

EXECUTIVE SUMMARY

**“An Empirical Study of Management Perception of the Impact of
Corporate Social Responsibility on Organizational Performance in Selected
Companies of Gujarat State”**

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SUMMARY OF THE THESIS

1.0 INTRODUCTION

Since a century ago, the world has been expanding quickly, which has led to several revolutions and enormous sacrifices in order to upgrade the laws. Over two centuries have passed since CSR's founding. The behaviours date back to the Industrial Revolution and have left a lasting impression ever since. Cities grew quickly in those days when labour was seen to be exploited to the limit of the human body, and the gap between the rich and the poor widened as a result. It grew over time, creating an income gap and unsanitary conditions for the poor class to live in.

CSR in the United States of America did not, however, start to take off until the 1970s. The Committee for Economic Development established the idea of a "social compact" between corporations and society in 1971. This agreement advanced the notion that businesses must support societal demands because they are able to operate and survive thanks to public approval. In order to enable a business be socially responsible, corporate social responsibility is a type of self-sustaining and regulating activity. Organizations use this managerial idea to incorporate social and environmental concerns into their daily operations and to communicate with the public and other stakeholders.

Early CSR was still advancing by the 1980s as more businesses started integrating social concerns into their operations and improving stakeholder responsiveness.

CSR, on the other hand, goes further. Making a company's fundamental business operations more sustainable is the goal of CSR. A CSR programme benefits the business in addition to the community by enhancing employee morale, boosting staff retention, establishing the company as an employer of choice, luring in new clients, and setting it apart from rivals. This is due to the fact that a CSR programme necessitates participation from all parties, including the community and employees.

CSR refers to a company's obligation to society, or more specifically, to its stakeholders—those who are influenced by its actions and policies¹. Three essential components of CSR are illustrated by the other early examples of paternalistic capitalism. Despite the current buzz surrounding it, the idea is not new. Second, while there is a distinct difference between corporate social responsibility driven by a desire

to do good (the "normative case") and corporate social responsibility driven by enlightened self-interest (the "business case"), a firm's reasons for participating in CSR may reflect a combination of these motivations. Additionally, although there is broad agreement that corporate social responsibility (CSR) refers to the societal obligations of firms, there is far less agreement on the specifics of these responsibilities, including their nature and scope. Salt's suggestions for social change were not generally regarded as being sound, and he opposed legislation that would have outlawed child labour. Even prominent proponents of corporate social responsibility, like Starbucks, have come under fire in recent years from NGO (non-governmental organizations) and others.²

The evolution of CSR in India has mirrored that of India's history. Community involvement, socially responsible production, and socially responsible employee interactions are some of the stages in which CSR has developed. As a result, there have been four major stages in the development of corporate social responsibility in India:

- ⇒ **Phase One** – The first stage of CSR was propelled by charitable acts and selfless philanthropy. Along with industrialisation, it was impacted by family values, customs, culture, and religion. Up until 1850, affluent businesspeople gave back to society by founding temples or other religious institutions. They let the hungry and impoverished inside their granaries during famines. When colonial control began in 1850, the approach to CSR altered. The promoters of industrialization in the pre-independence era also backed the idea of CSR. By establishing charity foundations, hospitals, schools, and trusts for community development in the 1900s, industrialist families like the Tatas, Birlas, Modis, Godrej, Bajajs, and Singhanias supported this idea. It might possibly be fascinating.
- ⇒ **Phase Two** – The second phase was the time of the independence fight, during which industrialists were under pressure to demonstrate their commitment to society's welfare. Mahatma Gandhi advised the wealthy businessmen to distribute their riches to help the less fortunate members of society. He introduced the idea of trusteeship. The development of India's socioeconomic system was aided by the trusteeship concept. Gandhi viewed the businesses and industries of India as "Temples of Modern India." He urged business leaders and industrialists to increase faith in universities, research centres, and training facilities. Additionally,

these trusts contributed to social changes like education, women's empowerment, and rural development.

