Table 75: H5A

Q6ii: Employee programmes are targeted at: Management Training								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	211.91	4	0.989	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	47.49	3	0.399	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	12.95	3	0.905	0.0047
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	22.65	3	0.983	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	84.35	4	0.815	0.000

Hypothesis Test Table 76: H5A

Q6iii: Employee programmes are targeted at: Succession Planning								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	315.21		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	63.88		3	0.993	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	31.68		3	0.987	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	34.65		3	1.000	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	126.39		4	1.000	0.000

Hypothesis Test Table 77: H5A

Q6iv: Employee programmes are targeted at: Work-life Balance								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	275.88	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	47.49	3	0.904	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	47.49	3	1.000	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	35.08	3	1.000	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	103.12	4	1.000	0.000

Hypothesis Test Table 78: H5A

Q6v: Employee programmes are targeted at: Ethics Training								
All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	139.04	3	0.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	43.39	3	0.310	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	32.66	3	0.998	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	22.76	3	0.982	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	58.24	3	0.960	0.000

Hypothesis Test Table 79: H5A

Q8: There any programmes in place to assist employees in understanding and coping with serious diseases

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	250			Chi-Square	251.04	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40			Chi-Square	16.25	2	0.904	0.0003
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	27.78	3	1.000	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	73			Chi-Square	64.19	4	1.000	0.000

Hypothesis Test Table 80: H5A

Q24: There is a health and safety policy in your company.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254			Chi-Square	393.68	4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	48.27	3	0.967	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41			Chi-Square	43.76	4	0.999	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74			Chi-Square	95.30	3	0.998	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98			Chi-Square	150.27	4.00	0.832	0.000

Hypothesis Test Table 81: H5A

Q25: This health and safety policy enforced.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	254		Chi-Square	386.43		4	1.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	39.68		3	0.960	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	41		Chi-Square	52.78		4	0.999	0.000
Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	74		Chi-Square	88.49		3	1.000	0.000
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	98		Chi-Square	149.35		4	0.985	0.000

Hypothesis Test Table 82: H5A

Interpretation of Chi-Square values for the hypothesis H5A

Since computed values of Chi-Square are greater than critical Chi-Square values for $\alpha = 0.05$ for each category for a given degree of freedom and P values are \ll than 0.05 (in the null hypothesis rejection zone), null hypothesis is rejected.

Hypothesis H5A is proved that *Companies have begun to realise how important the work life balance is to the productivity and creativity of their employees.*

H6O: CSR activities *do not* help in increasing the reputation of the Company.

H6A:

CSR activities help in increasing the reputation of the Company.

Question 32 relates to *CSR activities help in increasing the reputation of the Company*. Outputs of data analysis are tabulated here for making statistical interpretation and inference.

Q.32CSR activities increase reputation of the Company.	N	Mean	Std Error of mean	Std Deviation	95% CI	Upper Limit	Lower Limit
All Respondents	250	4.16	0.04	0.67	0.08	4.25	4.08
CSR_HR Officer	40	4.25	0.09	0.54	0.17	4.42	4.08
Middle Manager	40	4.08	0.12	0.73	0.23	4.30	3.85
Lower Level Manager	73	4.07	0.08	0.67	0.15	4.22	3.91
Other Employee	97	4.24	0.07	0.67	0.13	4.37	4.10

Hypothesis Test Table 83: H6A

Interpretation: The hypothesis **H6A** is significant at 95% confidence level for all categories for all the questions relating to the hypothesis. **Hence, the hypothesis is proved that *CSR activities help in increasing the reputation of the Company*.**

Testing hypothesis H6A with calculated Chi-square values for Q32.

Q32: CSR activities increase reputation of the Company.

All respondents	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	250			Chi-Square	305.32	4	0.000	0.000
CSR_HR Officer	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40			Chi-Square	21.80	2	0.002	0.000
Middle Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	40			Chi-Square	32.25	3	0.258	0.000

Lower Level Manager	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	73		Chi-Square	70.84	3	0.192	0.000	
Other Employee	Observed N	Expected N	Residual (O-E)	Sq.(O-E)	Sq.(O-E)/E	Df	Z	P
Total	97		Chi-Square	64.94	3	0.000	0.000	

Hypothesis Test Table 84: H6A

Interpretation of Chi-Square values for the hypothesis H6A

Since computed values of Chi-Square are greater than critical Chi-Square values for $\alpha = 0.05$ for each category for a given degree of freedom and P values are \ll than 0.05 (in the null hypothesis rejection zone), null hypothesis is rejected.

Hypothesis H6A is proved that *CSR activities help in increasing the reputation of the Company.*

6.3 Summation of Hypotheses Testing

The six hypotheses postulated in this research thesis have been proved, both by calculating percentage responses from the 254 respondents as well as by statistical tools – 95% confidence interval confidence for a given ‘mean’ and computed Chi-Squares.