⇒ **Phase Three** – The creation of Public sector undertakings to guarantee the equitable distribution of wealth during the third phase, which spanned 1960–1980, had an impact on CSR. Corporate malpractices were a result of the industrial licencing policy, high taxes, and restrictions on the private sector. As a result, laws addressing labour, environmental, and corporate governance issues were passed. However, the PSUs did not have much success. Due to the private sector's active participation in the socio-economic expansion, there was a natural shift in expectations from the public to them. Academics, legislators, and businesspeople organised a national workshop on CSR in 1965, putting a strong emphasis on social accountability and transparency.

⇒ **Phase Four** – Indian businesses included CSR into a sustainable business plan in the fourth phase, which began in 1980. The 1990s saw a boom in the nation's economic growth as a result of globalisation, economic liberalisation, and the partial removal of regulations and licencing systems. Due to the improved industrial growth momentum that resulted from this, businesses were able to make more social responsibility contributions. What was first seen as a charitable act is now recognised and regarded as a duty. Corporate Social Responsibility was not recognized in the act of 1956 and it was not even mandatory for the corporation to conduct activities beneficial for the society at large.

A company's commitment to integrating social and environmental concerns into its commercial activities is referred to as "corporate social responsibility" (CSR). Businesses all around the world are being compelled to think beyond financial success and incorporate social and environmental considerations into their strategic management as a result of changes in the global environment. Before the 2013 Companies Act, corporate social responsibility (CSR) in India was viewed as a charitable undertaking. In Indian culture, it was also held that every business had a moral duty to actively carry out its social tasks, subject to the institution in question's financial stability. The idea of trusteeship was developed in the early 1990s by Mahatma Gandhi, who asserts that it will promote global social and economic growth. An individual's dedication to social duty was influenced by their family's beliefs, customs, culture, and religion.

On August 29, 2013, the Companies Act 2013 went into effect, completely replacing the Companies Act 1956. The New Act's inclusion of Section 135, a clause imposing Corporate Social Responsibility ("CSR") obligations on companies listed on Indian stock exchanges, has had a significant impact on how companies are established, operated, and governed in India. The New Act also includes a number of conditions that are essential to a firm's operation.

These important prerequisites for successful project implementation are addressed in the clause, which includes those pertaining to execution, budget allocation, and reporting requirements.

1.1 IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON ORGANIZATIONAL PERFORMANCE

The movement toward corporate social responsibility (CSR) has had an influence in a variety of areas. Many businesses, for example, have taken efforts to enhance the environmental sustainability of their operations via initiatives such as the installation of renewable energy sources or the purchase of carbon offsets. In the course of managing supply chains, attempts have also been made to reduce dependence on unethical labour practices, such as child labour and slavery, whenever possible. Despite the fact that corporate social responsibility (CSR) initiatives are most often associated with major firms, small businesses may still engage in CSR via smaller-scale programs such as giving to local organizations and sponsoring community events.

1.1.1 Corporate Reputation

Corporate Social Responsibility (CSR) is a term that is popular today, and more academics are focusing their research on CSR. They have a favourable opinion that CSR results in a good CR and believe that CSR may have an impact on corporate reputation (CR). To be more precise, outstanding financial performance, value creation, etc. have all been linked to CSR-related actions in the reputational context.

1.1.2 CSR and Employee Commitment

To achieve organization development and growth strategies, the industrial organizations essentially depend on human resources. Taking in mind the

importance of the human component, business organizations are now viewing human resources strategically paying greater attention to organizational environment and satisfaction of human needs whether material or immaterial so that to be motivated and well enabled to work effectively (Al-Ghalbi, 2005) shows that the effective delivery of corporate social and environmental responsibility initiatives is dependent on employee responsiveness.³

1.1.3 CSR and Financial Performance

Financial performance can be characterized as the capacity of an association to make supportability with respect to budgetary in a certain time of time utilizing capital or resource, either from the lender or the shareholder himself.

1.1.4 CSR and Managerial Perception

CSR and managerial perception more so talk about the policies that one undergoes to implement CSR. The managers are the pioneers who build an organization and change is often difficult. It is important to know the perception and opinion of managers working in organizations where the CSR is implemented. According to Pouliopaulos Leonidas et al (2012) managers who believe that CSR activities should be communicated and evaluated externally by a national agency tend to hold a strong positive attitude for the institutionalization of CSR.

2.0 REVIEW OF LITERATURE

A literature review gives an overview of the field of enquiry: what has already been said on the topics, which are the key writers, what are the prevailing theories and hypothesis, what questions are being asked and what methodologies and methods are appropriate and useful.

According to Bourne there are good reasons for spending time and effort on a review of the literature before embarking on a research project.

Corporate Social Responsibility is mandatory in Indian context, as the government has laid down a rule in the Companies Act, 2013 and with it describing which companies are eligible for it and what kinds of activities can be categorised under the CSR framework. The CSR is still debated over the world. There are many aspects that govern positively around the implementation of CSR. This chapter shows all the

empirical evidence collected from various journals, websites and online research available. The literature on the subject matter is very large and hence it has been delimited to review some important literatures to outline the core issues.

The literature review is a previous work in the field of present study, review the critical perspective on the relevant literature including conclusive findings on the related subjects. The in-depth literature review helps in identifying the research gap that will attempt to address and established to determine the focused problem of study on which research is to be conducted.

The literature review is divided into the following sections:

- Literature Review on: CSR Initiatives
- Literature Review on: CSR Effectiveness
- Literature Review on: CSR Implications
- The link of organizational performance and CSR:
- Organizational Performance and Managerial Perception
- Managerial perception of CSR
- CSR and Financial Performance
- CSR and employee commitment
- CSR and corporate reputation

3.0 RESEARCH METHODOLOGY

Designing an appropriate, accurate and quality research methodology for the given problem is highly essential from the point of view of researcher. Therefore, due attention is paid for designing and then adhering to the appropriate research methodology throughout the research process for improving the quality of research.

3.1 Rationale of the Study

The research study marks some of the world's largest businesses have already realized the values that can be extracted from CSR. And, as is often the case, their far sightedness looks set to be rewarded in a market where regulations and attitudes towards responsible business processes are now among the significant forces shaping the future. When staff and would be recruits see clear demonstration of the company's commitment to the locality their commitment and interest in the company raises too. Equally,

the more the company work with others to improve the image of an area the better recruits will be attracted to live and work there.

The Companies Act, 2013 made CSR mandate from 1st April, 2014. In these elite the proposed research study focuses on perceptions of the management body of an enterprise on CSR practices in selected enterprises of the Gujarat State. The study would be attempted to explore and describe the CSR practices. Although a number of studies have shown that corporate social responsibility (CSR) activities often lead to greater organizational performance in western developed economies, researchers are yet to examine the strategic value of CSR in emerging economies. This study examines the link between

CSR activities and organizational performance. CSR in view of managerial perception of all three measures of organizational performance: financial performance, employee commitment, and corporate reputation.⁵

During the research an attempt have been made to find out the answers of the followings:

1. Organizational performance of the company with the mandatory CSR practices.
2. Existence and Objectives of CSR policies in the selected companies.
3. Managerial implications after the implementation of CSR in the selected company.

The impact on the financial perspective, employee commitment and reputation of the company due to the implementation of CSR initiatives.

3.2 Statement of the Problem

Corporate Social Responsibility has been a debatable topic for the organizational management since its mandatory inclusion in The Companies Act (2013). India is the first country which has imbibed a law for the Corporate Social Responsibility. The employees of the organization which implements CSR and the effect of CSR on an organization's Financial Performance, Corporate Reputation is to be studied. In a state like Gujarat which contributes the second highest in terms of amount spent

for CSR implementation and betterment of community the impact is to be studied. The managers are an integral part of the organization and knowing their perception about the implementation of CSR is the need of the hour. Hence the study is undertaken to find the relationship between CSR and its impact on organizational performance. The statement of problem is as under:

“An Empirical Study of Management Perception of the Impact of Corporate Social Responsibility on Organizational Performance in Selected Companies of Gujarat State”

3.3 Research Objectives

- To analyse the CSR practices of selected organizations in Gujarat State.
- To examine the relationship between CSR practices and financial performance
- To examine the relationship between CSR practices and employee commitment.
- To examine the relationship between CSR practices and corporate reputation.
- To find out management's perception towards mandatory CSR rules.
- To explore the areas in order to improve the CSR effectiveness.