The evidence gathered from the responses suggests that companies are following the Stakeholder Model of CSR. Along with increasing economic rights, today’s business, in 2012, also has a growing range of social obligations. There is a growing body of evidence asserts that corporations can do well by doing good, according an IBM 2008 research report alluded to in Chapter 2. Thus, as has been discussed in Chapter 2 of this thesis, it can be surmised that CSR offers manifold benefits both internally and externally to the companies in Pune Region. Externally, it creates a positive image amongst the people for its company and earns a special respect amongst its peers.

Internally, CSR cultivates a sense of loyalty and trust amongst the employees in the organisational ethics. It improves operational efficiency of the company and is often accompanied by improvement in quality and productivity. More importantly,

it serves as a soothing diversion from the routine workplace practices and gives a feeling of satisfaction and a meaning to their lives. Employees feel more motivated and thus, are more productive.

The responses gathered from this research thesis are very similar to a poll conducted by ORG-MARG for TERI-Europe in several cities of India in 2001 (detailed in Chapter 2). The poll gathered that people believe that companies should be actively engaged in social matters. The outputs of this research, as a result can be extrapolated to represent a pan-Indian view of CSR as long as the comparison is with the internal stakeholders only.

6.4 Limitations of the Study

A qualitative research of this character can imply certain limitations to the analysis, which are discussed here.

The research focused on the whole range of CSR issues with respect to a broad selection of business sectors in Pune region. Since the research was limited in time and resources, it was impossible to perform an in-depth research into all these aspects for all business sectors.

The questionnaire was given to one respondent from each of the 254 companies. It would be quite bold to draw general conclusions on this basis. This can only be done with the greatest caution.

A substantial minority of respondents has opted to 'Neither Agree or Disagree' with a number of questions. This could be understood had this minority been amongst the 'Other Employee' category because, usually CSR is a top down business activity and, as a result, 'Other Employee' category may not be privy to all matters pertaining to CSR. The study was not geared to expect such high minority especially because this substantial minority comes from the 'Middle Manager' category.

An important aspect that could be seen as a limitation of the research is the fact that the perspective of external stakeholders - suppliers and customers, for example - could not be adequately covered during the research. However, this was part of a conscious research strategy because it would have been very time

consuming and costly to identify suppliers and customers of the companies participating in the survey and to get them to participate in the survey.

Technical jargon such as work-life balance and succession planning, for example, may not be clear to many employees and though the researcher took time to explain such jargon in detail, there is a distinct possibility that respondents may have opted for 'Neither Agree or Disagree' because they did not understand the meaning of the jargon.

6.5 Recommendations

The concept of CSR is firmly rooted on the Indian business agenda. However, in order to move from theory to concrete action, many obstacles need to be overcome. The recommendations detailed below would help Indian companies overcome these obstacles.

The research confirms that there are socio-economic benefits of CSR practices and they contribute to the sustainable development of a country. Companies should engage and increase the awareness of CSR to play a significant role in sustainable development in India.

Parent companies should ensure better understanding of CSR within the corporation at all levels. This can be achieved by creating work groups on CSR issues and encouraging adherence to the CSR policy by means of rewards.

Companies should stress that CSR leads to reputation enhancement of the corporation.

Companies should create CSR structures to involve the community, labour and other relevant stakeholders in decision making and compliance mechanisms

Every organization should respect human rights, value its employees, invest in new innovative technologies and provide appropriate solutions for sustainable energy flow and economic growth.

The regrettable part of Corporate Social Responsibility activities is that most of the organizations knowingly or unknowingly project Corporate Social Responsibility as a 'responsibility centre' but also believe it to be a 'cost centre' and strangely expect it to be a 'profit centre'. It is the need of the hour to change

the thought process so that Corporate Social Responsibility can add intrinsic value to the society and to the bottom line of the organization.

A constructive public-private partnership institutionalized through the model of Corporate Social Responsibility will create a growing corporate consciousness for creating societal capital, which will ensure that the future generations are more secure. Corporate Social Responsibility will only then be perceived as a major strategic initiative in managing complex economic, social and environmental issues.

Corporates should make an effort to find effective solutions to the challenges posed by global warming. Businesses and corporations need to invest more efforts to combat climate change. With climate change and environmental degradation, the natural resources available are threatened. The public opinion is proving vital to the effective functioning of businesses or corporations due to social media. There is immense pressure on them not to engage in destructive and exploitative practices.

Corporates should include the following agenda along with Health, Safety, Education,

- Alternative energy solutions such as wind energy, Tidal energy
- E-waste management
- Water resource management

The smallest unit of organization at the micro level is the individual employee. Welfare of the employee and his family will serve the purpose of welfare of society as well.

The main area of concentration in Corporate Social Responsibility by Corporate is community welfare, education and environment, health care. Corporate should concentrate on further areas of rural development, women empowerment, disaster relief, poverty eradication, water management, physically challenged, education farmers, emergency services, energy conservation, road safety, senior citizens, self help group and support NGOS helping children / orphanage.

Suitable recognition programs for employees and NGOs who are engaged in implementation of Corporate Social Responsibility initiatives will go a long way in creating the right platform.