3.4 Hypotheses of the Study

H01: There is no significant relationship between selected demographic variables and Awareness of CSR activities.

H02: There is no significant relationship between selected demographic variables and Perception of Employees of selected Organizations.

H03: There is no significant relationship between CSR policies and Employees' Commitment.

H04: There is no significant relationship between CSR Practices and Managerial Perception.

H05: There is no significant relationship between CSR Practices and Financial Performance.

H06: There is no significant relationship between CSR and Corporate Reputation.

3.5 Research Design

Research design for this study is combination of Descriptive and Exploratory in nature. Descriptive is due to the factors on which the employees haven't given their opinion and their satisfaction level. The study is Exploratory due to its novice measurement of mapping the management perception for CSR. It involves a sound and scientific analysis of data with the help of measure of central tendency, measures of variation, hypothesis testing, correlation and the regression analysis.

3.6 Data Collection

3.6.1 Primary Data

The primary data have been collected from selected employees of selected companies through structured non-disguised questionnaire. The questionnaire was framed on the base of objectives of the study.

3.6.2 Secondary Data

The secondary data have been collected from reliable and authentic sources like, published research papers, various authentic websites, published and non-published Ph.D. thesis, annual report of the Organizations and other authentic sources. The relevant data which have been used for the purpose of the study has been taken from books, journals and electronic media.

3.7 Sample Design

In this research, the sample design on the basis of suitability and availability of the requisite sampling frame has been used. Here, convenience sampling method is preferred by the researcher to select the respondents of the selected Organizations.

3.7.1 Population

All the employees of companies involved in doing CSR activities in Gujarat state are the population for study. (Public as well as private established in the state of Gujarat).

3.7.2 Target Population

All employees of selected companies, involved in CSR activities of Gujarat constitute the population for study. Target population for this study are the employees working in companies that do CSR. The employees from all departments are the part of target population.

3.7.3 Sampling Techniques

Convenience sampling method is used for this study due to the data requirement and its diversity. No other sampling techniques are found to be more appropriate than the Convenience sampling. The researcher has selected eighteen companies of Gujarat state doing CSR activities. The sampling process is drawn as under:



3.7.4 Sampling Frame

A list of enrolled students, teaching and non-teaching staffs, parents of students and related funding agencies, corporate houses having interface with the universities, concern department of the government constitutes a sampling frame.

3.7.5 Sampling Unit

Student, teaching and non-teaching staff, parents, related funding agencies, corporate houses concern department of government is considered to be a sampling unit for the purpose of this study.

3.7.6 Sample Size

To find out the appropriate number of sample, researcher has used the Sample Size formula for the standard error of the proportion as below:

$$\text{Sample Size (n)} = \frac{\pi (1 - \pi) z^2}{D^2}$$

Where,

n = Sample Size

π = The estimated population proportion (based on the literature review and researcher's judgment) estimate that 90% (0.90) of the target population is satisfied with the services of Universities.

Z = Level of confidence is 90% than associated z value is 1.96

D = The level of precision and desired precision is such that the allowable interval is set as $D = P$ (Sample Proportion) – π (population Proportion) = ± 0.05

This formula is taken from the book *“Marketing Research – An Applied Orientation”* by Naresh K. Malhotra (Sixth Edition) Pearson Publication, pp. 377-379

Calculation of Sample Size:

$$\begin{aligned} n &= \frac{\pi (1 - \pi) z^2}{D^2} \\ n &= \frac{0.90 (1 - 0.90) (1.645)^2}{(0.05)^2} \\ n &= \frac{0.90 (0.10)(2.7060)}{0.0025} \\ n &= \frac{0.24354}{0.0025} \end{aligned}$$

$n = 97.43$ **So, sample size round off to 98**

Based on calculated sample size 98, also determine the total sample size. Considering the 15 Industries as strata, total sample size for this research is (98×15) **1470**.