There should be clear guidelines for the implementation of Corporate Social Responsibility, greater transparency and greater importance should be given to event-based activities.

Management needs to pay greater attention to the need for training persons responsible for CSR.

Companies need to raise the levels of transparency through improved communication.

Employees at all levels should have the knowledge and the responsibility to the company's programmes. Disseminating the company's CSR mission among its employees should start from the very beginning at the time of recruitment.

Companies should build effective partnerships with civil society organisations to implement their community development programmes. They need to learn from the best of the voluntary sector. Companies can help create social enterprises, which can operate in a competitive market environment and still deliver valuable social services to address the needs of the vulnerable sections of society. A successful social enterprise offers a much more sustainable solution than having charities depending on aid.

6.6 AREAS FOR FURTHER RESEARCH

There is scope for further study and research in the field of Corporate Social Responsibility in the following areas:-

- The formulation of HR strategies by HR professionals in order to instil and nourish Corporate Social Responsibility activities
- Implementation of Corporate Social Responsibility through the NGO route of service
- Development of Corporate Social Responsibility Performance and Rating systems

- Implementing Green Marketing tool for Corporate Social Responsibility
- Address the challenges faced in the formulation of Corporate Social Responsibility criteria, ratings, programs, policies and outcomes
- Communicate CSR to stakeholders regularly through the medium of annual reports and dedicated CSR section on the company web sites

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Appendix 3 Questionnaire

“A Study of Corporate Social Responsibility practices followed by Industries of Pune Region for the period 2000 – 2009”

Sangeeta A Birjepatil
Research Student

Name:

Name of the Organisation:

Address:

Phone No. / Mobile No.: _____

Job Profile: Tick 1

CSR Officer	HR Officer	Middle Manager	Senior Manager	Other Employee

Q.1. Your Company carries out Corporate Social Responsibility (CSR).

Yes

No

Q.2. CSR is necessary.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.3. CSR activities help in building strong bond between employer–employee.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.4. The same bond extends to your family members as well.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.5. Your Company formally records work-related incidents, injuries and illnesses on an annual basis.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.6. There employee programmes are targeted at:

i. Skills Training and Development

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

ii. Management Training

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

iii. Succession Planning

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

iv. Work-life Balance

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

v. Ethics Training

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.7. There are programmes targeted at assessing the:

i. Impact of Human Resource policy

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

ii. Impact of Health, Safety and Environment policy

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

iii. Succession Planning

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

iv. Employees' Salary

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

v. Employees' Performance

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

vi. Employees' Development

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

vii. Hygiene Factors

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.8. There any programmes in place to assist employees in understanding and coping with serious diseases. (HIV/AIDS, mental-illness, cancer etc.)

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.9. What kinds of benefits are available to employees?

Health Insurance	
Pension	
Entertainment / Gym	
Maternity/Paternity Privileges	
Employee Assistance Programmes	
Job preference for employees children	
Retirement benefits (medical treatment)	
Loan subsidies (House / Education)	
Sponsorship for higher education in India	
Sponsorship for higher education abroad	
Others	

Q.10. CSR activities help in increasing the morale of employees

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.11. CSR helps in motivating employees in remaining loyal to the organisation.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.12. a. Does your organisation make special budgetary provisions for CSR Activities?

Yes No

b. If Yes – is the same audited / reviewed to evaluate its effectiveness.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.13. The Corporate Social Responsibility structure is in line with the organization's, vision or mission.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.14. Your Company carries out CSR schemes for the society.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.15. The action plan has been approved for creating CSR structure.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.16. Since when has your organization been engaged in CSR activities?

.....

Q.17. The performance of CSR activities is monitored by your Company periodically.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.18. The CSR activities are monitored:

Monthly	Quarterly	Bi-annually	Annually

Q.19. CSR policies have been developed for the company.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.20. CSR policies are reviewed by

Lower management	Middle management	Top management

Q.21. In the last five years, your company was involved in social or development programmes. (e.g. Sponsorships, Charitable Contributions, Community Programmes/Projects, Environmental Beautification / Preservation, Education for employees children, Waste recycling, energy saving)

Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree

Q.22. How much has been spent on these programmes over the last 5 years?
(Yearly average)

.....

Q.23. Regional sub-offices and technical teams participate in the planning process of CSR activities.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.24. There is a health and safety policy in your company.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.25. This health and safety policy enforced.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.26. Your employees are unionised.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.27. They have formal representation or dispute grievance procedures.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q. 28. You facilitate progress by creating a diverse and gender-balanced work environment.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q. 29. You have policy regarding the employment of local people.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.30. You have programs aimed at developing local capabilities.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q. 31. You monitor information on existing environmental laws.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.32. CSR activities increase reputation of the Company.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.33. CSR creates congenial environment in the society.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.34. It helps in realizing the importance of being a “good citizen” in the society.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.35. CSR activities encourage others to contribute to the well being of the society at large.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Q.36. CSR activities should be made compulsory.

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree

Signature: _____

Date: _____

- * The Research is purely for Academic Purpose.
- * Confidentiality of the Respondents will be maintained.