3.7.7 Sample Size

Based on calculated sample size 98, also determine the total sample size. Considering the corporates practicing CSR as strata, total sample size for this research is (98×15) **1470** i.e.all employees

working under the organization practicing CSR. The below Table shows the total population of the study:

Table-4.1: Total Population of the Study

Name of company	Total Employees (approx.)
Reliance Petrochemicals Ltd	2733
Essar Ltd	7128
Larsen and Toubro Ltd	50728
ONGC Petro addition Ltd	623
GSFC	62345
Silox India Pvt. Ltd	2837
Prakash Chemicals Pvt. Ltd	135
Atul Ltd	3000
Adani Capital Pvt Ltd	839
Ultratech Pvt ltd	22000
Sun Pharma Ltd	35239
Idex Ltd	6834
ABB	34783
Zydus	24412
Indian Oil	33498
Nirma	1388
GGRC	179
GATL	328

(Reference: Official Websites of Organizations, Government Reports & Organizational Profile)

The below table shows distribution of sample size for this study:

Table-4.2: Selected Sample Size

Name of company	Total Employees (approx.)
Reliance Petrochemicals Ltd	115
Essar Ltd	67
Larsen and Toubro Ltd	98
ONGC Petro addition Ltd	97
GSFC	87
Silox India Pvt. Ltd	85
Prakash Chemicals Pvt. Ltd	57
Atul Ltd	67
Adani Capital Pvt Ltd	99
Ultratech Pvt ltd	78
Sun Pharma Ltd	69
Ilex Ltd	102
ABB	98
Zydus	110
Indian Oil	98
Nirma	102
GGRC	56
GATL	53

3.8 Reliability of the Data

To test the reliability of the data, Cronbach's alpha test is used. The following table showing the alpha score:

Table 4.3 Reliability Statistics

	Cronbach's Alpha	N of Items
Overall Data	.947	77
All CSR Activities	.943	42
Managerial Implications	.955	25

Interpretation: As the above table shows the values of Cronbach's Alpha is more than 0.90. Hence the data is accepted for further analysis.

3.9 Limitations of the Study

- ⇒ Cost Constraint
- ⇒ Limitation of Sample Size : Sample size is limited to 1500 respondent only among selected public and private sector enterprises having presence.
- ⇒ The time factor in collecting the responses might be limiting factor. The COVID-19 Pandemic is one of the limitations in collecting the data

from respondents.

- ⇒ The research design and sample size used in the research may limit the findings of the study.
- ⇒ Statistical software and tools used by the researcher may limit the findings of the study.
- ⇒ The data is collected from the respondents through the structured non-disguised questionnaire, there may be possibility that respondents might be in hurried and given incorrect answers, even they may not be fully loyal in answering the questions might be distorted the analysis and findings.
- ⇒ The researcher has collected the primary data from selected organizations in Gujarat. Hence, it would not be appropriate to generalize the results as representation of all the organizations implementing CSR in Gujarat and fit for the entire population.

3.10 Delimitations of the Study

- ⇒ The assumption has been made that all the enterprises either public or private selected for the study are assumed to actively involved in CSR activities.
- ⇒ It is assumed that all the all employees of the enterprise are fully aware about the CSR activities undertaken by respective enterprises.
- ⇒ This study is delimited to only one state namely : Gujarat and only 18 organizations have been incorporated for the purpose of study.
- ⇒ Sampling technique is considered for the study purpose is also the delimitation of the study. Some other sampling techniques may be used to conduct the same study for selected sectors as well as states.

4.0 FINDINGS OF THE STUDY

After the data collection and analysis, the researcher has found following findings:

4.1.1 Findings from Demographic Profile of the respondents:

Data were collected from 1538 responses. The frequency analysis of demographic profile shows that the 79% of the respondents were males and 21% were females. It indicates that percentage of males is higher than females.

Total 1538 respondents are classified into four age groups. The first group range is between 21 years to 30 years. Second age group is of 31 to 40 years, third age group is of age 41 to 50 years and fourth 51 years and above. 652 respondents belonged to the age between 21 years to 30 years, 713 respondents belonged to 31 to 40 years age group, 115 respondents belonged to age group 41 to 50 years and 58 respondents are 51 years and above. The table indicates that percentage of 31 to 40 years is higher than other age groups.

58 respondents belonged to Under Graduation, 206 respondents belonged to Graduation, 1106 respondents belonged to Post Graduation, while 168 respondents belonged professional. From the above table, it can be concluded that the respondents belonged to Post Graduation is higher as compared to other classification.

164 respondents belonged to Top Level, 873 respondents belonged to Middle Level and 501 respondents belonged to Operational Level. The above table conclude that the respondents belonged to middle level is higher than top level and operational level.

185 respondents have annual income less than Rs. 250000, 417 respondents have annual income between Rs. 250001 – 500000. 303 respondents have annual income between Rs. 200001 – 750000. While 633 respondents have their annual income between Rs. 750001 – 1000000. It can be seen that the respondents belonged to Rs. 750001 – 1000000 is higher as compared to other classification.

Out of total respondents, 289 respondents have less than 2 years of experience. 384 respondents have the work experience between 2 to 5 years. 245 respondents have the work experience between 5 to 8 years. 212 respondents have the work experience between 8 to 10 years. While, 408 respondents have the work experience above 10 years. It can be observed from the above table, that the majority of respondents have more than 10 years of work experience.

4.1.2 Findings from Employees Perception on CSR:

Out of total 1538 respondents, 1474 (95.8%) respondents are aware regarding the CSR activities of the particular organization. Only 64 (4.2%) respondents are not aware from CSR activities.

Out of total 1538 respondents, 1492 (97%) respondents are feeling that the CSR is essential for the organization. While 46 (3%) respondents are not feeling that CSR activities is essential for the organization.

Out of total 1538 respondents, 1439 (93.6%) respondents are participating in the CSR activities of the organization, while 99 (6.4%) respondents are not participating in the CSR activities of the organization.

Out of total 1538 respondents, 1201 (78.1%) respondents are feeling that organization is “just giving something back to society” from their CSR Initiatives. 127 (8.3%) respondents are feeling that organization is “comply with the laws” from their CSR Initiatives. 74 (4.8%) respondents are feeling that organization is “gain visibility in the market” from their CSR Initiatives. 99 (6.4%) respondents are feeling that organization is “gain competitive edge” from their CSR Initiatives and 37 (2.4%) respondents are feeling that organization is “improve financial performance of business” from their CSR Initiatives. From the above table, it is concluded that the majority of employees (78.1%) feel the CSR initiative is for “just giving something back to society.”

4.1.3 Findings based on Research Objectives:

Objective-1: To check the impact of selected demographic characters on awareness of CSR activities.

Findings: To fulfill the above research objective, researcher has tested following hypotheses:

Table-4.1: Summary of Chi-Square Test Hypotheses for awareness of CSR activities

Hypotheses	Result
H0 ₁ : There is no significance relationship between gender and awareness of CSR activities.	Rejected
H0 ₂ : There is no significance relationship between age group and awareness of CSR activities.	Rejected
H0 ₃ : There is no significance relationship between education and awareness of CSR activities.	Rejected
H0 ₄ : There is no significance relationship between designation and awareness of CSR activities.	Rejected
H0 ₅ : There is no significance relationship between annual income and awareness of CSR activities.	Failed to Reject
H0 ₆ : There is no significance relationship between experience of employees and awareness of CSR activities.	Rejected

From the above table, it is observed that out of six hypotheses, five hypotheses are rejected and only one hypothesis is failed to reject. Hence, it is proved that, there is an impact of selected demographic characters on awareness of CSR activities.

Objective-2: To check the impact of selected demographic characters on CSR activities of selected organizations.

Findings: To fulfill the above research objective, researcher has tested following hypotheses:

Table-4.2: Summary of Chi-Square Test Hypotheses for CSR Activities of Selected Organizations

Hypotheses	Result
H0 ₇ : There is no significance relationship between gender and general CSR activities of organizations.	Rejected
H0 ₈ : There is no significance relationship between age group and general CSR activities of organization.	Rejected

H0 ₉ : There is no significance relationship between education and general CSR activities of organization.	Rejected
H0 ₁₀ : There is no significance relationship between designation and general CSR activities of organization.	Rejected
H0 ₁₁ : There is no significance relationship between annual income and general CSR activities of organization.	Rejected
H0 ₁₂ : There is no significance relationship between experience of employees and general CSR activities of organization.	Rejected

From the above table, it is observed that all the hypotheses are rejected. Hence, it is proved that, there is an impact of selected demographic characters on CSR activities of selected organizations.

Objective-3: To examine the relationship between CSR practices and corporate reputation.

Findings: To fulfill the above research objective, researcher has calculated correlation, regression and ANOVA analysis. The value of correlation (0.390) suggested that there is a relationship between CSR practices and financial performance. Further to test the accurate impact of CSR activities on corporate reputation, regression analysis has used. The adjusted R² Value (0.377) indicates that 37.7% of impact of CSR activities on corporate reputation. The P-value of ANOVA (0.000) also suggested that there is a significance relationship between CSR practices and financial performance.

Objective-4: To examine the relationship between CSR practices and employee commitment.

Findings: To fulfill the above research objective, researcher has calculated correlation, regression and ANOVA analysis. The value of correlation (0.322) suggested that there is a relationship between CSR practices and employee commitment. Further to test the accurate impact of CSR activities on corporate reputation, regression analysis has used. The adjusted R² Value (0.201) indicates that 20.1% of impact of CSR activities on employee commitment. The P-value of ANOVA (0.000) also suggested that there is a significance relationship between CSR practices and employee commitment.

Objective-5: To examine the relationship between CSR practices and managerial perception.

Findings: To fulfill the above research objective, researcher has calculated correlation, regression and ANOVA analysis. The value of correlation (0.283) suggested that there is a relationship between CSR practices and managerial perception. Further to test the accurate impact of CSR activities on corporate reputation, regression analysis has used. The adjusted R^2 Value (0.203) indicates that 20.3% of impact of CSR activities on managerial perception. The P-value of ANOVA (0.000) also suggested that there is a significance relationship between CSR practices and managerial perception.

Objective-6: To examine the relationship between CSR practices and financial performance.

Findings: To fulfill the above research objective, researcher has calculated correlation, regression and ANOVA analysis. The value of correlation (0.297) suggested that there is a relationship between CSR practices and financial performance. The adjusted R^2 Value (0.198) indicates that 19.8% of impact of CSR activities on financial performance. The P-value of ANOVA (0.000) also suggested that there is a significance relationship between CSR practices and financial performance.

4.1.4 Findings from the Post Hoc Analysis of the Study:

4.1.4.1 Corporate Reputation

From the results of post-Hoc analysis, there are statistically significant differences between the groups as a whole. The table above, Multiple Comparisons, shows which groups differed from each other. For the 1st statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.884).

For the 2nd statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However,

there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 1.000). For the 3rd statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.999) and there were no differences between the groups namely Strongly Disagree and undecided (p-value = 0.184). For the 4th statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 1.000). For the 5th statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 1.000) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.590). For the 6th statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.999). For the 7th statement of corporate reputation, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.960) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.080)

4.1.4.2 Employee Commitment

From the results of post-Hoc analysis, there are statistically significant differences between the groups as a whole. The table above, Multiple Comparisons, shows which groups differed from each other. For the 1st statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 1.000) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.995).

For the 2nd statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.415) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.523) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.242) For the 3rd statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.934) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.591). For the 4th statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.986) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.574). For the 5th statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.914) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.992). For the 6th statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.997) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.528). For the 7th statement of employee commitment, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.205) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.705).

4.1.4.3 Managerial Perception:

From the results of post-Hoc analysis, there are statistically significant differences between the groups as a whole. The table above, Multiple Comparisons, shows which groups differed from each other. For the 1st statement of managerial perception, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 1.000) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.506).

For the 2nd statement of managerial perception, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.499) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.332). For the 3rd statement of managerial perception, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.708) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 0.545) and there were no differences between the groups namely Strongly Agree and Undecided (p-value = 0.332). For the 4th statement of managerial perception, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.506) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.247). For the 5th statement of managerial perception, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.688) and there were no differences between the groups namely Strongly Agree and Agree (p-value = 1.000). For the 6th statement of managerial perception, it can be seen from the table that there is a statistically significant differences in majority of pairs.

However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.941)

4.1.4.4 Financial Performance:

From the results of post-Hoc analysis, there are statistically significant differences between the groups as a whole. The table above, Multiple Comparisons, shows which groups differed from each other. For the 1st statement of financial performance, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.930) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.392) and there were no differences between the groups namely Strongly Disagree and Agree (p-value = 0.053) and there were no differences between the groups namely Disagree and Undecided (p-value = 0.683). For the 2nd statement of financial performance, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.779) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.317) and there were no differences between the groups namely Disagree and undecided (p-value = 0.901). For the 3rd statement of financial performance, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 1.000) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.442) and there were no differences between the groups namely Strongly Disagree and Agree (p-value = 0.162) and there were no differences between the groups namely Disagree and Undecided (p-value = 0.089) and there were no differences between the groups namely Agree and Undecided (p-value = 0.133). For the 4th statement of financial performance, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.613) and there were no differences

between the groups namely Strongly Disagree and Undecided (p-value = 0.216) and there were no differences between the groups namely Strongly Disagree and Agree (p-value = 0.058) and there were no differences between the groups namely Disagree and Undecided (p-value = 0.950) and there were no differences between the groups namely Disagree and Agree (p-value = 0.496) and there were no differences between the groups namely Agree and Undecided (p-value = 0.135). For the 5th statement of financial performance, it can be seen from the table that there is a statistically significant differences in majority of pairs. However, there were no differences between the groups namely Strongly Disagree and Disagree (p-value = 0.715) and there were no differences between the groups namely Strongly Disagree and Undecided (p-value = 0.119) and there were no differences between the groups namely Disagree and Agree (p-value = 0.078) and there were no differences between the groups namely Agree and Undecided (p-value = 0.999).

5.0 SUGGESTIONS AND RECOMMENDATIONS

The researcher has undertaken the study and with the help of data collection and data analysis, important findings have been drawn. The researcher has identified some important area wherein improvement is required. Such improvements in form of suggestions have been featured as follows:

- An empirical investigation of management perceptions of the influence for corporate social responsibility for organizational performance in selected national level organizations.
- More avenues for the exploration of schedule VII should be undertaken by the organizations implementing CSR. The employee retention is also a major factor due to the various activities of CSR undertaken at an organization.
- Managers and employees can collaboratively participate or organize research for managerial perception and also on reputation linked with CSR.
- Training for CSR activities and invoking participation from the stakeholders as well.

- Organizations must conduct social audits connected the Corporate Social Responsibility efforts for transparency in product promotion. This will identify the elements critical to the success & failure of Corporate Social Responsibility activities, which may be improved/ addressed for effectiveness.
- Every organization's activity must be conducted with the objective to and on the grounds for Corporate Social Responsibility proposals concept Lifetime, i.e. the firm must be centered on the community and its requirements.
- The conventional technique of delivering Corporate Social Responsibility assistance will be replaced/ optimized with the most recent technology-supported approach for a higher yield at a lower cost.
- Corporate Social Responsibility policies/initiatives should be implemented in stages the best outcomes. Improvements/changes will be implemented via experimenting and studying from program-to-program success and failure.
- An eco-system which includes the ecosystem of startups or section-8 companies should be outsourced for implementation of some of the projects. This will not only generate employment but also give chance to newly grown inventive ideas.

The following proposals will undoubtedly give a match opportunity for both business and businesses, and indeed the century objective of "Sustainable and equitable social progress" may also be reached via joint efforts.

6.0 CONCLUSION:

This study shows the impact of CSR on Organizational performance in terms of Corporate Reputation, Managerial Perception, Employee Retention and Financial Performance. These four factors are the pillars in the building blocks of an organization successfully implementing CSR. As India is the first country that made CSR contributions mandatory, there are a plethora of organizations that are implementing CSR. This study shows a significant positive relationship between CSR and all the four variables.

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